Business Roundtable CEO members lead companies with $7 trillion in annual revenues and nearly 16 million employees. Business Roundtable member companies have a combined stock market capitalization of $7.9 trillion and invest $129 billion annually in research and development. Our companies pay more than $222 billion in dividends to shareholders and generate more than $495 billion in sales for small and medium-sized businesses annually. Business Roundtable companies also make nearly $8 billion a year in charitable contributions.

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DEAR BUSINESS LEADERS AND STAKEHOLDERS:

On behalf of the members of Business Roundtable, I am proud to share with you our 2016 sustainability report — Create, Grow, Sustain: People and Technology at Work. Now in its ninth year, the report features narratives from 133 CEOs on how their companies have contributed to sustainable economic growth and a cleaner environment in the United States and around the world.

At American Electric Power (AEP), we believe that good business and sustainable environmental practices go hand in hand. For our company, that means harnessing people and technology to safeguard the environment while delivering affordable, reliable electric power to more than 5 million customers in 11 states. Our sustainability achievements include investing more than $7.5 billion in environmental control technology over the last 15 years and reducing smog-generating emissions by more than 80 percent since 2001.

Of course, AEP’s story is not unique. Across the board, Business Roundtable companies have put people and technology to work to deliver the extraordinary sustainability successes of the U.S. economy in recent years. One sign of that success is the substantial economywide increase in U.S. energy efficiency. Energy use per dollar of U.S. economic output decreased an average of nearly 2 percent per year between 1992 and 2012, and according to the U.S. Energy Information Agency, this powerful trend is poised to continue. More efficient energy use cuts energy costs for households and businesses, which benefits the economy and the environment alike.

There are compelling stories behind these impressive trends. They involve people and technology working together to push our sustainability efforts even further. We have included a number of these stories in this year’s report. From tracking threatened wildlife using footprint identification technology; to using wastewater from yogurt to produce electricity; to recycling more water, energy and material with each passing year, our companies are on the leading edge of solving today’s sustainability challenges with a robust mix of technology and human ingenuity.

I hope you enjoy reading this report and learning more about how U.S. companies are providing solutions to our greatest sustainability and quality-of-life challenges.

Sincerely,

Nicholas K. Akins
Chairman, President and Chief Executive Officer,
American Electric Power
Chair, Energy and Environment Committee, Business Roundtable
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As the global population marches toward 9 billion people, it is creating an even more urgent need to address sustainability challenges — from air pollution and water shortages to food safety and clean energy.

Our greatest opportunity to overcome these challenges lies with innovation and collaboration. As a science company, 3M partners with our customers and communities to make the world cleaner, safer and stronger. Starting with technology and working toward the improvement of every life on the planet allows us to think holistically about addressing global challenges.

Our investments in sustainable technologies are guided by our customers’ needs. These include glass bubbles that make cars lighter and more fuel efficient, films that make smartphones and buildings more energy efficient, and environmentally friendly immersion fluid that cools data centers.

Beyond collaborating with customers, 2015 was a year of many partnerships toward building a better future:

- We joined other global companies to help municipalities implement recycling programs through the Closed Loop Fund. This landmark partnership will invest $100 million to protect the environment, generate revenue for cities and create thousands of jobs.
- We made an agreement to purchase electricity from two wind farms, helping us work toward our renewable energy goals for 2025.
- We announced a revised pulp and paper sourcing policy providing leading-edge protection for forests, critical habitats and forest communities worldwide.
- During 3M’s Global Volunteer Day, 3Mers from 80 international locations renovated schools, built outdoor learning centers and engaged thousands of students on the power of science to improve lives. This supports our broader work to encourage young people to enter STEM-related fields.

Also in 2015, our Pollution Prevention Pays (3P) program celebrated its 40th anniversary, having prevented 4.1 billion pounds of pollution and saving nearly $1.9 billion dollars since 1975.

With an eye toward the future we launched our 2025 sustainability goals. These goals range from investing in sustainable materials and energy efficiency to water management and reducing our customer’s greenhouse gases through the use of our products. We have also set goals around building a diverse workforce and worker and patient safety in health care and industrial settings.

Moving forward, our emphasis on applying 3M science to improve lives will continue to grow, as will our emphasis on collaboration — with our customers, partners and communities.

Inge G. Thulin
Chairman of the Board, President and Chief Executive Officer

“Starting with technology and working toward the improvement of every life on the planet allows us to think holistically about addressing global challenges.”
In 1899, Arthur O. Smith designed a lightweight, cost-effective pressed steel car frame. The auto industry was in its infancy; however, Smith foresaw the need for a better car frame, which forms the “skeleton” of the vehicle. Within three years, the Smith design was the standard of the automotive industry.

Nearly 120 years after that initial breakthrough, A. O. Smith’s employees are still hard at work, solving problems and developing new solutions for today’s issues. Foremost among these is the issue of clean water, especially in emerging countries such as China and India. In 2010, company engineers in China and the United States developed a breakthrough in reverse osmosis (RO) residential water treatment technology. RO is the preferred form of water treatment in countries such as China that experience heavily polluted water sources. RO removes sediment and colloids, bacteria and other organics, heavy metals, salts, and viruses. Existing RO processes, while effective in delivering clean water, tend to create large volumes of waste water. The engineers developed an improved filter using what they called the sidestream membrane technology. This innovation increases fresh water output by 50 percent while substantially increasing the life expectancy of the filter and still effectively removing the impurities found in the local water. These products are making it possible for Chinese consumers to enjoy the benefits of clean water in their homes.

Since developing that breakthrough technology, A. O. Smith expanded its water treatment engineering capabilities. It now has test labs at its Corporate Technology Center in Milwaukee, WI, capable of replicating water conditions in any part of the world, giving its engineers the ability to evaluate the effectiveness of new filtration technologies. The company also is investigating sensor technologies as a way of increasing the effectiveness of its products and giving consumers a better understanding of the quality of their water. In 2015, A. O. Smith launched a line of RO residential water purifiers in India. Based on the sidestream membrane technology, these products are designed to appeal to the needs of consumers in that heavily populated country.

As recent events have demonstrated, there could be a need for enhanced water treatment technologies in mature markets affected by deteriorating infrastructure or drought-induced fresh water shortages. If that is the case, A. O. Smith’s engineers will be ready to solve the next set of fresh water challenges.

Ajita G. Rajendra
Chairman and Chief Executive Officer
ABB exists to make a better world. We knew sustainability would drive that vision before we issued our first sustainability report nearly 20 years ago. Today, ABB’s greatest impact in sustainability lies in its pioneering technology — what our customers use every day to increase productivity and reduce their environmental impact.

At ABB, we believe economic growth can be decoupled from environmental pollution. We’re working to help the world use less energy and create less pollution per unit of gross domestic product. From renewable power generation, to microgrids and smart grids, to energy efficiency solutions across the entire energy value chain, we’re helping our customers run the world without consuming the Earth. In fact, more than half of our revenue is related to energy efficiency or renewable energy.

One striking example is the use of ABB drives to increase energy efficiency for electric motors. Last year, ABB’s installed base of drives alone saved more than 445 terawatt hours of energy — enough to power 40 million U.S. households for a year.

Internally, ABB is applying the same technologies and processes to reduce our impact as well. We aim to cut greenhouse gas emissions and reduce ABB’s energy intensity by 20 percent by 2020, from a 2013 baseline. This includes both direct fuel consumption and the use of electricity and district heating for manufacturing processes and building operation.

Additionally, we aim to cut our water use by 25 percent and reduce solid waste by 20 percent over the same period. In 2015, this was a major focus for our largest facilities. Our transformer plant in Jefferson City, MO, saw a 90 percent reduction of waste sent to landfill, a 90 percent increase in recycling and a 50 percent reduction in associated costs. This adds to our experience that sustainability is good business.

On a global stage, we’re proud to partner with Solar Impulse and its pioneering attempt to circumnavigate the globe flying a breakthrough airplane using only energy from the sun. ABB and Solar Impulse formed an innovation and technology alliance to advance a shared vision of reducing resource consumption and increasing the use of renewable energy. We’re excited to watch the journey continue in 2016.

Greg Scheu
President, Americas

“At ABB, we believe economic growth can be decoupled from environmental pollution. We’re working to help the world use less energy and create less pollution per unit of gross domestic product.”
The theme of this report, *People and Technology at Work*, could well be the title of a history of Abbott. This is the essence of what our company has done for 128 years: harnessing the power of medical technology to help people around the world live healthier, fuller lives.

Today that commitment takes more forms than ever before. First and foremost, as always, is advancing medical technology to deliver new and better health care solutions. But we interpret our charter of improving people’s lives broadly, working far beyond medical technology alone.

Importantly, we recognize that nothing affects people’s health more significantly than the health of their environment. So we’ve committed to reducing our environmental impact through efforts such as our zero-waste-to-landfill initiative. Our sites are implementing ethical, economical and efficient means to eliminate all the waste formerly sent to landfill and convert it instead to other beneficial uses. To date, 24 Abbott sites worldwide — including 30 percent of our manufacturing sites — have achieved zero-waste-to-landfill status, marking significant progress toward our waste-management goal.

Similarly, to reduce our carbon footprint, our nutrition business launched its Utility Excellence program to cultivate a culture of sustainable utility management. The goal is to achieve global reductions in utility usage of 50 percent by 2020. One example under this program is our manufacturing facility in Singapore, which has reduced carbon emissions while decreasing energy costs by 33 percent — enough energy to power more than 7,000 Singaporean households for a year.

Our efforts include the economic environment, as well. For instance, in 2014, we opened a state-of-the-art manufacturing facility to produce nutrition products in India, for India. However, doing so required building local farmers’ ability to produce the core ingredient needed: milk. We’re helping to increase their capacity by providing training and resources in financial and business skills, veterinary care, feeding, and dairy development; by building critical infrastructure, including new bulk milk chiller facilities in local communities; and by creating transparent, market-driven payment systems to support consistent prices based on the quality of the milk. This will provide farmers with a reliable, sustainable market and help ensure a high-quality supply of milk for our business and consumers.

Thank you for your interest in our work.

Miles D. White
Chairman of the Board and Chief Executive Officer

“This is the essence of what our company has done for 128 years: harnessing the power of medical technology to help people around the world live healthier, fuller lives.”
At Accenture, corporate citizenship is central to our vision of improving the way the world works and lives, and it reflects our core values. By mobilizing our people, convening innovative partnerships with clients and nonprofits, and leveraging technology, we make a positive and long-term impact on our communities across the United States and beyond.

For example:

- **Our People:** Accenture people represent a tremendous variety of cultures, ethnicities, beliefs and backgrounds, and we are committed to becoming even more diverse. By 2017, we will grow the percentage of new hires who are women to at least 40 percent worldwide, and we plan to hire 5,000 U.S. veterans and military spouses in the next five years.

  Additionally, we recently reported, for the first time, our U.S. workforce demographics on gender, ethnicity, persons with disabilities and veterans. This transparency creates trust and helps us foster a broader dialogue and culture of inclusion, one in which all our people can be successful, both professionally and personally.

- **Skills to Succeed:** Through our corporate citizenship initiative, we have equipped more than 1.2 million people worldwide with the skills to get a job or build a business. By the end of fiscal year 2020, together with our strategic partners, we will equip more than 3 million people with workplace and entrepreneurial skills; enable their successful transition to employment; and create large-scale, lasting solutions aimed at closing global employment gaps.

  In the United States, more than 6,200 Accenture people volunteered in fiscal year 2015 for activities such as skills workshops for technical and digital job seekers. Additionally, through technology, we help extend the reach of our nonprofit partners. For example, we helped Upwardly Global expand its online training program to more than 1,600 people. More than 500 participants have secured professional positions, including at Accenture.

- **Environment:** We minimize the impact of our operations in an energy- and carbon-constrained world and foster sustainable growth for our stakeholders. Through digital technology, we learn and collaborate with our teams and clients, while reducing the necessity of travel and travel-related carbon emissions. Last year, these efforts generated reductions in per-employee carbon emissions from air travel of more than 2 percent, compared to fiscal year 2014.

  By the end of fiscal year 2020, we will reduce our per-employee carbon emissions by more than 50 percent against our 2007 baseline — and we will begin to measure and report the impact of our sustainability work with clients and suppliers.

“It is critical that we collaborate with a wide range of partners across business, government and civil society to drive disruptive change and to make an even more significant difference in our communities today and in the future.”

SOLUTIONS AT WORK

**Accenture: Running Efficient Operations**

As a professional services company, more than 80 percent of our carbon footprint consists of the emissions our people generate from air travel for business and electricity use in our offices. To reach our goal of reducing carbon emissions to an average of two metric tons per employee — a more than 50 percent reduction against our 2007 baseline — we leverage technology for direct energy savings, increase renewable energy sources and shape a culture of digital collaboration to decrease travel. Running our operations more efficiently helped make fiscal year 2015 the most energy-efficient year in our company’s history, and we have reduced our per-employee carbon emissions by more than 47 percent.
As a global human capital management provider, ADP touches the lives of more than 50 million people: the employees of our 630,000 clients. Our ability to continue to grow rests on the health of the global workforce and the sustainability of the planet.

Our 56,000 employees live by seven core values. Two — Social Responsibility and Integrity is Everything — have been part of our culture since ADP’s founding and anchor our sustainability approach.

You can see the essence of this in our tagline — “a more human resource” — which connects with our social responsibility focus on employability, community engagement and sustainable operations. One might say our higher purpose is to enable the world’s human resources to make the world a better place.

This approach has yielded many achievements, including:

- **Employability:** About 40 percent of the ADP Foundation’s work supports education. We assist thousands of students through scholarships and financial support of organizations that prepare young people, particularly from under-represented segments, for careers. The Foundation has given more than $5.5 million in scholarships to hundreds of children of ADP associates.

- **Community Impact:** ADP associates give to make their communities stronger. In the past year, associate financial giving increased about 50 percent to $4.8 million, with $3 million matched by our Foundation. We increased “on the job” volunteer hours to 28,000, valued at more than $1 million.

- **Sustainable Operations:**
  - ADP serves 527,000 of its 630,000 clients via cloud-based services. More than 10.8 million employees from those organizations access pay statements, clock in and out, and access other services using our paperless products. More than 5 million use our mobile app.
  - Although we’ve grown our client base for several years and have increased the number of associates, we’ve reduced greenhouse gas emissions, including a 15 percent reduction between 2014 and 2015 in the United States. We’ve reduced electricity usage by nearly 7 percent, gas consumption more than 3 percent and water consumption by nearly 4 percent. And 21 percent of our U.S. associates work remotely, contributing to the reduction.
  - We’ve introduced electric car stations and completed four Leadership in Energy and Environmental Design (LEED) certification builds in Augusta, GA; El Paso, TX; Pasadena, CA; and Manhattan.

Our late founder, Henry Taub, was a humble man. He enjoyed seeing his company grow, but he liked to keep things simple and avoid waste. Today, 67 years after he started the firm, he would be proud of our achievements in growing the company while reducing and limiting our impact on the planet we all share.

Carlos A. Rodriguez
President and Chief Executive Officer
At AECOM, our mission is to build a better world by making a positive and lasting impact on society and the environment. Sustainability is at the core of our business and drives our innovation.

**Delivering Smarter Solutions**
We bring together wide-ranging talent — urban planners, designers, architects, engineers, ecologists and biologists — to connect, collaborate and unlock the smartest, most sustainable solutions to complex infrastructure challenges. We tap the best minds, leverage cutting-edge technology and design the newest approaches.

Together with our clients, we work to advance economic opportunity, protect our environment and improve people’s lives through:

- Storm protection systems that safeguard valuable waterfront from future flooding and rising sea levels while attracting economic development;
- Green building systems that change the way major sports arenas are constructed; and
- Antarctica’s first fully relocatable research station that serves as both a living and work space for scientists, while leaving nothing behind except clean water.

**Strengthening Our Cities**
We’re working on multiple efforts to sustain healthier and stronger urban centers:

- Partnering with Rockefeller Foundation’s 100 Resilient Cities program, we have advised eight of the first 32 cities on their comprehensive resiliency strategy, supporting more than 18 million people;
- Collaborating with IBM and the United Nations Disaster Relief Organization, we have developed the Disaster Resilience Scorecard, which has been used in more than 50 cities to strengthen ties between communities affected by natural disasters and public and private stakeholders who can contribute to disaster risk reduction; and
- Working with CDP, we have helped more than 150 cities globally increase their resilience to significant changes in climatic, social and economic conditions.

**Improving Our Operations**
With operations in hundreds of communities across the world, AECOM embraces its responsibility of global environmental stewardship and focuses on improving practices in internal operations and in client projects to reduce energy and waste. We established baseline sustainability metrics in FY2015 and will measure future improvements against this baseline. Also, we have set up a global data management system that allows us to better collect, track, analyze and share our sustainability performance. Our early results show we’re on the right track, with our regional operations delivering 12 to 19 percent reductions in electricity and paper use and more than 30 percent reductions in flight mileage and fleet fuel use.

Through our collaborative, innovative and integrated approach to our clients, our partnerships and our operations, AECOM is built to deliver a better world.

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**SOLUTIONS AT WORK**

**Halley VI** is the first fully relocatable research station in the world. AECOM designed the sustainable station, which houses workspace and accommodations for the Antarctic science team. Because it’s located on a floating ice shelf, movability is critical. Steel skis and hydraulic legs enable the station to “climb” out of the snow and be towed to a safer location. Halley’s design was developed to minimize environmental impact, using 7 percent less fuel than previous stations. A drainage system reduces water usage daily, while sewage is treated in a bioreactor before incineration. When it moves, nothing is left except clean water.

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Michael S. Burke
Chairman and Chief Executive Officer
At AES, we are dedicated to improving the lives of our customers by leveraging energy solutions that encompass a broad range of technologies, fuel types and renewable energy sources to help meet the world’s changing energy needs. AES started as one of the first independent electricity power producers in the United States and is now a major supplier of power in 17 countries around the world.

We innovate and turn great ideas into real solutions that move the electricity sector forward. We are constantly improving our operations to more efficiently and sustainably utilize natural resources. For example, in northern Chile, the driest desert in the world, we are upgrading the desalination plant at our power generation facility with state-of-the-art technology that will enable us to provide fresh water to other businesses and neighboring communities in the future.

We are also developing new technologies that will transform the energy sector in a sustainable manner. Nearly 10 years ago, we brought together a group of AES engineers and commercial developers to work on applying advanced battery technology to the electric sector.

AES is a pioneer in this field and is the world’s largest owner and operator of grid-scale advanced energy storage. In 2015, AES introduced the next generation of battery-based energy storage, Advancion 4, and deployed it in three countries, including the largest grid batteries in Maryland (United States), Northern Ireland and the Netherlands. Battery storage improves the stability and efficiency of electricity grids and helps to fully integrate renewable sources of energy.

Energy storage is a fast and highly flexible emissions-free capacity resource that is able to provide power services to the grid at any moment in time. It is different from other energy generators as it uses the electric power grid as a “fuel” and can either deliver or withdraw power depending on what is needed. This unique ability to both supply and store power on demand makes the grid more efficient and more reliable.

Our new generation of battery storage, Advancion 4, creates a standardized storage platform that avoids costly project-by-project integration, allows access to the largest battery suppliers globally and avoids obsolescence as the technologies evolve by enabling new batteries to be installed in the future using the best technology at the time.

Since our first deployment of grid-scale batteries in 2008, we have accumulated nearly 3 million megawatt-hours of delivered service on our advanced energy storage platform. These projects have led to cost savings and improved efficiencies in the markets where they operate. Our energy storage fleet in the Eastern Interconnection grid PJM is estimated to save customers around $20 million per year and reduce air emissions by 62,000 tons of carbon dioxide annually. Additionally, our fleet in northern Chile is estimated to provide $37 million in savings per year.

We are proud to contribute to the sustainable development of the power sector through our energy storage solutions and improve the stability and efficiency of power grids worldwide.

“...In 2015, AES introduced the next generation of battery-based energy storage, Advancion 4, and deployed it in three countries, including the largest grid batteries in Maryland (United States), Northern Ireland and the Netherlands. Battery storage improves the stability and efficiency of electricity grids and helps to fully integrate renewable sources of energy.”

Andrés Gluski
President and Chief Executive Officer
Aetna is committed to improving the health of our employees and the communities we serve. We realize that we need to engage people in their health in more effective ways to make these improvements. While the industry is steeped in complexity, people want and expect health care to be as easy to use as Uber or Amazon. New and emerging technology can help us get there. Putting information into peoples’ hands can make the health care system simpler, more convenient and easier to understand and help people achieve more healthy days.

Our health care system is broken. We are paying more, but we are becoming less healthy. According to the Centers for Medicare and Medicaid Services, health care costs are now at $3 trillion per year, accounting for 17.5 percent of the national gross domestic product (GDP). At the same time, about half of all adults suffer from a chronic disease, such as heart disease, stroke, cancer, diabetes or obesity. Innovative approaches that reach people during the normal course of their day can help individuals manage their chronic conditions and can help them get the right care before their conditions escalate.

Take the example of Aetna’s iTriage app. This app allows people to look up their symptoms, read information on illnesses that could be causing those symptoms and find doctors near them that may be able to help. The app even lets people book appointments at local, appropriate health care providers. We find that when consumers have this information in the palm of their hand, they can make more appropriate health care decisions, getting the right care in the right venue at a smart cost.

The health care industry is also working to make better use of technology in health plans. Last year, Aetna launched its Leap plans in four markets, featuring digital tools that provide clear and easy access to resources, coverage and costs. The products are easier to understand and use because they have eliminated coinsurance and do not require referrals. The online shopping experience is faster, more accurate and guided. Health risk assessments take only seven minutes, rather than 30 minutes. The plans also offer digital ID cards and digital prescription refills. As we learn more about our members through the information they provide, we will be better positioned to provide them with a personalized experience that makes their engagement with the health care system more meaningful.

Encouraging our members to get more involved in their own health care is essential. Successfully engaging people in their health will lead to more healthy individuals who are productive. Productive individuals are economically, culturally, socially and spiritually viable. Viable people are happy. And if we can create healthier, more productive and happier people, community by community, we will have a much better world.

Mark T. Bertolini
Chairman and CEO

“New and emerging technology can help us get there. Putting information into peoples’ hands can make the health care system simpler, more convenient and easier to understand and help people achieve more healthy days.”
As a company that consistently strives to be a leader in the global steel sector in voluntary emission reductions and energy conservation, AK Steel focuses on operating in an environmentally responsible manner. The company takes a proactive approach to environmental management by following its comprehensive environmental policy. This policy includes recycling, recovery and reuse of residual materials, as well as reducing and preventing emissions to the extent feasible.

We are particularly proud of extensive progress at our Dearborn Works facility acquired in September 2014 to achieve environmental, safety, quality and operational improvements. While progress continues in all areas today, performance improvements were dramatic during the first full year of operation in 2015, as we implemented AK Steel’s standards and processes. Record-breaking results for the site were achieved in all areas. Additionally, AK Steel expanded the Environmental Affairs Department, which allowed for true ownership of the process. Even with the addition of this new facility, AK Steel’s overall company safety record still remains approximately four times better than the industry average.

AK Steel is committed to sustainable growth and development, and continuous environmental improvement across our products, processes and facilities. For example, we received national recognition from Honda North America for an environmental project at our Rockport, IN, facility in November 2015. This Supplier Award for Environmental Achievement in the Conservation of Natural Resources category recognized a project that resulted in significant reductions in water and energy consumption at our Rockport Works facility.

Many of our innovative steel products also have environmental benefits. AK Steel is helping to improve the fuel efficiency of vehicles through our Advanced High Strength Steels. We are also enhancing the energy efficiency of transformers through our high-efficiency electrical steels, which we ship across the globe.

As a responsible corporate citizen, AK Steel contributes to every community in which we operate. Through the AK Steel Foundation, the company contributed more than $1.5 million in 2015 to support community and nonprofit programs, scholarships and grants. Over the years, the AK Steel Foundation has donated millions of dollars to the United Way across our headquarters location and plant communities. AK Steel is also a corporate supporter of one of the largest fine arts funds in the nation, helping to keep the arts accessible and affordable across the region where many of our employees live and work.

Roger K. Newport
Chief Executive Officer
The year 2015 was pivotal in Alcoa’s multiyear transformation. We exited high-cost commodity assets to further reduce our cost position. We continued investing in markets such as aerospace and automotive, where our innovation edge gives us tremendous profitable growth opportunities. And we took the next step to unlock the full value of our powerful portfolio — announcing the separation of Alcoa into two independent publicly traded companies, an Upstream company, which will operate as Alcoa, and a Value-Add company, which will be named Arconic. We remain laser-focused on helping our customers drive toward a more sustainable future while improving our own environmental performance.

Our future Value-Add business, Arconic, will be a leader in markets such as aerospace, automotive, commercial transportation, and building and construction. Our customers need products and technologies that improve efficiency, save energy and conserve resources — without compromising performance. This intersection is where we excel …

- **We power efficiency in the skies**: Our high-performance materials are found on virtually every aircraft, spacecraft and jet engine flying today. High-performance castings, specialized rings and forged fan blades are key enablers of the next generation of jet engines. Our aluminum-lithium alloys are up to 7 percent less dense than the current generation and can lower the weight of next-generation aircraft applications by up to 10 percent versus composite structures.

- **We’re lightweighting automotive**: We are at the forefront of building light, strong aluminum-intensive vehicles for decades, and last year the aluminum-auto revolution hit U.S. shores when the nation’s highest selling vehicle went aluminum intensive. Built with Alcoa’s military-grade aluminum, the new F-150 truck is 317 kilograms (700 pounds) lighter than its predecessor, saving 4.6 metric tons of carbon dioxide during each truck’s lifetime. But we didn’t stop there — our Micromill™ materials, which are 30 percent lighter and twice as formable as their steel counterparts, will debut on this year’s truck.

- **We’re building a greener future**: We create thermally efficient architectural aluminum systems that help improve building energy efficiency by up to 50 percent. Our state-of-the-art framing and wall systems are also hurricane and blast resistant, making buildings more resilient and increasing occupant safety.

Our future Upstream company, the new Alcoa, has continued to improve its cost position and, at the same time, reduce its environmental footprint. It has long been recognized for its commitment to sustainable bauxite mining and rehabilitation, emissions reduction, and resource management practices. As a cost-competitive industry leader in bauxite, alumina and aluminum, we are the partner of choice for sourcing sustainably produced aluminum for a wide range of industries. In 2015, we launched a new range of patented specialty alloys to further lightweight the automotive industry.

In 2015, Alcoa reduced absolute greenhouse gas emissions by another 5.5 million metric tons. We continue to reduce our environmental footprint with innovative technologies like residue filtration, which will reduce the amount of land required to store residue and save approximately 1.2 gigaliters of water annually.

When we launch Arconic and the new Alcoa in the second half of 2016, both will carry forward the values that have made us great for 127 years — a continued drive to improve our handprint through innovation and an ongoing commitment to sustainability across our global footprint.

“When we launch Arconic and the new Alcoa in the second half of 2016, both will carry forward the values that have made us great for 127 years — a continued drive to improve our handprint through innovation and an ongoing commitment to sustainability across our global footprint.”

Klaus Kleinfeld  
Alcoa Chairman and Chief Executive Officer
Create, Grow, Sustain: People and Technology at Work

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

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

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

- **People.** Customers and associates are our number one priority at Altec. That’s why we consistently develop and implement key safety measures in all aspects of our business. Through innovation and operational excellence, we are building the safest and most reliable equipment while setting the standard for safety in markets throughout the world.

- **Product.** Our Green Fleet product line, which includes lightweight materials like fiberglass and aluminum, alternative fuels, and the Altec Jobsite Energy Management System (JEMS®) is growing to make a difference. These products increase efficiency and decrease fuel consumption and greenhouse gas emissions, all while lowering noise pollution. Through innovative technology and support, these products result in savings for our customer and a safer, healthier work environment.

- **Plant.** Each Altec facility has established procedures and environmental management programs to decrease waste and emissions. Since 2011, we have reduced our air particulates by nearly six tons and volatile organic compounds by 35 tons corporate-wide. We’ve also focused on sustaining the environment through recycling and zero landfill waste generation in our facilities. In addition, we have implemented powder and e-coat paint systems and wash bays that use 100 percent recycled water.

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

Lee J. Styslinger III
Chairman and Chief Executive Officer
AEP and our customers are focused on a cleaner, more sustainable energy future. With low-cost and abundant natural gas, new technologies, and environmental regulations as catalysts, AEP and the electric utility industry are creating a much smarter, resource-diverse energy system for our customers and our nation.

AEP already has reduced our coal-fueled generation capacity from 74 percent in 2005 to 51 percent today. We also have cut our carbon dioxide emissions by 30 percent over that same time period, and our greenhouse gas emissions will continue to be reduced as we add more natural gas and renewable generation resources in the future. We have plans to triple our renewable generation fleet by 2033, representing 5,600 megawatts of new wind and 2,800 megawatts of new solar generation. We’re particularly interested in advancing community-scale solar to make clean energy available to all customers at half the cost of smaller, rooftop solar systems — with the same environmental benefits.

AEP also is building the grid of the future to support the integration of more renewables and new, 24/7 baseload generation. We’re improving the reliability and efficiency of our entire power delivery system by replacing aging equipment and deploying new technologies that allow us to move more power over the same lines, remotely manage the system, optimize voltage and better identify failing equipment. New technology also is enabling closer connectivity with our customers through a two-way flow of energy and data. This connectivity will give customers new tools to use energy more efficiently and allow us to develop and provide the energy products and services that they want and need.

We continue to build on our 110-year legacy of innovation by developing advanced technologies like Breakthrough Overhead Line Design (BOLD™), a new transmission line design that delivers up to 60 percent more power in a smaller, more attractive footprint than conventional extra-high voltage lines. And we’re working to advance energy storage through our strategic investment in the software company Greensmith.

As we redefine AEP’s business model, we’re also focused on transforming our culture to ensure we have the agility and ingenuity to harness the benefits of new technologies as they develop. Our employees are committed to producing cleaner energy and advancing new energy solutions for our customers — while continuing to generate and deliver the safe, reliable and affordable electricity that serves as the backbone of our nation’s economy.

Nicholas K. Akins
Chairman, President and Chief Executive Officer

“Our employees are committed to producing cleaner energy and advancing new energy solutions for our customers — while continuing to generate and deliver the safe, reliable and affordable electricity that serves as the backbone of our nation’s economy.”

SOLUTIONS AT WORK
AEP plans to invest at least $5.7 billion in transmission infrastructure in the next three years, but siting transmission lines is a major challenge. The company launched a project outreach team that utilizes open house events, interactive project websites and other tools to gather input and work with the public, landowners, government agencies, regulators and siting organizations. This proactive approach promotes transparency and two-way communication, ensures compliance with laws and regulations, and gives impacted individuals and communities a voice throughout the process. In 2015, AEP engaged the public on 110 transmission projects, leading to more successful siting outcomes.
At American Express, we believe that serving our communities is not only integral to running a business successfully; it is our responsibility as a citizen of the world. The mission of our corporate social responsibility and sustainability programs is to bring to life the American Express value of good corporate citizenship by supporting communities in ways that enhance the company’s reputation with employees, customers, business partners and other stakeholders.

We aim to enrich lives, build successful businesses and strengthen communities:

- We recently celebrated the sixth annual Small Business Saturday, a program we created to help local small businesses create jobs, boost the economy and preserve neighborhoods across the country.
- We have contributed nearly $60 million to preserving important historic sites and monuments — ensuring that they can be experienced by future generations.
- We have supported the development of more than 16,000 emerging nonprofit leaders around the world.
- Our employee giving campaign — Give2Gether — has raised $160 million for thousands of charities in the United States, Canada and India.
- Our employee pro bono consulting program — Serve2Gether — has delivered more than 32,000 hours of consulting service valued at $5 million, and our volunteer program engages employees in more than 130,000 hours of company-sponsored volunteer service annually.
- Our employees have consistently helped us rank one of Fortune’s Top 100 Best Companies to Work For.
- We reduced our carbon emissions by 27.5 percent between 2007 and 2012, and building on this achievement, we committed to reduce our absolute greenhouse gas emissions by 10 percent globally (vs. 2011 baseline) by the end of 2016.
- More than 30 percent of our global real estate portfolio is green-building certified.
- The U.S. Environmental Protection Agency recognized us as a top user of sustainable energy, naming us No. 48 on its annual National Top 100 list of the largest green power users in the United States.

We still have more to accomplish. As the world evolves, we will continue to adapt and transform to the needs of our stakeholders while remaining true to our values and commitment to service.

Kenneth I. Chenault
Chairman and Chief Executive Officer
As one of the world’s largest independent exploration and production companies, our employees are world-class explorers, pioneering engineers, leading scientists, thoughtful stewards of the environment and dedicated members of our communities. They use leading-edge technology to advance safety, protect the environment and enhance the compatibility of our operations with their surroundings, while finding and producing vital oil and natural gas resources that make modern life possible.

Since 2005, Anadarko’s Innovator Awards program has recognized employees who implement ways to help the company operate more efficiently, cost effectively or safely. This year’s innovators enhanced productivity in Utah’s Greater Natural Buttes, improved safety by creating new equipment and optimized compressors to increase throughput in Colorado’s DJ Basin.

As we continuously seek innovative ways to enhance sustainability in our operations, we’re guided by our core values of integrity and trust, servant leadership, open communication, people and passion, and commercial focus.

Recent Innovations

➢ Our water-on-demand system brings water required for hydraulic fracturing to well sites through a comprehensive pipeline system, reducing truck traffic, impact on roads, noise and emissions. In 2015, more than 330,000 large truck trips or 6,670,000 traffic miles were eliminated.

➢ Anadarko’s Integrated Operations Center (IOC) acts as a central communications center to provide real-time remote-monitoring capabilities for thousands of wells and facilities, associated equipment, and field personnel in Colorado’s DJ Basin. Efforts from IOC employees have resulted in continuous operational improvement, strengthened stakeholder relations, enhanced field communications and made our operations more responsive to our communities.

➢ Seeking ways to reduce noise during operations, we participated in a successful pilot program using the industry’s first electric frac system, which replaces conventional diesel engines with electric motors, reducing noise, NOx and carbon emissions, and truck traffic. The test significantly reduced fuel operating costs by using electricity produced on site by turbine generators fueled by natural gas from our production activities.

➢ Our “design one, build two” approach brought two of our largest deepwater developments on line within one year of each other, demonstrating that our industry can create tremendous value by transferring knowledge and applying best practices from project to project.

Based on our ongoing commitment to continuous improvement in the midst of a challenging market environment for the oil and natural gas industry, our employees demonstrate an innovative spirit that makes Anadarko a better company today and for the future.

Al Walker
Chairman, President and Chief Executive Officer

“Based on our ongoing commitment to continuous improvement in the midst of a challenging market environment for the oil and natural gas industry, our employees demonstrate an innovative spirit that makes Anadarko a better company today and for the future.”

SOLUTIONS AT WORK
While seeking ways to overcome current and future water challenges in the Delaware Basin of West Texas, Anadarko’s water team joined forces with agriculture, higher education and government to irrigate a cotton crop using recycled produced water from operations. This six-month cotton-growing research project is the first of its kind in Texas and required a groundbreaking coalition of partners including Anadarko, the Texas Railroad Commission, Texas A&M AgriLife Research, Gibson Energy and Energy Water Solutions. The research report, released in January 2016, serves as the foundation for future discussions on adapting water laws in Texas to facilitate similar conservation efforts.

Al Walker
Chairman, President and Chief Executive Officer
Every day, our 270,000 associates around the globe live Aramark’s mission to “Enrich and Nourish Lives” as they prepare and serve meals, maintain facilities, and deliver uniforms to millions of people where they learn, work, play and recover.

Our corporate responsibility commitments are a direct reflection of this mission and include supporting a diverse workforce, protecting our environment and strengthening our communities. Food is an integral part of our business as we focus on creating and preparing meals that are high quality, safe and sustainable while offering a range of options to meet the varying lifestyle needs of our consumers.

Every day we feed millions of people from all walks of life: students in schools and colleges; employees at work; patients, doctors, nurses and staff at health care institutions; and fans at sporting events, just to name a few locations. Consumers everywhere expect and deserve delicious and healthy options to meet their different tastes, interests and nutrition goals. Through our Healthy for Life® program, our comprehensive health and wellness platform, we have great-tasting, healthy options at more than 1,000 sites.

But we know that’s not enough — statistics show that more than 70 percent of U.S. adults have an unhealthy diet and nearly as many are overweight or obese.

That’s why we’re proud of our breakthrough initiative with the American Heart Association, the nation’s largest voluntary organization dedicated to fighting heart disease and stroke. Together, we’re pursuing a bold goal of improving the health of all Americans 20 percent by 2020.

Through Healthy for Life® 20 By 20 we’re combining Aramark’s scale and culinary expertise with the American Heart Association’s science, content, research and nationwide volunteer network to help build a culture of health at the individual, community and national levels.

We’re addressing the challenge holistically, starting with the more than 2 billion meals Aramark serves each year. We’re reducing calories, saturated fat and sodium in our recipes by 20 percent while increasing fruits, vegetables and whole grains by that same amount. This commitment will be achieved through culinary innovation, health and wellness-inspired recipes, ingredient sourcing, and portion and other menu changes.

While these culinary commitments are important, we also need to engage people to change their eating behaviors. That must happen not only in the places where we serve consumers, but also at their homes. We’re working with local community centers to expand health and wellness programs and help to educate and train people in underserved neighborhoods about proper nutrition and food preparation to change relationships with food for themselves and their families.

By offering increased food options and encouraging children and adults to make healthier food choices, Aramark and the American Heart Association are empowering people to create lifelong habits and boost their overall health and well-being. It’s a good commitment for the good of all of us.

Eric J. Foss
Chairman, President & CEO
Assurant and our employees are guided by a core purpose to help protect where people live and the goods they buy.

We apply our passion for developing risk management solutions to everything we do. Working with our partners, we create innovative programs to help make life easier for the customers we serve. From appliance repairs to home appraisals to keeping consumers connected with their mobile devices, our specialty protection products and services provide peace of mind and financial security.

We are proud to be there to help our customers when they need us the most. And while we help our customers, we help the environment. Many of our protection plans and services extend the lives of millions of cars and appliances that need repair each year.

In helping consumers protect their increasingly connected lives, Assurant processed 8 million mobile devices in 2015, repairing or reselling them while adhering to rigorous environmental practices. We recycled 80,000 mobile devices, ensuring valuable materials were recycled and reducing the amount of e-waste dumped in landfills. We also leverage our scale to ensure vendors involved follow best practices to protect our environment.

Assurant’s efforts to reduce our environmental impact extend to our facilities where we’re striving to reduce energy consumption and operate more efficiently. Since 2009, we’ve cut our energy usage by 17 percent. Meeting strict U.S. Environmental Protection Agency energy efficiency performance levels, we’ve earned the ENERGY STAR® designation for nine of our 15 main office buildings and are working to have the remaining offices certified by the end of the year.

Our work to find and create solutions is visible in the communities in which we live and work too.

During the past two years, Assurant has made a series of impact investments to help address social and environmental challenges facing communities in the United States. These investments provide support for, among other things, affordable housing, charter schools, job creation and community health facilities.

Through the Assurant Foundation, we extend our commitments by allocating grants to support core charitable partners that operate local initiatives aimed at improving the quality of life available in the hometowns where we operate. Through our Employee Matching Gifts Program employees double their dollars to support their chosen charities. Employees can get further involved through our volunteer programs, which give every employee paid time off each year to work on behalf of charitable causes.

In 2015, the Assurant Foundation provided more than $3.5 million to our core charitable partners to help feed the hungry, build affordable housing, support military families, encourage healthy lifestyles and provide financial education experiences to students.

Channeling our passion for developing innovative solutions not only helps people protect what matters most, but it also creates value for our customers, our communities, our employees, our shareholders and our business.

“We are proud to be there to help our customers when they need us the most. And while we help our customers, we help the environment.”

Alan B. Colberg
President and Chief Executive Officer
AT&T is using the power of our intelligent network to build a better future. We’re helping people do more and businesses move faster and making machines, sensors and cities smarter. But one of the things we’re most excited about is the positive impact technology is having on how we use resources and improve lives.

To guide our efforts in this area, we created a long-range citizenship and sustainability roadmap that outlines the goals we intend to reach by 2025. For example, we’ve set a target to achieve carbon savings 10 times the footprint of our operations within the next decade. We’ll get there by improving the efficiency of our network and by developing technology solutions that customers can use to help reduce their own carbon footprints.

We’re already well on our way. AT&T has completed almost 23,000 energy projects since 2010 saving $275 million in electricity expenses. We’re also more than halfway to our commitment to deploy 15,000 alternative-fuel vehicles through 2018. And in 2015, AT&T announced a dedicated Smart Cities Organization that is helping communities operate more efficiently by connecting things like utility meters, street lights and transportation. We believe the potential here is enormous, and we’re excited to bring our smart cities solutions to Atlanta; Chapel Hill, NC; Chicago; Dallas; and Montgomery County, MD.

We’re also committed to closing the skills gap by improving the accessibility of education. In fact, we’re working with communities to increase the number of Americans with high-quality postsecondary degrees to 60 percent by 2025. Through AT&T Aspire — our signature education initiative — we’ve invested more than $350 million in education. In 2015, we established Aspire Accelerator — which connects organizations to the technology and resources that help drive change in how we learn. Together with our corporate and nonprofit partners, we have reached more than 2 million students, 4,500 schools and 200,000 teachers. Additionally, our employees have volunteered more than 1 million hours mentoring students through the Aspire Mentoring Academy.

Another goal is to work with our industry peers to better understand and manage the environmental and social impacts of technology supply chains. Currently, we use an annual Supplier Sustainability Scorecard to track roughly 500 suppliers’ performance on environmental and social topics.

Our goal, in everything we do as a company, is to create a better, smarter, more connected future for our customers and communities. It’s a goal we are proud to embrace.

Randall Stephenson
Chairman and Chief Executive Officer
In 2015, Ball celebrated its 135th anniversary. The year was rewarding, yet challenging, as we continued positioning our company for the long term. We approached 2015’s opportunities and challenges with discipline, instilled by our shared Drive for 10 vision and EVA® (economic value added) philosophy, and executed well as we drove toward ongoing success for Ball and our stakeholders.

We remained focused on maximizing value in our businesses, and sustainability is significant in this effort as we continually work to balance the economic, environmental and social impacts of our products and operations. We’re making considerable progress toward our sustainability goals in operations, innovation, talent management, recycling, supply chain, community engagement and more. A few of 2015’s highlights include:

- Reducing the carbon footprint of our most common beverage can formats by 10 percent since 2010, putting us on pace to meet our global Cut/4 CArboN target of 25 percent by 2020.
- Inaugurating the first significant renewable energy project in Ball’s history by installing three wind turbines at our Findlay, Ohio, plant, which will supply about 20 percent of its electricity consumption and reduce greenhouse gas emissions.
- Continuing work on NASA’s Green Propellant Infusion Mission, which aims to revolutionize spaceflight by utilizing a new fuel that is less harmful to the environment, increases fuel efficiency and diminishes operational hazards.
- Working closely with customers to develop and launch game-changing, lighter-weight metal beverage and aerosol packaging innovations.
- Giving more than $4 million to charitable organizations in Ball communities through The Ball Foundation, employee donations and the corporate match. Employees also recorded more than 32,000 hours of volunteer service.
- Recognition as the industry leader for container and packaging companies on the 2015 Dow Jones World and North America Sustainability Indices for the third consecutive year.
- Receiving a perfect score of 100 percent on the 2016 Corporate Equality Index, a national benchmarking survey and report on corporate policies and practices related to LGBT workplace equality, administered by the Human Rights Campaign Foundation.

Sustainability is a key priority as we work to create a brighter, stronger future at Ball. Our global team moves forward with a renewed sense of urgency to successfully execute growth projects, control the things in our control, remain at the forefront of innovation and help our customers succeed. These tenets have served us well for 135 years and will guide us as we work to advance Ball in 2016 and beyond.

John A. Hayes
Chairman, President and Chief Executive Officer
In 2015 we focused on catalyzing people and technologies to drive innovation in our projects; leaning forward as a thought leader on global trends affecting business and sustainability; and optimizing our core functions to reduce our projects’ impact on people and the environment.

- In Tennessee, Bechtel delivered the Watts Bar nuclear power plant that is expected to power more than 650,000 homes. The energy generated from this plant is equivalent to preventing nearly 6–8 million tons of carbon emissions produced annually from coal-fired power plants.

- In the United Arab Emirates, we formed an integrated sustainability team with our partner to design and construct the Al Taweelah Alumina Refinery. The build-out of the operation management building represents a spectrum of measurable sustainability: 100 percent recycled water for irrigation; 44 percent reduction in water consumption; 12 percent reduction in energy use; and 50 percent of procured steel using recycled content.

- In South Carolina, with our partners we continue to use the vitrification technology at the Defense Waste Processing Facility to convert 37 million gallons of nuclear waste into glass to safeguard the environment. The facility completed its 4,000th canister — halfway toward its goal.

- In Texas and Virginia, we are designing and building some of cleanest natural gas power plants in the United States (Panda Sherman, Temple I-II and Stonewall), which are expected to energize nearly 3 million homes when completed. The plants use high-efficiency power generation technologies to lower carbon emissions.

- Also in Texas, the Corpus Christi Liquefaction Project switched to dry low emissions turbine technology that reduced our water use from approximately 3,000 to 130 gallons per minute. The project is also utilizing natural condensation from the turbine’s air chilling process to supplement water use thereby reducing reliance on public water.

Beyond our core projects, Bechtel partnered with various stakeholders to strengthen the resiliency of communities to climate changes. In Uganda, Honduras and the United States, we worked with communities and Engineers Without Borders to improve access to safe drinking water for more than 3,000 people. We contributed to A Roadmap for Resilience with Re:Focus partners to help cities strengthen their infrastructure systems. With the Center for Strategic International Studies Bechtel’s experts shared ways to redesign energy systems to manage extreme weather.

As the world pivots to cleaner energy, sustainable forms of transportation, or balancing water security for industries and society, Bechtel helps our customers find the right solution that meets their unique business goals and sustainability ambitions.”

“Bill Dudley

Chief Executive Officer
As a long-term investor, trusted to manage the retirement savings of people around the world, BlackRock puts a high priority on sustainability — both in the way we manage our own business and in the way we invest. Put simply, a focus on sustainability is a focus on the future.

Part of our mission is to develop innovative investment products and services to meet our clients’ objectives. For a growing portion of clients, this means having investment options that explicitly integrate environmental, social and governance (ESG) considerations; screen out certain business activities; or target specific environmental or social outcomes. In 2015, we established the BlackRock Impact platform — currently representing $200 million in sustainable assets under management — in order to help our clients achieve their social and environmental objectives alongside their financial goals.

As an advocate on behalf of our investors, BlackRock is also committed to helping foster a more long-term culture in business and finance. Through our extensive engagement with companies, we have found that the ones who place a priority on sustainability are better prepared to meet challenges and navigate difficult times — and they are better informed about how to address the broader sustainability issues facing the world.

Understanding how companies are addressing ESG issues helps to create a fuller picture for investors, and that’s why we have begun integrating ESG research into Aladdin, our investment and risk management platform. For some years, we have assessed companies on sustainability issues, but by leveraging technology, we can vastly improve the effectiveness, accuracy and scope of our measurements. Not only will this help us make better investment decisions on behalf of our clients, but it also, we hope, will ultimately drive improvements in the quality, availability and relevance of ESG data in the market.

Better data, in turn, will help increase corporate focus on sustainability issues. And that will create a healthier ecosystem for companies, for investors and for society as a whole.

Larry Fink
Chief Executive Officer

“Put simply, a focus on sustainability is a focus on the future.”
At Blackstone, our commitment to sustainability is rooted in an expertise that drives our business: improving companies and making them more effective on behalf of our investors. We won’t make an investment unless we believe we will have a transformative impact. Fixing a business’s processes across operations, including making them more sustainable, is a significant element of that work.

Acting as strong and committed corporate citizens is fundamental to our long-term approach to investing. As responsible stewards of more than $330 billion in assets, we oversee the management of more than 87 portfolio companies that employ more than 520,000 people across numerous industries and geographies globally. Over 30 years, we’ve learned that sustainability must be part of our every effort to improve companies, and we tailor each approach accordingly as we work alongside management teams to target specific and appropriate areas for improvement.

This approach to sustainability ranges from personalized engagement at the single-company or even single-site level to sectorwide support for multiple portfolio companies that confront similar efficiency challenges. Our team has developed adaptable tools and support that transcend sectors in the form of scalable approaches, including industry playbooks of best practices and scorecards to track performance over time. We’ve built out a well-resourced portfolio operations team responsible for this work — their expertise, borne out of decades of experience, enables us to identify actionable solutions early on in the investment period that the company can implement as part of their processes going forward.

This team also convenes regular summits where portfolio companies can build on the changes they’re making internally by hearing from counterparts in the same industry — sharing best practices and seeking solutions to challenges they have encountered in the effort. These findings are collected as institutional knowledge in the aforementioned industry playbooks for wider distribution to current and future portfolio companies.

As a result of these and similar efforts, Gates Global, one of the largest manufacturers of industrial products like power transmission belts and fluid hoses in the world, has already seen energy cost reductions in its North America and Asia Pacific regions of 14 percent and 24 percent, respectively, in the less than 18 months since Blackstone’s acquisition of the company. At our Industrial Energy Summit, Gates and six other Blackstone portfolio companies shared best practices for reducing energy usage, including approaches to LED lighting implementation, data analytics, and the use of “Fast Find and Fix” assessments to quickly find low-cost opportunities for improvement.

Additionally, we convened our portfolio companies’ COOs and CEOs to demonstrate how data tracking can help assess performance improvement. Finally, during one of the worst droughts in California history, we brought together the majority of the large U.S. hospitality brands, both Blackstone owned and otherwise, to promote simple but critical opportunities to quickly reduce water usage by 15 percent or more. As a result of this cutting-edge work, our chief sustainability officer was invited to share best practices with his counterparts from 25 federal agencies.

Because we typically hold investments for a five- to seven-year period, we are able to make real and lasting change. This structure also enables us to put capital to work by building out longer-term infrastructure projects. In 2015, Onyx Renewable Partners, a Blackstone portfolio company that focuses on solar initiatives, entered into an agreement to install solar panels to serve more than 1,000 homes at two military bases, reducing energy consumption by a third and supporting the Department of Defense Privatized Housing Solar Challenge as part of President Obama’s Build America Initiative.

In short, our sustainability efforts are a natural extension of our work patiently investing the capital our limited partners entrust us with to improve the companies in our portfolio. We’re proud that these efforts can have a substantial impact even beyond our ownership period and look forward to continuing this work — and hopefully setting an example for our industry — in the years ahead.

Stephen A. Schwarzman
Chairman, CEO, and Co-Founder
At BNSF Railway Company (BNSF) innovation is a key driver in our sustainability improvement efforts and how we safely move North America’s freight by rail. BNSF plays a critical role in the global supply chain to help our customers move their products where they are needed and wanted — domestically and internationally. Our many initiatives contribute to the long-term vitality of every community we serve.

Freight rail remains the most environmentally preferred and cost-efficient method to move North America’s products by land. BNSF moves one ton of freight, on average, almost 500 miles on a single gallon of diesel fuel — this is more than three times as far as long-haul truck options. Last year, BNSF trains reduced our customers’ total carbon emissions by more than 34 million metric tons.

We continually strive to further reduce impacts on the environment and have increased our overall fuel efficiency by 12 percent since 2005 because of improvements in operating and maintenance practices and investments in cleaner, lower emission locomotives. Over the past decade, we have replaced approximately 40 percent of our locomotive fleet and have the industry’s newest locomotive fleet in North America.

BNSF is proud of our safety, efficiency and innovation efforts, which include:

- Leading first-responder training exercises across our network to promote best practices about how to safely respond to incidents involving a range of commodities by training more than 10,000 local emergency responders in 2015.
- Reducing the number of highway rail crossings by 6,000 since 2000.
- Partnering with the Federal Aviation Administration as the first railroad to use unmanned aircraft system technology to inspect rail infrastructure and operations.
- Improving safety and operational efficiency by using data generated from wayside detectors, inspections and other data sources to improve the safety and operational efficiency of our railroad.

Last year, BNSF issued our second sustainability report based on the Global Reporting Initiative’s (GRI) G4 guidelines as we update our progress on efforts to reduce carbon emissions, protect the environment and contribute to the communities where we operate. To see our GRI report, visit www.bnsf.com/corporateresponsibility.

BNSF is working hard every day to do our part to be ever more sustainable while we continue to move the economy forward to help our customers and communities grow and prosper.

Matthew K. Rose
Executive Chairman
In 2016 — a year when Boeing marks its centennial — aerospace continues to play an indispensable role in our society. While it’s worth celebrating our achievements and the people responsible for them, we’re even more excited about the innovations yet to come — including important work to improve our environmental performance.

Strong environmental performance is necessary to ensuring a healthy planet and our long-term business success. Accordingly, we continue to improve efficiency and reduce environmental impact as we design, build, deliver and support commercial aircraft and defense and space products. The Boeing 787 Dreamliner, for example, is the most fuel-efficient airplane in its class, reducing fuel use and carbon dioxide (CO2) emissions by 20 to 25 percent compared to airplanes they replace. And last year, a Boeing-built 702SP satellite became the world’s first all-electric propulsion satellite to begin operations.

We’re also focused on finding innovative ways to further reduce greenhouse gas emissions, water intake and solid waste sent to landfills through 2017, even as our business continues to grow. We know it’s possible because we reduced each measure by 6 to 11 percent between 2012 and 2015, while increasing commercial airplane production.

Additionally, since this opportunity is bigger than any one company, we seek to inspire global collaboration to solve complex environmental challenges. One way we do this is by working with our customers, industry partners, governments, research institutions, engine builders and others to develop and commercialize sustainable aviation biofuel, which will be critical to meet the aviation industry’s aggressive environmental goals.

We also advocate for a global approach to reducing commercial aviation emissions. In February, the United Nations International Civil Aviation Organization reached an agreement on the first-ever global standard for commercial aircraft CO2 emissions. This ambitious standard ensures older aircraft are replaced by newer, more efficient aircraft that will further reduce fuel use and carbon emissions. Boeing’s newest models — the 787, the 737 MAX and the 777X — are designed to meet and even exceed such challenging requirements. The 737 MAX, with first delivery in 2017, will reduce fuel use and emissions by 20 percent compared to the original Next-Generation 737; the 777X, with first delivery expected in 2020, will be the world’s most fuel-efficient twin-engine jet.

Boeing and its 160,000 employees around the world are committed to investing in technologies and ideas that will continue to advance human development, improve environmental performance and inspire the world well into our second century.

“Boeing and its 160,000 employees around the world are committed to investing in technologies and ideas that will continue to advance human development, improve environmental performance and inspire the world well into our second century.”

Dennis Muilenburg
Chairman, President and Chief Executive Officer
At BorgWarner, our “can-do” spirit drives sustainability. It begins with our vision — a clean, energy-efficient world. A lofty goal, but within our reach because of the environmentally friendly and fuel-efficient technologies we produce … and how we produce them. The same entrepreneurial spirit helps us support the people around us.

Improving Fuel Economy, Reducing Emissions

Whether powered by gasoline, clean diesel, hybrid drive or electricity, our advanced technologies help reduce emissions and improve fuel economy for all types of on- and off-road vehicles. If it’s a powertrain, our products make it more efficient.

For example, our eGearDrive® electric drive transmissions produce high torque capacity and efficiency with smooth, quiet operation. Our award-winning Eco-Launch™ solenoid valves help stop/start systems improve fuel economy with smoother launches during restarts. Our eBooster® electric motor-driven compressor enables the development of smaller, more efficient turbocharged engines with enhanced low-end torque. And our front-wheel drive electronic limited-slip differential technology — a PACE Award-winning innovation — enables front-wheel drive vehicles to deliver traction and vehicle dynamics approaching that of all-wheel drive vehicles without the associated cost and weight.

Responsible Use of Resources

In every plant, our employees reduce, reuse and recycle. In the past five years, five new BorgWarner facilities have earned Leadership in Energy and Environmental Design (LEED) certification, and many of the same green techniques are employed in our other operations. For example, waste heat from air compressors and furnaces is diverted to heat offices. LED (light-emitting diode) lamps and programmable lights save energy. Windows and skylights replace electric light during daylight hours. Flow-limiting technologies help conserve water, and rainwater is captured to water landscaping.

Supporting People around Us

We believe in supporting the communities where we live and work. Around the world, we contribute supplies to those in need; walk to raise funds to cure cancer and childhood diseases; and support science, technology, engineering and mathematics (STEM) education. Last year, 10 BorgWarner locations donated CEO’s Safety Excellence Awards to local organizations to support disadvantaged families with children, unemployed young people, primary schools, teenage students, hospices and other local charities.

Sustainability is an integral part of who we are and what we do. At BorgWarner, we strive to make the vehicles we drive more efficient and the world we live in cleaner, while supporting the communities where we live and work.

James R. Verrier
President and Chief Executive Officer
BCG is privileged to support companies in their sustainability journeys around the world. This past year, we had the unique opportunity to affect the sustainability of an entire industry through our recently launched “BCG xChange,” a Web-based marketplace for empty shipping containers that reduces both costs and emissions for container carriers and other logistics companies. This initiative offers a model for how other industries can apply technology and the concepts of the “sharing economy” to achieve a win-win for the bottom line and the environment.

Repositioning empty containers to address supply-and-demand imbalances costs $15 billion to $20 billion per year industrywide and generates up to 19 million tons of carbon dioxide globally — the equivalent of driving more than 90 billion miles in a car. Companies must inevitably transport empty containers to countries, such as China, that export more than they import. However, one-third of container-repositioning costs arise from company-specific imbalances.

We observed some companies trying informal or small-scale approaches to solve the container-repositioning puzzle, but these efforts were proving inefficient and failing to deliver significant savings or environmental benefits. A BCG team recognized that a marketplace in which companies could share their empty containers on a global basis through an online platform could be much more effective.

The xChange enables the direct interchange of containers between market participants. BCG provides technical support for the xChange by serving as a neutral, global clearinghouse for information about container demand and availability and the potential for interchanges at specific locations. We formally launched the xChange in November 2015, and to date, 20 of the top 50 carriers have participated in the marketplace, with freight forwarders, logistics companies and others in the ecosystem also signaling interest.

We estimate that avoiding all movements of empty containers for carrier-specific reasons will reduce carbon dioxide emissions by more than 6 million tons annually. And the emissions reductions are significant for other greenhouse gases as well. The bottom-line impact is impressive: For a global carrier, the potential cost savings from participating in the xChange range from $10 million to $50 million.

In discussing the xChange with container carriers, we encourage them to “think outside their own boxes” in more ways than one. By facilitating this marketplace, we hope to help companies appreciate that collaborative approaches across regions and industries are often the best way to cost-effectively address sustainability issues.

Rich Lesser
President and CEO
We often highlight the diversity of our product portfolio when we talk to our stakeholders because it is among the things that set us apart. The products in each category are designed to enhance the lives of patients while lowering health care costs and sustaining economic growth. We are typically able to balance economic headwinds in one part of the business with strong, consistent performance in other categories. Because it takes precious resources to manufacture advanced medical technologies that are both safe and effective for patients, we endeavor to manage these resources in efficient and sustainable ways, helping to preserve them for future generations.

Our impact on people’s lives isn’t limited to the potential health benefits provided by the medical devices we design and produce. In conjunction with the C. R. Bard Foundation and through employee volunteerism and donations of time, money and products, we support education, health care, social welfare, arts and culture initiatives in the communities in which we live and work. In addition, we cultivate an inclusive workforce that spans a variety of cultures around the globe, employing talented individuals of diverse backgrounds and perspectives. We strive to provide our employees with a safe working environment, competitive compensation and opportunities to develop their careers beyond their initial set of responsibilities.

Our commitment extends to protecting people and the environment by meeting all applicable local, state and federal regulations, as well as a strict code of internal standards. Our commitment to ethical, responsible corporate citizenship is embedded in our culture and is integral to our interactions with customers, suppliers, governments and colleagues.

In short, when we talk about our goals and strategic priorities, sustainability is an inherent part of the equation, even when we don’t address it explicitly. The purpose of our sustainability report is to provide our stakeholders with details of our current performance and efforts related to sustainability, including products, people and the environment, as we move forward in our second century as a business.

“C. R. Bard, Inc. has thrived for 109 years thanks to an unwavering focus on the sustainability of our business. The concept of sustainability is aligned with our core values and is inseparable from our strategic objective to position Bard to deliver above-market revenue growth for years to come.”

Timothy M. Ring
Chairman and Chief Executive Officer

SOLUTIONS AT WORK
As we go through the product development process, we endeavor to use the smallest viable package size to minimize material usage. We also perform periodic reviews of product packaging to look for ways to reduce package size, weight and complexity and increase recyclability. For example, we redesigned our SureStep™ Foley Tray System to eliminate the paperboard carton completely. The new single-level tray also reduced the footprint of each unit and resulted in a case size reduction in the corrugated shipper, enabling us to fit more cases on a sterilization pallet — reducing sterilization and corrugated costs.
In today’s rapidly changing world, staying true to the principles of integrity and responsibility is more important than ever. As a company that’s rewriting the future through software, operating sustainably is central to our mission. It’s the right thing to do, but it’s also good business.

This new world needs — and our customers increasingly demand — products that have sustainability built into them from the start. Products with the inherent agility to take advantage of today’s application economy, where customers are more likely to experience a brand through a software app than a person. Developing and delivering superior user experiences that engage customers has become table stakes. And agile is a key principle in this process that says there is no end result, only an evolving, ever-present, ever-expanding development lifecycle.

Agile software also drives efficiencies for our customers by enabling them to quickly assess how IT assets are performing within traditional data centers and cloud environments. This, in turn, enables them to easily optimize resource utilization and minimize unnecessary expenditures.

These kinds of Infrastructure Management Solutions have contributed to a reduction in our carbon footprint of about 32 percent since 2006. According to the Environmental Protection Agency, that equates to 30,192 fewer metric tons of carbon emissions — equal to taking 6,356 passenger cars off the road.

Global issues — like security, the global footprint of customers and talent management — are providing new opportunities and challenges for CA. And we’re closely watching key trends that will affect our footprint over the next few years, including the proliferation of connected devices, access and identity management, global carbon reduction commitments, and water shortages in key global areas.

At the same time, we’re working globally with other organizations, governments and nongovernmental organizations to address the gap in science, technology, engineering and math, or STEM, skills. This includes the Tech Girls Rock initiative we created in partnership with Boys & Girls Clubs of America and our support of the European Commission’s Grand Coalition for Digital Jobs. Our goal remains to help transform the lives of young people and inspire the next generation of innovators and tech leaders.

We understand that remaining at the forefront of a world driven by software will happen only if we put people at the center. With the support of our customers, partners, shareholders and employees, CA Technologies is committed to building a brighter future for all of us.

For more information visit ca.com/sustainability-report.

Mike Gregoire
CEO
Campbell’s Purpose, “Real Food that Matters for Life’s Moments,” drives how we do business and serves as a filter for strategic decisions. It has led us to make bold new commitments to our consumers this year and to continue delivering our existing commitments — from farm to spoon.

This year we elevated transparency in the food industry by launching www.whatsinmyfood.com to share more information with consumers about the ingredients in our food and the packaging we use. This bold move supports our consumer-first mindset and gives consumers the information they told us they want to know. We also committed to eliminating most of the remaining artificial colors and flavors from our North American product portfolio by 2018.

Campbell took another bold step by becoming the first food company to announce support for the enactment of federal legislation to establish a single mandatory labeling standard for foods derived from genetically modified organisms. The consumer has spoken, and we believe it is necessary for the federal government to provide a mandatory, national standard for labeling requirements to better inform consumers about this issue.

Campbell continued to make progress on our existing commitments to halve our environmental footprint. In fiscal year 2015 we:

- Reduced greenhouse gas (GHG) emissions by nearly 1 percent or more than 6,400 metric tons;
- Cut water usage by 1 percent or nearly 600 million gallons;
- Eliminated 316,000 pounds of packaging from our product portfolio; and
- Increased our global recycling rate to 88 percent, bringing us closer to our goal of 95 percent.

We continue to expand efforts across our supply chain on sustainable agriculture and responsible sourcing. This year, we announced a collaboration with the Environmental Defense Fund that aims to improve water quality and reduce GHG emissions by optimizing fertilizer use and improving soil conservation in our wheat sourcing areas. Agriculture is responsible for 10 percent of the nation’s GHG emissions, but using fertilizer more efficiently reduces emissions and improves water quality, without sacrificing yields or profits. By 2022, we expect to engage more than 70,000 acres of farmland to help improve our growers’ on-farm fertilizer efficiency.

We are a 147-year-old company, but our founding principles are timeless. Our Purpose leverages the values that have inspired Campbell for generations, and it continues to drive how we support the communities where we work and steward the environment on which we depend.

Denise Morrison
President and CEO
“We challenge ourselves to best utilize our assets, expertise and influence to make our communities stronger and our world more sustainable.”

For those tasked with navigating the complexities of health care, Cardinal Health brings scaled solutions that help our customers thrive in a changing world. We apply our nearly 100 years of experience and expertise to reduce the total cost of health care and help improve the lives of patients. Our scale and experience lead to solutions across the entire continuum of care, from hospital to home.

We challenge ourselves to best utilize our assets, expertise and influence to make our communities stronger and our world more sustainable — while governing our activities as good corporate citizens with a belief that doing “the right thing” serves everyone.

With a strong environmental compliance record and award-winning facilities, we have three key principles that guide our sustainability efforts:

- **Pollution Prevention:** Minimize waste generated in our operations and maintain high rates of reuse and recycling.
- **Energy Efficient:** Use energy efficiently throughout our business to reduce impacts to the environment and minimize greenhouse gas emissions by practicing energy conservation, improving energy efficiency, and giving preference to renewable energy sources when cost effective and feasible.
- **Design for Environment:** Design products, packaging and services to reduce consumption of natural resources and energy requirements. In addition, reduce waste and emissions and maximize overall product functionality to make health care more cost effective and minimize the impact on the environment for our customers.

Cardinal Health is continuously evolving our leadership role in environmental sustainability. We are committed to engaging with organizations that share our vision for sustainability. In fact, we have been recognized for our sustainability efforts by the Dow Jones Sustainability Index (DJSI) for 10 consecutive years and included on the DJSI North American Index since 2006. In addition, Cardinal Health is one of a select number of companies to participate in the U.S. Environmental Protection Agency SmartWay® Program both as a carrier and as a shipper.

As a founding sponsor of Practice Greenhealth’s Greening the Operating Room Initiative, we are passionate about reducing the environmental footprint of operating suites in hospitals across the country. Finally, Cardinal Health has been a corporate member of the National Association of Environmental Managers since 2008.

We feel a great deal of responsibility to best serve our customers, their patients, our environment and our communities by reducing waste and utilizing renewable energy sources. We look forward to continued progress and collaboration with organizations that share our commitment to sustainability.

George S. Barrett
Chairman and CEO
Caterpillar designs and builds some of the world’s most powerful, durable and innovative machines and engines. Our customers use our products to develop and build around the world, supporting sustainable progress and improved living standards for people everywhere.

Cat® products bring traditional, renewable and alternative energy options to urban, rural and remote communities. Through infrastructure construction and repair, Cat® machines improve access to energy, clean water, schools and hospitals.

For more than 40 years we have been remanufacturing our products, returning them to same-as-when-new condition, using fewer raw materials and, ultimately, conserving precious natural resources.

We have an incredible history, but our work isn’t done. We’re committed to helping solve the challenges facing the world’s people, and technology is helping us find those solutions.

For example, Caterpillar has entered a strategic alliance with First Solar to develop and distribute Cat branded photovoltaic modules for incorporation into microgrid systems. This technology will help us provide power to remote places where it’s been either unavailable or unreliable before now.

Our digital technologies, advanced analytics and telematics — like Cat® Connect and MineStar™ — improve worksite efficiency, lower fuel usage, increase productivity and support a safer work environment.

In addition to these already strong offerings, we’re developing more telematics solutions so our customers get the most out of not only their Caterpillar equipment but also all the equipment in their fleet. We know that’s essential to their sustainability goals.

We’ve developed new, innovative products that use less fuel than previous models. We also take a systems approach by working with our customers to help improve their job site efficiency. We continue to focus on efficiency improvements in our production processes to reduce energy consumption, greenhouse gas emissions, water consumption and waste generation.

We’ve also demonstrated our sustainability commitment to our people, including elevating Sustainability to one of our Values in Action in 2014. And as always, our most important responsibility is the safety of our people. Our safety record continues to improve — this year to a recordable injury frequency rate of 0.59, our lowest rate yet.

In addition, we are investing in communities around the world through the Caterpillar Foundation. Last year, the Foundation invested $46 million toward its goal to alleviate poverty through investments in environment, education and meeting basic human needs.

Neither our sustainability accomplishments nor our goals are small or inconsequential. Given that we are Caterpillar, that shouldn’t surprise anyone.

Doug Oberhelman
Chairman and CEO

“We have an incredible history, but our work isn’t done. We’re committed to helping solve the challenges facing the world’s people, and technology is helping us find those solutions.”

SOLUTIONS AT WORK
Caterpillar drives circular economy principles through our remanufacturing business by keeping nonrenewable resources in circulation for multiple life cycles. This starts with designing many of our durable products to be rebuilt multiple times. Through remanufacturing, components and machines are overhauled — rather than simply repaired or replaced — and salvaged to exact specifications using advanced technologies. For more than 40 years, Caterpillar’s remanufactured products have provided same-as-when-new performance, reliability and warranty at fraction-of-new costs. The process reduces waste and minimizes the need for additional raw materials necessary to produce new parts. Remanufacturing is a critical part of Caterpillar’s contributions to sustainable development.
As the world’s largest commercial real estate services and investment firm, CBRE helps our clients improve their environmental performance with scalable solutions.

A big focus is assisting owners and occupiers with energy efficiency programs at properties we manage. During 2015, we registered and benchmarked more than 1,600 buildings managed by CBRE with the U.S. Environmental Protection Agency (EPA) ENERGY STAR® program, representing more than 260 million square feet. In 2015, these properties experienced a 2.5 percent reduction in average normalized site energy intensity, while earning nearly 350 ENERGY STAR labels. We also continued to assist clients in achieving Leadership in Energy and Environmental Design (LEED®) Existing Building certification and have accomplished more than 450 to date.

We are also expanding our efforts in water conservation. In 2015, we launched a pilot program that saved our occupier clients more than 1 billion gallons of water during an 18-month period. Working with a group of eight clients across 381 sites, we achieved an average of 38 percent reduction in annual water costs, resulting in more than $5 million in total savings for our clients.

We are now moving beyond the environmental impacts of buildings and are committing to advancing wellness in the built environment. We recently announced a strategic alliance with Delos™, a wellness real estate and technology firm, that will help advance efforts to sustain and promote human health and well-being in indoor work environments. As part of our commitment, we will pursue WELL Certification for at least 100 buildings, sites or offices managed by or associated with CBRE worldwide. Additionally, we plan to professionally accredit 50 CBRE employees through the WELL Accredited Professional program.

In addition to helping our clients with sustainability and healthy building solutions, we continue to make our own operations more responsible. We are proud to have been named to the Dow Jones Sustainability North America Index and FTSE4Good Index again in 2015. We were also named to CDP’s Climate Disclosure Leadership Index for the third consecutive year with a disclosure score of 100. And in 2015, we received an EPA ENERGY STAR Partner of the Year — Sustained Excellence Award, marking the eighth year in a row that CBRE has been recognized for ENERGY STAR performance.

Every day, our more than 70,000 employees capitalize on our scale, insight and market position to drive real estate solutions that produce exceptional outcomes for our clients, the environment and our communities.”

Bob Sulentic
President & Chief Executive Officer
Today, the world’s farmers are tasked with feeding 7 billion people — a number that will increase to 9 billion by 2050. The ability to meet this demand over the next 25 years is largely dependent upon the effective use of crop nutrients to help ensure affordable food for all. CF Industries is committed to doing our part to help in this noble pursuit.

Our part consists primarily of providing farmers with nitrogen-based fertilizers that are key to boosting agricultural production in a sustainable and responsible manner. We are one of the largest suppliers in the world of these crop nutrients, based on shipment volume that exceeded 13 million tons in 2015. Yet, given population growth projections, we will need to supply even more volume in the years ahead to help farmers meet demand. This is why today we are investing more than $4 billion in capital projects that will boost our production capacity by more than 25 percent upon completion in 2016.

The expansion projects will help reduce farmers’ dependence on offshore nitrogen imports while also creating more than 200 permanent, full-time jobs with salaries up to $85,000 annually. The new plants will also be among the most energy efficient in the world, further strengthening our ongoing efforts to reduce energy consumption and emissions per unit of production.

Doing our part for a more sustainable world also means operating an environmentally responsible company and operating in a socially responsible manner. This starts in our own facilities, where in 2015, we achieved our best-ever safety performance, which included a serious injury rate that was roughly one-third of the industry average.

Beyond our operations, we promote the responsible distribution and application of our products through our strong support of two important initiatives. ResponsibleAg helps fertilizer storage and handling facilities meet federal regulatory compliance, while the 4R Nutrient Stewardship Program encourages farmers to utilize best practices that maximize nutrient benefits while minimizing environmental impact.

The ability to do our part for the world ultimately reflects the abilities of CF employees who do their part both at work and in the community on a daily basis. We’re proud and appreciative of their collaborative efforts. This is an exciting period of expansion for our organization, and the opportunities before us will benefit our employees, our business and our world in significant ways.

W. Anthony Will  
President and Chief Executive Officer
At CH2M, we stake our reputation and market leadership on delivering sustainable, socially inclusive solutions via engineering, program and project management addressing the most significant challenges in the infrastructure sector. Never before have the livelihoods of so many changed by such measures as we’re seeing in this decade of rising prosperity and a burgeoning, global middle class.

As these trends drive unprecedented urbanization and escalating demands for infrastructure and natural resources, they also define what truly differentiates CH2M: In response to such challenges, we deliver the most sustainable and effective solutions — for the ultimate purpose of improving lives and the condition of our planet.

Stewarding sustainability in our operation and services:

- Eliminated nearly 90 tons of paper from our offices.
- Redirected 4,200-plus tons of wastewater biosolids for beneficial reuse.
- Performed audits for Department of Defense clients at more than 2,300 buildings and identified cost-effective energy projects with potential annual savings exceeding $23 million, nearly 1 million British thermal units of energy and 330 million gallons of water each year.
- Joined the Value of Water Coalition’s efforts to protect major city watersheds.
- Raised nearly $2 million for Water for People to provide clean water to communities in need.
- Partnered with The Nature Conservancy and World Business Council for Sustainable Development to deliver The Natural Infrastructure for Business Guide and 200-plus projects strengthening the environmental and economic viability of coastal communities.
- Delivered water conservation, treatment, reuse and enrichment in several countries, earning CH2M water’s highest honor — the 2015 Stockholm Industry Water Award.
- Working toward a goal of 25 percent reduction in carbon footprint, for which we’ve been recognized by the White House and the U.S. Environmental Protection Agency with a Climate Leadership Award.

Engagement, diversity and inclusion:

- Contributed $1 million-plus through the CH2M Foundation for science, technology, engineering and math (STEM) education and community development.
- Strengthened leadership diversity with women and people of color comprising 31 and 14 percent of CH2M management respectively, versus industry averages (16 and 9 percent).
- Hosted a leadership summit to provide development opportunities for minorities.
- Engaged 25,000-plus employees, suppliers and partners to make our workplaces and communities safer, cleaner and more inclusive.
- Supported Bridges to Prosperity to construct two bridges in Rwanda and one in Nicaragua for safe passage across dangerous rivers.

In light of these accomplishments, we are deeply honored that CH2M in 2016 was selected to receive the World Environmental Center's Gold Medal Award, among the highest commendations of leadership in sustainable business and citizenship.

Jacqueline Hinman
Chairman and CEO
For more than 135 years, Chevron has proudly developed the energy that people and businesses depend on — helping to spur economic growth and improve the quality of life for communities worldwide. Beyond contributions to our partner countries through business and social investments, we also help advance the countries and communities where we operate by developing and sourcing from local suppliers, employing local workforces, and stimulating local economies.

We collaborate with governments, nongovernmental organizations (NGOs) and other partners to identify supplier and workforce development opportunities within our supply chain. We design and implement programs to help local companies meet industry standards and provide goods and services to Chevron and other companies. In Kazakhstan, where Chevron is a 50 percent partner in the Tengizchevroil (TCO) joint venture and the country’s largest private oil producer, we worked with MontazhSpetsStroy JSC (MSS), a Kazakhstani-owned and -operated engineering, procurement and construction company, to help the firm upgrade its environment and safety practices to meet TCO’s standards. As a result, MSS recently won a second contract with TCO and is further enhancing its safety capabilities.

We partner with our international contractors to bring more local producers into their supply chains. In Colombia, we are collaborating with global food services contractor Compass Group and the NGO VITAL on a partnership designed to help smallholder farmers meet Compass’ standards. Many of these farmers now sell their products to Compass, which means Chevron Colombia employees enjoy locally grown food at our facilities. These farmers enjoy improved livelihoods thanks to the reliable demand and fair pricing that Compass offers.

We work to create a positive economic impact in our host communities, exemplified by our operations in Australia and Indonesia. In Australia, our development of the Gorgon and Wheatstone natural gas projects has delivered direct and indirect economic benefits. From 2009 through 2014, nearly 19,000 workers were directly employed, and nearly 1,000 contracts were awarded to Australian companies. In Indonesia, from 2009 through 2013, every Chevron job supported an average of 36 other jobs, and in 2013 alone, Chevron supported more than 260,000 jobs across a broad range of industries.

We’ve learned through decades of experience that business success and economic growth are deeply linked to society’s progress and prosperity. Building local capacity in the communities where we live and work improves economies, advances environmental stewardship and is one of the many ways Chevron demonstrates its commitment to leading business practices.

John S. Watson
Chairman of the Board and Chief Executive Officer
“Chubb continues to focus on reducing its carbon footprint. In 2014, we established a new goal to reduce greenhouse gas emissions by 10 percent per employee from 2012 to 2020. Through 2015, we have reduced emissions by 5 percent per employee since 2012.”

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

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

In our operations, the company has focused on reducing its carbon footprint, a commitment that continues following ACE’s January 2016 acquisition of The Chubb Corporation, which created a global insurance leader operating under the renowned Chubb name. In 2014, prior to the acquisition, ACE established a new goal to reduce greenhouse gas emissions by 10 percent per employee from 2012 to 2020. Through 2015, we have reduced emissions by 5 percent per employee since 2012. Within our legacy Chubb operations, we have reduced our Scope 1 and Scope 2 emissions by 18 percent since 2008 for the facilities we manage in the United States.

In our corporate philanthropy, the environment is also a priority. Around the world, grants from Chubb’s charitable foundations are helping preserve habitats and biodiversity, foster effective resource management, and finance “green-business” entrepreneurs.

Chubb’s environmental program is entering its 10th year. We remain at the forefront in addressing environmental issues and the implications of climate change for all areas of our business. We are proud of the progress we have made thus far and are committed to taking further steps to make meaningful improvements in the environment.

Evan G. Greenberg
Chairman and Chief Executive Officer
Create
As a global health service company with the mission of improving the health, well-being and sense of security of the people we serve, our success depends on earning trust through responsible business practices and corporate citizenship and providing superior solutions and services that meet our customers’ individual needs.

Our unique approach to corporate responsibility, Cigna Connects, is inspired by our mission and works to positively affect the health of people, communities and the environment.

Grow
Cigna publishes our environmental, social and governance goals in our annual Cigna Connects Corporate Responsibility Report, which describes how we work to create shared value for Cigna and society by applying our unique resources.

The report communicates Cigna’s leadership in creating a more sustainable health care system and demonstrates how our initiatives align with our mission, support our core businesses and create benefits for our stakeholders.

In line with our sustainability goals, Cigna became the first U.S. health insurance company to sign the United Nations Global Compact — committing to the Compact’s 10 principles on human rights, labor, environment and anticorruption.

Sustain
As a global health service company, we understand the connection between personal health and the health of our environment. Cigna considers managing the risks and opportunities associated with climate change a significant aspect of conducting our operations responsibly.

Our Strategic Sustainability Performance Plan guides our environmental stewardship activities. One facet of our plan is the setting of environmental conservation targets for our domestic portfolio.

People and Technology at Work
At Cigna, our people apply leading-edge technology to deliver on our plan and integrate principles of sustainability into our decision making process.

For example, to reach our environmental targets, we are monitoring our performance and making capital investments to support our energy, emissions and water reduction targets. And we are engaging our employees and supporting their efforts to integrate principles of environmental stewardship in their personal and professional lives.

Cigna has also recently installed workplace electric vehicle charging stations for employee use at several of our office locations. And in 2015, we became a partner in the U.S. Department of Energy’s Workplace Charging Challenge.

Cigna is proud of our progress to date, and we remain committed to continually improving our efforts as a responsible business to contribute to the health of society and our planet.

David M. Cordani
President and Chief Executive Officer

“To reach our environmental targets, we are monitoring our performance and making capital investments to support our energy, emissions and water reduction targets.”
Cintas Corporation is an industry leader in sustainable products, services and innovations. Our approach to sustainability embodies Create, Grow, Sustain: People and Technology at Work because we push our employee partners to continue finding ways to minimize our environmental footprint and that of our customers. For example, we’re harnessing technology to produce work uniforms from plant-based fibers and postconsumer waste. More than 5 million people go to work each day in a uniform from Cintas, so our eco-apparel options have the potential to have a large, positive impact on the environment.

We aim to sustain our planet’s resources by creating high-quality uniforms from materials like plastic bottles that would otherwise end up in landfills. Each year, Cintas helps customers divert nearly 20 million 16.9-ounce plastic bottles from landfills through the production of eco-apparel.

According to the U.S. Environmental Protection Agency (EPA), apparel made from recycled material uses 66 percent less energy compared to the manufacturing of polyester fiber. This process also reduces water usage by 90 percent and helps eliminate harmful air emissions.

Our Regeneration™ Suiting Collection is made from 100 percent recycled polyester, produced entirely from postconsumer waste. Each single suit is made out of approximately 100 recycled 16.9-ounce plastic bottles. The suiting collection is machine washable, which further protects the environment by reducing the use of toxins and harsh chemicals used in the dry cleaning process.

Our AR Red™ Suiting Collection by Austin Reed is constructed with fine fabrics made from luxurious wool, recycled polyester and DuPont™ Sorona® yarns. Sorona is an innovative fiber made with plant-based ingredients like corn.

Moisture-wicking properties keep wearers cool and dry, and garments provide stretch for easy movement. Eco-apparel also gives workers the satisfaction that they’re supporting the environment, while meeting their fit and comfort needs.

Additionally, our eco-apparel helps improve customer perception and environmental reporting. By making their customers aware of their environmental commitment, organizations can potentially improve perceptions of their business and differentiate themselves from competitors. Our eco-apparel customers can also report how much energy, water and plastic bottles are saved through implementation of eco-apparel programs within their annual sustainability reports.

We look forward to growing the number of workers wearing eco-apparel to their jobs each day.

“We push our employee partners to continue finding ways to minimize our environmental footprint and that of our customers. Each year, Cintas helps customers divert nearly 20 million 16.9-ounce plastic bottles from landfills through the production of eco-apparel, and we look forward to growing this number.”

SOLUTIONS AT WORK
Restroom waste can quickly add up, so we designed our Signature Series restroom line with sustainability in mind. The Signature Series Paper Towel Dispenser is specially crafted so that users take only one paper towel at a time and the absorbent paper minimizes consumption. The wick system of the Signature Series Air Freshener Dispenser enhances air quality, allowing fragrance to gradually evaporate into the air, rather than blasts of aerosols or propellants. The drip-free Hand Soap Dispensers with EcoLogo™-certified foam soap curb waste because users get the precise amount dispensed and can quickly work up a lather. More information at www.cintas.com/FacilityServices/restroom-supplies/signature-series/.

Scott Farmer
CEO
Technology is enabling people around the world to create unprecedented value at a pace faster than we have ever seen. As more and more people and things come online and connect, we have more opportunity than ever before to change the world. At Cisco, we are proud to combine technological innovation with social impact to benefit individuals, communities, countries and our planet.

Since 1997, our Cisco Networking Academy® program has helped more than 5.5 million students in 170 countries develop the skills to thrive in the digital economy. More than 96 percent of students that have participated in the program believe that it has had a positive impact on their lives. Our Networking Academies have also been effective in facilitating economic development in emerging markets. For example, students enrolled in courses through our partner, Passerelles numeriques Cambodia, earn nearly five times the national average salary three years after completing the program.

Cisco’s technology has also improved access to health care. We have made a four-year investment in the Jordan Healthcare Initiative, partnering with the Jordanian government to use collaboration and communications technologies to transform health care delivery. In one project, a service exchange platform provided affordable, high-quality radiology services to hospitals in underserved areas. As a result of all of our efforts, 150,000 patients in Jordan have benefited.

Cisco’s Connected Real Estate and collaboration solutions have helped improve building utilization and reduce employee business travel and commuting. By implementing these solutions in our own business, through 2015, Cisco had reduced our Scope 1 and 2 greenhouse gas (GHG) emissions by 22 percent absolute worldwide from a 2007 baseline.

In 2015, we also continued to make progress with other environmental efforts. We collected more than 11,500 metric tons of used product from customers for reuse and recycling, creating more than $365 million in value from the recovered Cisco equipment. We spent $16 million on energy efficiency and renewable energy initiatives as part of our global EnergyOps effort. Since 2010 these annual investments have resulted in a reduction of 275 gigawatt hours of energy use.

As all of these efforts illustrate, Cisco is uniquely focused on making the world a better place, and I truly believe that what is good for the world and good for business are more closely connected than ever before. Our leadership role as a corporate citizen is core to all that we do and will be a key driver of our long-term success.

"The Cisco Networking Academy® program has helped more than 5.5 million students at 9,500 learning institutions in 170 countries develop the skills needed to thrive in the digital economy.”

SOLUTIONS AT WORK
When the Ebola outbreak hit Western Africa, poor communications systems hampered the response effort. Cisco partnered with NetHope to expand communications capabilities by contributing hotspot equipment and a $100,000 cash grant to enable responders to connect laptops, phones and tablets. In addition, this effort allowed digital volunteers to turn large amounts of data into visualizations and data sets. Members of Cisco’s Tactical Operations team also helped design networks for response efforts in Sierra Leone, Guinea and Liberia and then worked with partners in these countries to implement the networks for more than 100 locations.

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

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

And as further evidence of its commitment to promote sustainable development and to fight climate change, in 2015, CNH Industrial decided to endorse two of the commitments promoted by the CDP through its Commit to Action campaign during the United Nations Climate Change Conference (COP21) held in Paris in December 2015.

In 2015, our proven commitment to sustainable development led to significant results in several areas. The accident frequency rate for employees decreased by 9 percent. Our focus on R&D — which has consistently enabled the company to meet emissions performance targets well in advance of regulatory requirements — continued in 2015 with $877 million invested, while our intellectual property portfolio now totals more than 7,719 active patents.

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

In addition, continued efforts to reduce the environmental impact of our industrial footprint have led to improvements in several key performance indicators, in line with our targets: 4 percent reduction in carbon dioxide emissions and 9 percent reduction in waste generated per hour of production. Contributing to these improvements were the World Class Manufacturing (WCM) initiatives and some 422,000 suggestions from workers at plants worldwide. Engagement with stakeholders is also fundamental to the process of continuous improvement, and to date, 154 of the company’s supplier plants have implemented WCM. In 2015, 16,572 projects were implemented within WCM, generating savings of $174.4 million. Our sustainability efforts in 2015 led to CNH Industrial being confirmed in the Dow Jones Sustainability World and Europe indices as Industry Leader in the Machinery and Electrical Equipment industry and, named for the first time, Capital Goods Industry Group Leader, a sector that includes 246 companies in seven industries. Furthermore, CNH Industrial received a top score in the CDP assessment for its actions to fight climate change and has been included in the Climate A List for its performance in reducing carbon emissions, earning a score of 100/100 for its transparent communication.

Richard J. Tobin
President and Chief Executive Officer
Comcast NBCUniversal is shaping the future by driving innovation through technology and our people. Together, we are using the power and reach of media and technology to create a more connected world. We have invested tens of billions to increase the capacity of our network and keep it ahead of rising demand, but as we grow, so do the demands for energy, fuel and materials to run our operations and power our products. So we’re putting our innovating minds to work on reducing our environmental impact.

- We are helping lead Energy 2020, the industry’s initiative to develop and launch comprehensive energy management strategies for cable operators, programmers and vendors. Goals include reducing power consumption for cable equipment and facilities by 20 percent, reducing energy costs by 25 percent and reducing dependency on the power grid by 10 percent.
- We have joined with other leading distributors to launch an historic set-top box energy conservation agreement. The National Cable & Telecommunications Association reports that, in just two years, improved set-top box energy efficiency has saved American consumers $500 million in energy bills and nearly 3 million metric tons of carbon dioxide.
- We are working with other leading distributors and equipment suppliers to improve the energy efficiency of small network equipment like Internet modems and routers, used in more than 90 percent of U.S. broadband households.
- We are exploring alternative energy options and improving our energy efficiency, including at data centers, through smart cooling and advanced technologies.
- We are reducing fuel consumption by deploying new, energy-efficient vehicles; reducing idle time; and providing consumers self-help options like self-installation.
- We are operating recycling programs across our businesses, including food waste, cardboard and mixed paper, plastics, glass, aluminum, mixed metals, cables, cords, taps, and splitters.
- We are offering customers ways to reduce their footprint through energy management tools and paperless billing.
- We are working with the U.S. Green Building Council to attain Leadership in Energy and Environmental Design (LEED) Platinum certification for the Comcast Innovation and Technology Center, under construction in Philadelphia.
- We have teamed up with the Arbor Day Foundation for the seventh year in a row to donate 25,000 trees during the annual Green Is Universal #ShareATree campaign.

For us to continue growing and evolving in the decades to come, we must be innovative about integrating sustainable practices across our businesses. Our employees, our customers and our relationships with thousands of local communities remind us that our business and sustainability objectives are inseparable.

Brian L. Roberts
Chairman and CEO

“As we grow, so do the demands for energy, fuel and materials to run our operations and power our products. So we’re putting our innovating minds to work on reducing our environmental impact.”
Next-generation information technology (IT) has transformed how we live, work, communicate and consume. In all corners of the world, technology is helping people rise out of poverty and discover better, more efficient ways of using energy and natural resources. In that regard, while it’s not a cure all, IT plays a vital role in the search for sustainable solutions.

As a global IT solutions and services provider, CSC helps our clients on their digital transformation journeys, which in turn enables them to deliver enormous benefit to their customers, the environment and the communities they serve. Together with our clients and partners we have adopted sustainable, forward-thinking business practices to build upon the momentum for positive social, economic and environmental outcomes.

Our clients are investing in and applying next-generation cloud services that are helping to reduce energy consumption. Our carbon impact reporting and management services allow clients to monitor, analyze and display complex greenhouse gas data to more effectively report and meet carbon-reduction goals. We are helping scientists study climate change and public-sector leaders gather, process and use large volumes of climate data to guide their research and make sound decisions in a complex policymaking environment.

From smart grids to virtual desktops, our people are deploying their deep expertise, skills and sense of discovery to find innovative ways to employ technology to solve some of the world’s most pressing problems.

Within CSC’s operations, we are continually addressing our own environmental impact and can report solid progress to date:

- We achieved a 15 percent absolute energy reduction against our 2012 baseline, exceeding our original 10 percent reduction target in just two years; and
- We realized a 13 percent global greenhouse gas reduction in 2014 against the 2012 baseline and remain on track to reach our 18 percent reduction target by 2018.

We have also implemented a three-year global environmental strategy across our data centers and worksites to drive compliance with ambitious energy and e-waste reduction targets, ISO 14001 Environment and ISO 50001 Energy Management certifications, and green building standards. Where practicable we are also locating our offices in green buildings, including our new global headquarters in Tysons, VA.

We recognize that operating ethically and responsibly to deliver sustainable value to our clients and stakeholders is vital to our business success, and that commitment remains a core part of CSC’s approach.

Mike Lawrie
President and Chief Executive Officer

SOLUTIONS AT WORK
Using Technology To Improve Patient Outcomes

CSC’s Prehospital Patient Journal is a digital tool used to record and communicate patient conditions by attending paramedics in Denmark.

Instead of having to rely on paper and pen to record vital signs and patient conditions, Danish paramedics can now input them directly into a tablet device and send them immediately to the medical team waiting at the hospital.

This saves time, allows the hospital team to better prioritize emergencies and allows the paramedic team to access patient records before administering medication that may cause an allergic reaction.
Despite the recent, dramatic changes to the energy landscape, ConocoPhillips’ commitment to sustainability remains unchanged and provides a solid foundation for our actions. We are responsible to stakeholders for our safety, economic and environmental performance regardless of the price of oil.

Across the globe, our employees and contractors work hard every day to operate safely and in an environmentally and socially responsible way. As we produce reliable and affordable energy to enable economies, we are also enhancing the communities where we operate by purchasing local goods and services, supporting jobs, and generating revenue.

Our strong environmental and social performance is guided by strategic frameworks, guidelines and action plans. Environmental stewardship, charitable contributions and community involvement provide tangible examples of the company’s overall approach, integration and follow-through.

More often than not, reducing our environmental footprint has the added benefit of reducing capital and operating costs. But our business is about more than costs. The oil and natural gas we produce is vital to society. By operating sustainably, we can maintain our competitiveness and foster long-term business success. These efforts are not without challenges, which we address through collaboration and innovation.

Here are just a few recent examples:

Although continuing to reduce emissions can be challenging in a low-price environment, we seek opportunities to reduce emissions while recovering methane to sell. We have reduced carbon dioxide equivalent (CO₂e) emissions by more than 6 million tons since 2009, and much of this was achieved in New Mexico’s San Juan Basin. Primary sources of reductions have been pneumatic devices and liquids unloading, traditionally the two largest sources of methane emissions. In 2014 we achieved a 66 percent reduction in liquids unloading CO₂e emissions and 59 percent reduction for pneumatic devices CO₂e emissions.

We identified and adopted a degassing process as a chemical-free treatment alternative to remove sulfides in produced water, successfully conducting a trial on a vertical well in Texas’ arid Permian Basin. Hydrogen sulfide was safely removed to below-detectable limits before the water was further treated to remove other impurities. The process enabled us to reuse approximately 100,000 barrels of treated produced water on two horizontal wells.

Overcoming operational challenges such as these using technological innovation and dedication to addressing environmental and operational risks is key to our performance and commitment to operational excellence.

Ryan M. Lance
Chairman and Chief Executive Officer

“Our strong environmental and social performance is guided by strategic frameworks, guidelines and action plans. Environmental stewardship, charitable contributions and community involvement provide tangible examples of the company’s overall approach, integration and follow-through. More often than not, reducing our environmental footprint has the added benefit of reducing capital and operating costs.”
As a global leader in customer management, Convergys has a responsibility to invest our talent and resources by supporting our communities’ capacity to build a stable, skilled and healthy society. Our multinational footprint provides an incredible opportunity to reach out to the communities in which we operate. Through our social responsibility program, we address issues that are specific to local needs and relevant to our business. We build lasting community partnerships with groups that support the following:

- **Workforce preparedness** — providing education to help individuals develop a successful career.
- **Health and wellness** — supporting our communities’ access to healthy living.
- **Stability** — creating opportunity for our communities to live well by addressing the challenges of daily living: child care, shelter, hunger, transportation and financial literacy.

To further demonstrate our commitment to social responsibility, Convergys voluntarily sought and achieved Verego Social Responsibility Standard Certification. Verego, an independent third-party assessor that ensures the effective management of corporate responsibilities initiatives, thoroughly evaluated our operation, physical sites and policies against world-renowned standards to award us enterprisewide certification in Leadership, Ethics, People, Community and Environment, a total of five out of five full certification awards.

At Convergys we have also undertaken a number of initiatives to minimize the impact our operation has on the environment. We are fully committed to playing our part in the preservation of natural resources and in preventing environmental pollution. Our policy is to carry out our business fully taking into account the needs of the environment.

In 2015, Convergys implemented an initiative to track and report our energy usage and GHG emissions based on electrical output; set a target for reduction; and committed to showing year-over-year improvement in reducing, tracking and reporting emissions. This initiative includes our participation in the Carbon Disclosure Project and publically reporting that the 2014 documented scope 1 and scope 2 carbon dioxide emissions for approximately 70 percent of Convergys sites globally were 131,605 metric tons.

The 125,000-strong Convergys team remains committed to social responsibility and sustainability. We are setting goals and continuing to track and report progress.

Andrea Ayers
President and Chief Executive Officer
Corning’s passion for innovation drives everything we do. For more than 160 years, we’ve applied our expertise in specialty glass, ceramics and optical physics to develop products that make a positive difference in the world. We invest strongly in innovation not only to increase Corning’s global competitiveness, but also to create a world with cleaner air, unlimited bandwidth, more effective medicine, richer entertainment experiences and more efficient communication. We also believe that how we do things is as important as what we achieve. Our sustainability initiatives help us preserve the trust of our stakeholders and honor our commitment to be a good corporate citizen. We understand that we are investing in not only Corning’s future, but also the future of this planet that we share.

- Corning’s diverse product portfolio includes technologies that make the air cleaner and improve energy efficiency. In 2015, we introduced a new technology to reduce the harmful emissions that occur during engine startup for light-duty gasoline vehicles. We are also helping automakers meet stringent new requirements for fuel economy with our lightweight automotive glass, which can reduce overall vehicle weight and improve performance. And we’re enabling gasoline direct-injection engines with particulate filters that increase filtration efficiency while maximizing horsepower and fuel economy.

- Our comprehensive Global Energy Management program is celebrating its 10th anniversary. Since its inception, the program has formed energy teams in nearly every Corning location worldwide and improved energy productivity by more than 34 percent. We’ve also earned the ENERGY STAR® Partner of the Year Award in 2014 and 2015, winning ENERGY STAR Partner of the Year — Sustained Excellence in 2016.

- Eight of Corning’s facilities have achieved the ENERGY STAR Challenge for Industry, which honors companies that have that have reduced energy intensity by more than 10 percent within five years. Our facilities actually reached this target within two years.

- Our energy team in Pune, India, completed two renewable energy projects with solar panels that feed the plant’s grid directly, creating both energy and cost savings.

- We ended 2015 by announcing Corning’s 25-year power purchase agreement for solar-generated electricity produced by Duke Energy Renewables. The electricity Corning purchases from the solar farm in Conetoe, NC — equivalent to the annual power used by approximately 10,000 U.S. homes — will produce more clean energy for the electric grid.

We’re proud to continue Corning’s track record of innovation, while also making progress on our sustainability initiatives. We are committed to ongoing improvement as part of our quest to continually make Corning a better version of itself.

Wendell P. Weeks
Chairman, Chief Executive Officer, and President

“We believe that how we do things is as important as what we achieve. Our sustainability initiatives help us preserve the trust of our stakeholders and honor our commitment to be a good corporate citizen.”
CSX has been growing, creating and sustaining American commerce since it began as the Baltimore and Ohio Railroad nearly 190 years ago. As global and local economies have evolved, CSX has evolved, too, and consistently proven itself to be a premier transportation provider.

With knowledge and experience gained from the past, CSX is focused on a future founded on the safe and efficient movement of freight, from marine ports to inland consumption centers or raw materials to production facilities. We do so with the power of technology, which helps employees deliver reliable service and give customers access to more data. While steel wheel on steel rail will endure, our society demands more out of its supply chain — sustainability, responsibility and engagement with communities in order to grow new economic opportunities.

Environmental efficiency, defined by the cost and emission savings associated with freight rail, is essential to achieving CSX’s objectives. Due to the advances in locomotives technology, a typical CSX freight train is, on average, four times more fuel efficient than highway transportation, and CSX is currently focused on reducing greenhouse gas emissions intensity by 6 to 8 percent by 2020. CSX represents both an efficient transportation solution and a good steward of the environment, as shown by our inclusion on CDP’s Climate A List in 2015.

CSX is also committed to supporting communities along the company’s network. CSX continues to develop relationships at the local level through first-responder training, philanthropic grants and employee volunteer opportunities — all aimed at making long-term and sustainable positive change. Our national sponsorships of organizations like City Year and FFA are focused on helping the next generation succeed.

As CSX works to create mutual benefits for local communities and serve an expanding population, the shipment of containers using different modes of transportation, including rail, is a preferred alternative to move products from the global marketplace and reduce traffic congestion on highways. CSX is making strategic capacity investments to connect ports to people via an efficient double-stacked rail network.

Staying competitive over nearly two centuries, from the invention of the automobile to the iPhone, has challenged CSX to adapt and emerge as a resilient, sustainable business. We will continue to look for new opportunities to best serve customer and consumer demand — through advanced technologies, increased efficiency and new strategic investments — as the CSX of Tomorrow evolves to serve the next century and beyond.
At Cummins, Environmental Sustainability Is Key to Our Profitability

Environmental sustainability is critical to Cummins’ long-term profitability. Our business success is driven by our ability to produce the cleanest, most fuel-efficient engines in the world.

Cummins engines power trucks, ships, excavators, trains and more, helping to deliver people and products faster, more cleanly and more efficiently than ever before. Our generators provide power to schools; hospitals; and some of the largest, most technically advanced data centers on the planet.

We help our customers meet stringent environmental regulations while providing them with the dependable and affordable power they need to reach their business goals. And we achieve this consistent with Cummins’ mission of demanding that “everything we do leads to a cleaner, healthier, safer environment.”

Cummins has been working closely with our customers to reduce the fuel consumed by our products on the ground and in use both to help them save money and, at the same time, improve the environment. Fuel efficiency comes with a corresponding decrease in carbon dioxide (CO₂), a key contributor to climate change.

We are already a third of the way toward our “products in-use” goal of an annual 3.5 million metric ton reduction in CO₂ by 2020, partnering with customers on a host of strategies including the implementation of stop-start technology, implementing engine calibrations tailored to their particular application and changing operator behaviors. When we meet our 2020 goal, the amount of CO₂ reduced will be the equivalent of taking 3.3 million cars off the road for a year.

The company is also working to improve its own operations. We exceeded our 2015 goal of a 25 percent reduction in energy use in our facilities across the world. Meanwhile, four Cummins locations are already designated as “zero-disposal” and another three are close to being determined “water-neutral” sites. We have already reached our 2020 goal of a 33 percent reduction in water use and plan to set a new goal soon.

Cummins employees are also doing incredible things for the environment as part of the company’s community service work. In 2015, 21,600 employees devoted 72,600 hours to more than 80 projects around the world as part of the company’s Environmental Challenge, reducing the equivalent of nearly 37,000 metric tons of greenhouse gas.

One of the reasons I joined Cummins out of business school was I thought it offered me the best opportunity to make a positive difference in the world. Twenty-two years later, I still feel the same way.

Tom Linebarger
Chairman and Chief Executive Officer

“Cummins has been working closely with our customers to reduce the fuel consumed by our products on the ground and in use both to help them save money and, at the same time, improve the environment.”

SOLUTIONS AT WORK

Around the world, engines are known for their heft and complexity. Cummins engineers aimed to reduce a heavy-duty engine’s weight and improve fuel economy to help drivers carrying goods haul larger loads, especially in congested Chinese cities. By streamlining the engine’s architecture and utilizing lighter composite materials, Cummins engineers produced an engine that is 30 percent lighter than competitive engines. The design, which has 50 percent fewer parts, improved reliability and ease of service and delivered significant fuel economy benefits. With its low emissions of particulate matter and oxides of nitrogen, the engine meets current environmental regulations in Europe and China.
“Health is everything. Without it, people cannot live life to the fullest.
At CVS Health, we’re committed to continuous innovation that makes health care more accessible and has life-changing impacts for millions of Americans.”

Innovation on the Path to Better Health
CVS Health is a pharmacy innovation company with a clear purpose: helping people on their path to better health. Today, many barriers remain on that path: Despite the millions of Americans that are newly insured, there continue to be people who lack access to quality health care. We are also living in a time when our aging population requires more services, we have a national epidemic of obesity and diabetes, and other chronic illnesses continue to stress our health care system.

Our business strategy responds to each of these challenges, and we are focused on expanding and evolving our role in health care services in ways that make quality health care affordable and accessible. As the country’s largest dispenser of prescription drugs, largest operator of retail health clinics and a pharmacy benefits manager, we are uniquely positioned to streamline delivery of care. As our company grows, so does our commitment to innovate solutions that meet the evolving health care needs of patients.

Over the past several years, we have focused on addressing health care accessibility and affordability, while maintaining quality through the use of technology. In fact, we are doubling our investment in digital technology and, in June 2015, opened our Digital Innovation Lab in Boston. The lab serves as the hub for our work in mobile, personalized, connected health and digital therapeutics. It also connects us to Boston’s vibrant start-up community, helping us solve health care challenges we can’t solve on our own.

Through the power of technology, we’re meeting patients where they are and helping them better manage their health. For example, we designed a new suite of digital applications in 2015 that can help patients better adhere to the medications they take for chronic diseases. We know these tools can be very effective in keeping patients on their prescribed medications and ultimately achieving better health outcomes, which also lowers health care costs. We’re working toward a future in which intelligent pill bottles may someday provide medication reminders and parents can diagnose their infant’s ear infection more quickly with the help of a cellphone-linked otoscope — saving valuable time, energy and money.

We’re also investing in technologies to enhance and extend telehealth, with a goal of providing the same convenient, affordable and quality care offered in our MinuteClinic locations to a wider group of patients. We’ve piloted several new initiatives, including how to make telehealth physician care accessible through digital platforms, how to enable MinuteClinic practitioners to consult with telehealth physicians and expand our scope of care, and how our retail stores can serve as sites for in-person telehealth visits.

Health is everything. Without it, people cannot live life to the fullest. At CVS Health, we’re committed to continuous innovation that makes health care more accessible and has life-changing impacts for millions of Americans.

Larry J. Merlo
President and CEO
At DaVita, we recognize the strong connection between a healthy environment and the health of our patients and teammates (employees). We implement programs that aim to reduce our negative environmental impact, promote stewardship and spread positive ripples throughout our more than 2,200 locations around the world.

This year we wrapped up our five-year 2015 sustainability goals of reducing energy, water and paper while increasing environmentally preferable procurement and teammate education. Our 2020 sustainability goals focus around the key areas of energy, water, waste, buildings and supply chain.

Innovation and process improvements are vital components in our approach to sustainability. We have much to be proud of when we look back over the last five years. By re-evaluating our pretreatment water filtration processes, a critical part of hemodialysis, we reduced our water consumption in dialysis clinics by 30 percent per treatment, surpassing our goal of 10 percent reduction per treatment. Our water savings from 2014 through 2015 total more than 350 million gallons, the equivalent of more than 530 Olympic swimming pools. On top of these already significant savings, we are seeking an additional 30 percent reduction from our 2015 baseline by the end of 2020 through further process improvements.

We are expanding our Smarter Buildings Initiative to increase patient and teammate comfort while reducing our heating and cooling loads and saving energy. This initiative has saved the equivalent emissions of 626 passenger vehicles driven for one year. Additionally, by utilizing a new electronics recycling program, we diverted 34 tons of waste from the landfill in 2015.

Our success depends upon the commitment and dedication of our more than 60,000 teammates across the country. At the end of 2015, the HealthCare Partners division in California opened a new environmentally friendly office, complete with a Green Team that oversees all environmental efforts, education and events, joining 12 other active Green Teams at business offices across the country. In April 2015, approximately 1,600 DaVita HealthCare Partners teammates, family members and friends contributed 5,400 hours toward 110 environmental projects in their local communities in celebration of Earth Day.

DaVita is committed to integrating sustainability into best practices, implementing green policies and procedures, and holding ourselves accountable with environmental metrics without sacrificing clinical outcomes or Service Excellence, one of our seven Core Values. As we turn our attention to our new set of 2020 environmental goals, we are excited to further our positive impact on our patients’ lives, our teammates’ lives and our world.

Kent J. Thiry
Chairman and Chief Executive Officer
“By championing a sustainability mindset, we gain competitive advantage and protect our planet. Our sustainability efforts are rooted in our promise — ‘We do what we say®’ — as well as our company values.”

At Day & Zimmermann, acting as environmental stewards means continuously bettering sustainable solutions that engage our customers and employees and preserve our world. By championing a sustainability mindset, we gain competitive advantage and protect our planet. Our sustainability efforts are rooted in our promise — “We do what we say®” — as well as our company values. There’s not an employee here who does not play a role in making our company greener.

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

In architectural and engineering services, we design and build projects to enable our customers to deploy strategies aimed at energy efficiency, water conservation, carbon dioxide emission reduction, use of alternative energy, use of recovered and recycled materials, enhanced indoor environmental quality, and improved stewardship of resources. We also use several third-party guides, strategies and certification systems including Leadership in Energy and Environmental Design (LEED) and Green Globes, which both certify our facilities and campuses. We are working with our customers to meet their net zero goals by implementing new sustainable strategies and systems into our designs.

Within our government services, economical and environmentally friendly ammunition disposal has been an ongoing focus of global communities with interest in postconflict ammunition stockpile destruction worldwide. Climate change has caused U.S. lake shorelines to recede over the past 100 years, uncovering potentially harmful contaminants in formerly active ranges used by the military for ordnance testing. We continue to work with the Department of Defense to safely remove material potentially presenting an explosive hazard and munitions and explosives of concern.

Within our ammunition plants, we have a strong commitment to our environmental responsibilities at all of our locations. Our Iowa Army Ammunition Plant activity was recently recognized by the Des Moines County Regional Solid Waste Commission for “Industry Waste Reduction and Recycling.” Our Texarkana and Kansas Operations have been working closely with the U.S. Army to develop a “green” alternative for commonly used initiating explosives.

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

Harold L. Yoh III
Chairman & CEO
John Deere is committed to the success of customers whose work is linked to the land and to meeting the world’s increasing need for food, fuel, shelter and infrastructure. In doing so, we are taking steps to reduce the impact that our operations and products make on the surrounding environment. Our commitment extends to being a responsible citizen that helps enrich the lives of people around the world.

In 2015, we exceeded our goal of recycling 75 percent of waste from our manufacturing facilities. We also are working to reduce energy and water use and greenhouse gas emissions. Two successful examples from our manufacturing operations:

- A new lighting system at John Deere Cylinder Works in Moline, IL, provides a 70 percent reduction in energy use compared with the factory’s older lighting system and a 7 percent reduction in total factory energy use. LED (light-emitting diode) fixtures monitor the lighting needs within the facility and automatically adjust to conditions.
- John Deere Harvester Works in East Moline, IL, recently decommissioned a coal-fired powerhouse and replaced it with natural gas boilers. This resulted in a 97 percent reduction in air emissions for the factory and a 50 percent reduction in greenhouse gas emissions for the factory.

In addition, we continued to design John Deere products with an eye toward minimizing their environmental impact throughout their life cycle. For example:

- By using carbon fiber technology on self-propelled sprayers, we can produce wider booms with similar or reduced weight. This helps farmers and application specialists cover more acres with fewer passes, reducing fuel consumption.
- The 2510H Nutrient Applicator injects nitrogen directly into the crop’s root zone with minimal disturbance to the soil. Precision placement improves nutrient availability and soil quality. It also reduces surface runoff of nutrients.

Further, we are committed to assisting smallholder farmers in developing countries. The John Deere Foundation provides mobile training to these farmers on the use of mechanization and the responsible use of seed and crop protection products. We also help them gain access to affordable financing and resources. This, in turn, improves their ability to grow their income and improves their quality of life.

John Deere’s higher purpose is to support improved living standards for people around the world by serving those linked to the land. We are proud of our employees and their efforts to help us fulfill this purpose in a socially conscious, environmentally responsible way.

Samuel R. Allen  
Chairman and Chief Executive Officer
All of us need to take a good, hard look at the impact we have on the Earth we share. Doing what we’ve always done is no longer an option. It’s time to disrupt and innovate to create a positive future for ourselves and the generations to come.

At Dell, we are doing that with our Dell 2020 Legacy of Good Plan — 21 ambitious goals that put Dell technology and expertise to work where they can do the most good in the world. Our strategy is to refine and improve our own products, processes and communities and empower our customers, partners and suppliers to do the same.

We’re being aggressive, and our progress shows it. Since launching our closed-loop plastics supply chain in 2014, we’ve put more than 6 million pounds of recycled plastics back into our products, setting the standard for the IT industry.

Our global takeback programs have made us the world’s largest technology recycler. We’ve expanded our reach to 79 countries and territories and collected more than 1.5 billion pounds of e-waste since 2008 — getting close to our goal of 2 billion pounds by 2020.

Last year, more than 415,000 underserved youth directly benefitted from Dell Youth Learning initiatives, like our solar-powered classrooms in South Africa and innovative technology training programs to bridge the digital divide in India.

Our 100,000-strong global team is the driving force behind our effort to create meaningful change in the world. Last year, Dell team members volunteered more than 800,000 hours to the communities and causes they care about, setting a new company record.

I am proud that our collective efforts earned Dell the Accenture Circular Economy Pioneer Award, a Computer Business Review’s Greenest Tech Company nomination and a place on the Forbes Top 100 Companies for Remote Jobs. We were also named for the third consecutive year to the World’s Most Ethical Companies list by the Ethisphere Institute.

We’re excited about the progress we’ve made and truly inspired by what’s possible in the years ahead. Yes, a growing global population relying on finite resources is a daunting challenge, but technology — the very thing we live and breathe here at Dell — is a big part of the solution. I’m excited to see what the future holds and the important role Dell and our customers will play.

Michael Dell
Chairman and CEO
At Deutsche Bank, our approach to corporate responsibility focuses on the three dimensions of sustainability to create economic, environmental and social value, setting the direction for a future-orientated business strategy that balances economic success with environmental and social (ES) responsibility. We act with transparency, carefully assessing the ES impact of potential new business opportunities.

Managing Environmental and Social Risks
Deutsche Bank’s approach to managing ES risks is based on our ES policy framework. In 2015, Deutsche Bank transitioned its process of ES risk review to a web-based platform, enabling a clear audit trail and greater consistency and efficiency in our approach. Last year, Deutsche Bank screened 1,346 transactions and clients against these benchmarks.

With the support of our ES framework, employees determine if a transaction or client belongs to a sector that is considered ES sensitive and requires the involvement of Group Sustainability. In 2015, we strengthened our referral criteria such that for certain sectors, consulting with Group Sustainability became mandatory. Where this is the case, dedicated sectoral guidelines include more probing questions.

Ongoing efforts to increase awareness of ES risk among employees and to further enhance governance have led to a noticeable rise in the number of transactions referred to the Group Sustainability team in the past five years. In 2015, we rolled out employee training for ES risk management in the form of in-person and online sessions. This training provides guidance on how to apply the ES policy framework and is designed for the specific requirements of the various business and infrastructure units.

Maintaining Carbon Neutrality
Deutsche Bank achieved carbon neutrality for our business operations at the end of 2012 by investing in energy efficiency measures, purchasing electricity from renewable sources and offsetting unavoidable emissions by purchasing certificates from high-quality emission reduction projects.

In 2015, more than 230,000 tons of carbon dioxide equivalent emissions were avoided by purchasing renewable electricity. All offsetting projects we invested in complied with well-recognized global standards. These projects support climate change mitigation and economic development in Africa, the Americas and Asia.

Deutsche Bank is also pleased to be the first commercial bank worldwide to be accredited to support the United Nations Green Climate Fund, a global investment vehicle designed to tackle climate change and its effects.

Jacques Brand
CEO, Deutsche Bank Americas
Chairman, Deutsche Bank Americas Foundation

“Through its competitive international presence, Deutsche Bank aims to create value for shareholders, clients, employees and society at large while upholding stringent environmental and social norms to support a sustainable future.”

www.db.com/cr
“Business leaders today have to realize that sustainability is not an opt-in/opt-out decision. It is part of your long-term value proposition.”

For companies built to last, value is defined most by long-term prospects, even as it is constantly influenced by short-term performance. Half a decade ago, this realization drove Dow’s leadership to imagine the company’s 200th birthday … in the year 2097. This long-term look led us to the concept of Dow’s 2025 sustainability goals: redefining the role of business in society by developing a “blueprint” for a more sustainable planet.

These targets build on more than 20 years of progress, driven by Dow’s decade-long goals. We have reduced the “footprint” of our operations; we have focused on the “handprint” of our products — that is, their impact on global sustainability; and we have developed cross-cutting collaborations, from our work on natural capital with The Nature Conservancy to the 45,000 homes we have built with Habitat for Humanity.

Still, with the launch last year of our 2025 sustainability goals, Dow took a significant step forward, embedding the value of nature and sustainability into the very fabric of our business strategy. Already, sustainability is increasingly the driving force behind Dow’s technological collaborations, enabling growth across our businesses while supporting sustainable progress for our customers and society.

Take, for example, our role as the Official Carbon Partner of the Rio 2016 Olympic Games. Dow is working with customers across Latin America to address the Games’ direct emissions through third-party-verified mitigation projects in the areas of food packaging, agriculture, industrial processes, and building and construction.

Or take our personal care business, which recognized that — although hand washing is one of the best ways to prevent disease for millions in the developing world — soap is often seen as a luxury item. So Dow collaborated with Unilever to develop POLYOX™ polymers for Lifebuoy™ soap — which costs just 10 cents a bar and lasts an entire month.

Or take China, where our focus on delivering sustainable value has driven volume growth in spite of a challenging environment. Just one example: We developed PURINZE™, a material science solution that enables Haier’s eco-friendly washing machine to remove 99 percent of bacteria in recycled washing water, reducing water consumption by 30 percent.

Looking at examples like these, business leaders today have to realize that sustainability is not an opt-in/opt-out decision. It is part of your long-term value proposition. Without that understanding, you might be able to deliver the next quarter, but you probably will not be around to see the next quarter century.
At Duke Energy, 2015 was a year of accomplishment and new beginnings. We took bold strides to better serve our customers — today and in the future — by embracing new technologies and applying innovative solutions to address their diverse and changing needs.

**Committed to Safety**
What remains constant is our commitment to safety — for employees, communities and the environment. Of everything we did in 2015, I’m most pleased by what our employees achieved in this area. Duke Energy was one of the best safety performers in the industry, and we developed industry-leading solutions for safely managing coal ash.

**An Industry in Transition**
We are part of a dynamic industry that is being reshaped by evolving customer expectations, rapidly changing technologies and new public policies. One of our more significant achievements in 2015 was the development of a long-term, customer-focused strategy to address the transformation. We’re providing smarter energy solutions by generating cleaner energy, modernizing the power grid and transforming the customer experience.

Duke Energy is a leader in the transition to cleaner energy solutions. Since 2005, we have reduced our carbon emissions by 28 percent. Last year, more than 40 percent of our electricity came from carbon-free sources, largely due to our nuclear plants. We will continue making our power generation portfolio less carbon-intensive by adding more natural gas and renewable energy, complementing our nuclear fleet.

We are also modernizing the power grid to meet our customers’ expectations and integrate new technologies. Our goal is to make power outages increasingly rare and service restoration faster, while equipping our power lines to manage the growing number of renewables on our system.

In addition, we are transforming the customer experience. Today, customers want choice, control and convenience along with affordability and reliability. Customers are at the center of everything we do, and we are working hard every day to meet these changing expectations. We’re communicating with them in ways they prefer, and giving them more control over their energy usage through efficiency programs.

**Shaping the Future Together**
We serve 24 million people every day with a vital service. As we continue this journey of transformation, working closely with all stakeholders will be important to get it right.

Our focus is on the unique requirements of each customer, building infrastructure for thriving communities and creating a safe energy future.

Lynn J. Good  
Chairman, President and Chief Executive Officer

"Duke Energy is a leader in the transition to cleaner energy solutions. Since 2005, we have reduced our carbon emissions by 28 percent. Last year, more than 40 percent of our electricity came from carbon-free sources."
At Eastman, we understand that we can’t change the world alone. We look for opportunities to create a significant, collective impact by collaborating and engaging with organizations, suppliers, customers and community partners whose values and strategic focus complement our desire to bring positive change to the world.

Eastman has been on a transformational journey to become a specialty chemical company. We’re committed to delivering consistent value for all of our stakeholders, and sustainability is a key factor in driving growth and creating value as our company’s portfolio and priorities continue to evolve. Looking at 2016 and beyond, innovating sustainable solutions and product applications to meet the needs of a changing world is increasingly important. We’re investing in innovation where macro trends such as energy efficiency or health and wellness align with our world-class technology platforms.

At Eastman, we understand that we can’t change the world alone. We look for opportunities to create a significant, collective impact by collaborating and engaging with organizations, suppliers, customers and community partners whose values and strategic focus complement our desire to bring positive change to the world. Our unique collaboration with Woods Hole Oceanographic Institution (WHOI) is a perfect example. The world’s preeminent nonprofit oceanographic institution, WHOI is doing research that is crucial to protecting the ocean in this age of the blue economy. Its research will also help global communities better understand and prepare for changes in long-term weather patterns. In addition, this partnership, along with others, has opened doors for our educational efforts to support women in science, technology, engineering, arts and math (STEAM).

We’re also continually finding opportunities to make a meaningful impact with our products. Recently, Eastman entered into collaboration with Chung-Ang University in South Korea to provide Eastman Amphora™ polymer for the 3D production of prosthetic hands. The university will develop the prosthetics in its new “Creative Factory,” and the intent is to provide them to underserved children in Asia Pacific. Collaborative relationships like this make the work we do as a materials company come to life. We’re excited to be part of the solution and are proving that every day through these unique partnerships.

I would be remiss if I didn’t acknowledge the true key to our success — the Eastman team. The women and men of Eastman are the reason we can continue to invest in innovation and sustainability as we look toward the future. The world is always changing, and we are confident Eastman is positioned to meet those changes and challenges successfully.

Mark J. Costa
Chairman of the Board and Chief Executive Officer
People, Technology Drive Eaton’s Sustainability Progress

As a power management company, Eaton develops innovative solutions that help our customers achieve economic growth in a sustainable way. At Eaton, sustainability represents an opportunity, and every day we move forward on that mission — with purpose.

The majority of our annual R&D budget is dedicated to that very mission every year. Eaton engineers design and develop products with sustainability as a driving force, such as:

- LED lighting that reduces power consumption and heat while improving optical performance,
- Fuel and pneumatic systems that help decrease jet fuel consumption and greenhouse gas (GHG) emissions, and
- Innovative filtration technologies that reduce the need for disposable material while providing finer debris filtration in critical manufacturing processes.

Eaton was an early leader in onboard refueling vapor recovery (ORVR) systems that reduce GHG emissions by about 95 percent during refueling. Such systems have been in use in the United States for some time, and now China — the world’s largest market for passenger and commercial vehicles — is implementing ORVR in early 2017 for cities between Beijing and Guangzhou.

We apply Eaton technology to our own sustainability efforts. A comprehensive LED lighting project at our electrical facility in Arden, NC, reduced annual carbon emissions by 2.5 million pounds and nitrogen oxides by nearly 22,000 pounds. The facility replaced 600 fluorescent bulbs with Eaton’s award-winning lighting products and a new programmable lighting system. Since 2010, Eaton has cut global GHG emissions by 276,000 metric tons — a 24.5 percent reduction. These results are scalable well beyond Eaton. For example, we can use our learnings to help states and utilities comply with the U.S. Environmental Protection Agency’s Clean Power Plan requirements.

Innovation doesn’t always come from a laboratory. Embodying Eaton’s philosophy of “doing business right,” more than 10,000 employees across the globe participated in World Environment Month in June 2015, proving to be key innovators in their communities through projects that raised environmental awareness and reduced environmental footprints.

We’re now taking that commitment a step forward by examining the full equation — how our actions and products affect the environment by putting more back into society, the environment and the global economy than we take out. Through our partnership with Harvard’s Sustainability and Health Initiative for NetPositive Enterprise, we’re working with other thought leaders to focus on the “net positive” impact our business, technologies and people can make on the world.

Alexander M. Cutler
Chairman and Chief Executive Officer

“As a power management company, Eaton develops innovative solutions that help our customers achieve economic growth in a sustainable way. Sustainability represents an opportunity, and every day we move forward on that mission — with purpose.”
Modernizing the Electric Grid

A cleaner, more sustainable energy future requires more than harnessing solar, wind and other renewable sources to generate electric power; it requires modernizing today’s electric grid into an advanced power network that supports the growing wave of clean-energy technologies.

Last year, California passed legislation increasing the target for renewable power from 30 to 50 percent of delivered energy by 2030. Even before this, our Southern California Edison (SCE) utility focused its growth strategy on modernizing its electric power network to support the state’s transition to a low-carbon economy.

The goal is to improve the flexibility, resiliency, reliability and affordability of our electric service for our customers. Modernizing the grid will allow SCE to meet the state’s clean-energy goals and provide the environmental stewardship that Southern Californians expect from us.

“Plug-and-Play”

SCE’s vision of this modernized grid is a “plug-and-play” system — a power network in which customers can plug in any device and have it work seamlessly, whether it’s an electric vehicle (EV), solar panels, batteries for energy storage, “smart home” devices or technologies yet to be developed.

A modernized grid will accelerate the growth of solar energy technologies. SCE is well positioned to lead this effort, connecting 56,000-plus solar customers to the grid in 2015 (nearly 5,000 per month) and close to 160,000 to date.

Grid modernization will also benefit EV adoption, thus reducing air pollution and greenhouse gas (GHG) emissions. To help California reach its goal of 1.5 million zero-emission vehicles by 2025, SCE is piloting its “Charge Ready” program, preparing to install the infrastructure that will eventually support 30,000 charging stations across its 50,000 square-mile service territory.

Continuing Transformation

Anticipating continuing transformation in our industry, we are building out our competitive, unregulated Edison Energy Group (EEG) business, expanding into energy engineering and consulting services that specialize in energy efficiency projects, green initiatives for building systems, energy procurement advisory services and sourcing off-site renewable energy.

Our distributed generation EEG subsidiary, SoCore Energy, has nearly 250 solar projects operating in 16 states. In 2015, SoCore produced 54 million kilowatt-hours of solar energy, equal to reducing GHG emissions by 37,235 metric tons. SoCore has expanded beyond rooftop installations to ground-mounted community solar and rural electric cooperative projects.

Some observers consider all this change as “disruptive.” At Edison International, we see more opportunities for growth rather than threats to our industry. We are eager to provide the creative leadership needed to tackle the challenges ahead.

Theodore (Ted) F. Craver, Jr.
Chairman, President and CEO
Today, the global business community has the opportunity, willingness and power to inspire and create change like never before. Information technology (IT) in particular, at the heart of the digital transformation of our economy, is presenting virtually every industry the ability to better understand and shape the world around us. EMC’s priority is helping our customers navigate this change, and do so ourselves, in a manner that contributes to greater well-being.

This radical shift from digitization of business, the internet of things, mobile and social — cited by McKinsey as “bringing the biggest change since the Industrial Revolution” — is not just affecting business. It is affecting the lives of citizens around the world. Through solutions such as rapid access to targeted health care, precision agriculture, preservation of cultural artifacts and assessment of climate change impacts on ecosystems, we are partnering with our customers to find radical new ways to serve the needs of people and habitats in every corner of the planet.

But these changes are also creating new challenges. At EMC, we are committed to confronting and reducing our negative impacts, to measuring and reporting our results, and to collaborating to drive change at scale. Our efforts span every phase of our value chain: In our supply chain, we work with suppliers to improve working conditions and protect vulnerable workers and to develop new materials to replace hazardous substances in IT hardware. Our engineering processes embed sustainability and security into every step, from design for the environment to energy efficiency reviews of all hardware and software products. For our customers, we offer innovative solutions that allow them to do more with less, reducing not only energy but also costs. And when our customers are ready to move on to new systems, we take back their old hardware, ensuring that it, and any data it may have contained, are handled responsibly.

Most importantly, sustainability at EMC is all about our people. Our employees are inspired by their ability to affect the world though the use of our technologies. And we are inspired by their passion, drive to innovate, and commitment to a healthy future for our business and our communities.

At EMC, we believe what is good for the world and what is good for business can, and should, be one and the same.

Joseph M. Tucci
Chairman and Chief Executive Officer

“At EMC, we believe what is good for the world and what is good for business can, and should, be one and the same.”
For EY’s sustainability efforts to be effective, they must, first, fit our larger purpose of building a better working world. Our actions, tied to that ambition, help represent the power of purpose in business today.

As a global operation with 230,000 employees in 154 countries, I can attest that our people are the primary drivers of EY’s commitment to sustainable business. In the area of diversity and inclusiveness, we know that a well-articulated social purpose is vital to engagement. Our ability to attract and retain the best people means relating to the cultural factors at play in their lives. Put simply, we’ve found diverse, engaged teams tend to be more productive.

As a member of the United Nations Global Compact, we report on the 10 principles, seven of which tie to human rights and labor. These are important to our own people agenda, but we also maintain professional capacity, helping companies ensure responsible encounters throughout their value chains. Global progress in this area is vital to sustained economic vitality for businesses small and large.

To compete in the marketplace of ideas, we must also sustain our intellectual capital. We pride ourselves on being the most connected professional services firm in the world, but this requires ongoing investment in knowledge — leveraging the efficiencies of a virtual world. It’s not always responsible nor efficient to rely on in-person meetings to deliver solutions. Technology and flexible work arrangements bridge divides, allowing ideas to surface digitally, across borders, in real time.

Our Climate Change and Sustainability Services practice, along with EY’s Beacon Institute, demonstrate the powerful link between purpose-led business and improved outcomes. Digital, real-time data helps businesses know customers, but it also allows stakeholders to spot gaps between a company’s sustainability rhetoric and behavior.

Stakeholders increasingly expect environmental, social and governance practices will be reported. Eighty percent of investors recently surveyed by EY consider mandatory board oversight of nonfinancial performance essential or important. We help identify new concepts of value, applying innovative reporting practices to better represent the total value created by businesses.

When business works better, the world works better. It’s simple, yet it is the foundation from which we operate. Embracing this purpose is the most important business decision we can make. By closely considering how we foster a workforce for the 21st century and investing in disruptive innovation, we are making progress toward sustainable growth.

Mark A. Weinberger  
EY Global Chairman & CEO
A Connected World Is a More Sustainable and Prosperous World

Every day FedEx pilots span continents, our drivers crisscross countries and our package handlers sort millions of shipments. Each one of our more than 340,000 team members takes responsibility for not only moving the goods and resources that fuel global commerce but also helping make the world a better place.

We see our job of connecting the world and our responsibility as global citizens as one and the same. When we help businesses access new markets, they grow and create jobs that boost standards of living in their communities. A more connected world sparks innovation when good ideas and technology are shared.

Since FedEx was founded, we’ve supported our communities through team member volunteer efforts and financial contributions. Now we’ve challenged ourselves to place our investments where they can make the most difference to the world. On behalf of our customers and communities, FedEx is pleased to announce an expanded, targeted FedEx Cares program. We will invest $200 million in more than 200 communities by 2020 to create richer opportunities for positive change around the world. Our priorities are specific but wide ranging: We’ll continue to empower entrepreneurs, develop sustainable transportation, create employment pathways for the underserved, make roads safer and deliver resources — particularly for disasters — where they’re needed most.

Two issues are at the heart of our FedEx strategy: trade, which is how our customers participate and compete in the global economy, and energy, the essential resource needed to power global commerce.

- We know from history that trade accelerates when it’s easy. As global connections thrive, communities around the world grow stronger and more resilient. But we have more to do. We must make trade more efficient by working to simplify regulations and get rid of red tape.
- As a heavy user of fossil fuels, we know how important it is to reduce our consumption and make trade-related energy more sustainable. In 2009 we committed to obtaining 30 percent of our aviation fuel from alternative sources by 2030. We’ll receive our first shipment of aviation biofuel in 2017, and through 2024, we expect to use at least 48 million gallons of blended fuel.

We believe the strategies we’ve implemented, the goals we’ve set and the progress we’ve made continue to change lives for the better and deliver the future for generations to come.

Frederick W. Smith
Chairman and CEO

“On behalf of our customers and communities, FedEx is pleased to announce an expanded, targeted FedEx Cares program. We will invest $200 million in more than 200 communities by 2020 to create richer opportunities for positive change around the world.”
Since 2012, Fluor has focused on strengthening our ability to serve our clients in accordance with our core values of safety, integrity, teamwork and excellence.

**Create** — This is critical as we make strategic moves from being an engineering, procurement, maintenance and construction company to being an integrated solutions provider, bringing creative, innovative and total lifecycle solutions to our clients’ unique business challenges.

**Grow** — As a result, we are uniquely positioned to provide our clients with the technical experience and knowledge in areas such as energy efficiency and managing their carbon footprints to help drive sustainable development while growing our business.

**Sustain** — Our core value of integrity is pervasive as we conduct our business all over the world, every day. We have a leadership role in the World Economic Forum’s Partnering Against Corruption Initiative (PACI) and PACI Vanguard, created to establish a harmonized legal framework that consistently addresses the enforcement of anticorruption laws worldwide.

Fluor has been listed as one of Ethisphere’s World’s Most Ethical Companies for 2015 — marking a decade of receiving this prestigious recognition.

**People** — Fluor believes in investing strategically in local communities, building healthy, vibrant communities and playing an important role in the development of an educated workforce and a sustainable supply chain. Our primary areas of focus are education, social services, community and economic development, and the environment.

In 2014, Fluor provided 47,000 students with training in science, technology, engineering and math (STEM); 31,000 youths with life skills/leadership training; 1,030,000 meals to the hungry in our local communities; and 164 homes and facilities that were built and refurbished.

**Technology** — Fluor applies innovative technology solutions on projects to create smaller site footprints and more sustainable projects. The Shell Quest Carbon Capture and Storage Project, a first-of-its-kind effort, used patent-pending 3rd Gen Modular Execution technology to present a safer and better-controlled worksite for the fabrication process and minimize site congestion and traffic load. The facility was mechanically complete in 2015 and is storing carbon dioxide, leading to reduced greenhouse gas emissions.

Fluor is more than a business. We have a relationship with the world. We work with stakeholders who want what we want: a healthy place to live and work and an opportunity to thrive. We create solutions not only for today, but also for generations to come. We are vested in the future.

David T. Seaton
Chairman and Chief Executive Officer
Freeport-McMoRan is a global U.S.-based natural resources company with an industry-leading portfolio of mineral assets. We contribute to sustainable development through the important metals we produce for society, as well as the many benefits our operations deliver to communities where we operate. Our business has significant economic, social and environmental impacts on local communities. We engage proactively with stakeholders to develop solutions to mitigate adverse impacts and to leverage the positive benefits of our operations.

Access to water, both in terms of quantity and quality, is a major issue for our mining operations and is critical for local communities. In arid regions in Peru and Chile, communities have protested mining projects because of concerns about competition for scarce water resources.

In 2010, we commenced the major expansion of our Cerro Verde copper mining operation near Arequipa — Peru’s second largest city and home to more than 1 million people. Completed with local support, today our expanded operations at Cerro Verde include the world’s largest copper concentrating complex and represent a significant long-term asset for our company. The expansion has provided significant economic benefits to the Arequipa region and Peru, including increased employment opportunities, supplier business relationships and, importantly, revenues to host-government jurisdictions.

Arequipa has grown more than 30 percent during the past two decades, and clean water in southern Peru is critical for regional sustainability. Following engagements with local stakeholders, Cerro Verde completed construction of a potable water treatment plant that will serve more than 750,000 people in the Arequipa region at full capacity.

With a lack of adequate wastewater treatment infrastructure in the city, Cerro Verde financed the design and construction of one of the most advanced wastewater collection system and treatment plants (WWTP) in the country through a public/private partnership that included Arequipa’s local water utility company. The WWTP is designed to treat approximately 90 percent of Arequipa’s domestic sewage and industrial discharges that previously reported directly into the adjacent Rio Chili. The plant considerably improves water quality, reduces health and environmental risks for the population, and creates a higher market value for local agriculture and tourism.

Water for Cerro Verde’s processing operations comes from renewable sources including a series of storage reservoirs on the Rio Chili watershed as well as more than 85 percent of recycled water from within its operations. In addition, Cerro Verde will now use an annual average of 1 cubic meter per second of the treated wastewater from the WWTP to support additional ore processing.

This innovative solution for clean water in Arequipa is a successful model of sustainability and a collaborative win-win.

Richard C. Adkerson
Vice Chairman, President and Chief Executive Officer

“We contribute to sustainable development through the important metals we produce for society, as well as the many benefits our operations deliver to communities where we operate.”
By investing in broadband deployment to previously unserved and underserved communities, Frontier is enabling smart, sustainable development.

Building a Sustainable Future

Across rural America, communities are focused on creative ways to promote growth and prosperity, especially during this time of continued economic uncertainty. Broadband access is an essential part of the solution. Frontier knows that by investing in and partnering with local communities we can leverage technological innovation to drive investment and innovation to rural America. As an example, in 2014 Frontier partnered with DISH Network, The Weather Channel and CoBank to launch America’s Best Communities (ABC), a $10 million prize competition to stimulate growth and revitalization in small cities and towns.

More than 300 communities participated in the competition by developing community revitalization proposals. In April 2017, the top three communities showing the greatest potential for achieving sustainable revitalization will be selected as the grand prize winners, with the top community receiving a grand prize award of $3 million, the second place community receiving $2 million and $1 million for third.

The ABC competition is stimulating positive change and economic progress. Participating communities praise it for prompting them to craft innovative solutions to transform local economies, improve the lives and livelihoods of their citizens, and spark economic rebirth.

ABC projects include revitalization plans for riverfronts and downtowns, conservation reclamation and reuse projects, greater collaboration to improve the health of lake areas, protection of waterfront property for tourism and economic development, solar innovation, and mixed-use redevelopment. All of the projects promote prosperity, provide a gateway for economic revitalization and improve quality of life while attracting businesses to the area. The projects will be shared among the 300 communities.

Frontier practices local engagement in the communities we serve and is proud that solutions developed for the ABC campaign will benefit participating communities long after the contest concludes.

Daniel J. McCarthy
President and Chief Executive Officer
At GE, we solve problems for customers and find solutions that make things better for society, the environment and the economy. We believe that innovation is at the heart of sustainability. Last year we celebrated the 10-year anniversary of Ecomagination, a business strategy through which we have invested $17 billion in clean tech R&D and generated $232 billion in revenues from more efficient products. From 2005 to 2014 we also lowered our energy intensity, greenhouse gas (GHG) emissions and fresh water use by more than 30 percent.

Market-based approaches that don’t pick winners or losers will drive technology advances around the world more efficiently and creatively than ever before. Today, global resources are under pressure to meet rising populations, economic growth remains uneven and social unrest continues around the world. Yet we are also in the midst of a digital revolution that is hypercharging innovation. Countries are working on actionable plans to tackle climate change, and there is a newfound focus by the global community on energy access and affordable health care solutions.

As a digital industrial company we have the tools to succeed in an evolving world and will continue to lead on sustainability through partnerships, digital solutions and new business models.

Partnering for Greater Impact
Through Ecomagination, we have launched outcome-focused partnerships with other like-minded companies to solve global challenges around energy, efficiency, GHG emissions and water. These partnerships will have a greater positive global impact than any one company could have alone.

Through our Healthymagination program, GE is partnering with scientific and policy-thought leaders to address the world’s biggest health problems, namely the challenge to understand the brain and to combat conditions like Alzheimer’s and traumatic brain injury.

Unlocking Efficiency through Digital
This year we launched Predix, the cloud-based platform for the industrial Internet. With Predix as our foundation, we will increase energy and materials efficiencies and reduce emissions across industries using the power of analytics. For example, digital solutions running on Predix can boost a wind farm’s energy production by as much as 20 percent. In health care, the GE Health Cloud can help unlock data so that clinicians can take action to improve outcomes and patient care.

New Business Models
Through our startup Current, we launched a new business model to accelerate the adoption of energy-saving solutions. Current brings together GE’s LED, Solar, Energy Storage and Electric Vehicle businesses as an integrated offering for customers and leverages GE’s Predix platform to collect data and help customers understand how they’re using, and losing, energy.

Drawing on our long history of integrity, business ethics and sustainability results, GE remains focused on pushing for positive change while delivering value for our investors as we embark on this exciting new phase of our company.

Jeffrey R. Immelt
Chairman and CEO

“At GE, we solve problems for customers and find solutions that make things better for society, the environment and the economy. We believe that innovation is at the heart of sustainability.”
For 150 years, General Mills has served the world by making food people love. As we look to the next 150 years, we recognize the importance of protecting and conserving the resources and communities upon which our business depends.

Each year, we invest millions of dollars across our value chain to reduce our environmental footprint. Most recently, we committed to reducing absolute greenhouse gas emissions across our global value chain by 28 percent by 2025.

Our employees bring it all together to make the difference. They lead the effort to prevent and remove waste across all parts of our business. When paired with innovative technologies, we see measurable sustainability benefits. Some highlights include:

- **Five-Step Energy Reduction Process.** To manage energy use within our facilities, we use a Five-Step Energy Reduction Process. This process enables significant energy use reductions and savings every year. In fiscal 2015, we implemented more than 300 projects at 17 sites globally. As a result of these projects, we avoided nearly 38,000 metric tons in carbon dioxide equivalents of greenhouse gas emissions, a 56 percent improvement over the prior year’s Five-Step results.

- **Reduce and Reuse.** The use of innovative technologies is critical to decreasing our climate impact within our production facilities. At our facility in Murfreesboro, TN, we installed an anaerobic reactor that turns the whey byproduct from Greek-style yogurt into a combustible biogas. In 2015, the biogas was used to generate 1.6 megawatts of energy for the facility and reduced the plant’s natural gas needs by an additional 10 percent.

- **Sustainable Farming Practices.** Much of General Mills’ environmental footprint occurs upstream of our direct operations, primarily in agriculture. As part of our sustainable sourcing strategy, we work closely with suppliers and growers to accelerate adoption of more sustainable farming practices. A critical tool is the Fieldprint Calculator developed by Field to Market: The Alliance for Sustainable Agriculture. The calculator enables row crop farmers to evaluate key environmental and economic metrics including soil conservation, greenhouse gas emissions and use of irrigation water.

This work, led by General Mills employees, creates unparalleled business value for General Mills and sets us up to **Serve the World by Making Food People Love** for another 150 years.

Ken Powell
Chairman and Chief Executive Officer
Guardian Life Insurance Company of America® (Guardian) is committed to providing individuals and businesses with the financial guidance and protection they need to deliver on their most important promises. Our offerings range from life insurance, disability income insurance, annuities and investments to workplace benefits, such as dental, vision and 401(k) plans. For more than 155 years, much of Guardian’s success has derived from our core values: people count, we do the right thing and we hold ourselves to very high standards. Guardian’s commitment to corporate social responsibility begins with shaping a workplace that balances the social, ecological and economic needs of doing business today. By embedding a forward-looking mindset into our business model and striving for continuous improvement, Guardian embraces environmental sustainability as a way to create value for our customers, employees and communities.

In 2015, we improved our environmental sustainability efforts through energy reduction and efficiency initiatives, reducing paper consumption, and recycling. Examples of our recent success include:

- Reducing information technology energy consumption by 25 percent.
- Starting a managed print project to eliminate a significant number of personal printers, reduce network printers by 50 percent, and reduce energy consumption and greenhouse gas emissions by 84 percent.
- Implementing processes to reduce print volumes (currently at 45 million pages) by 10 percent, saving 540 trees and 378,000 gallons of water per year.
- Completing construction on a Leadership in Energy and Environmental Design (LEED)-certified building in Bethlehem, Penn., that will:
  - Reduce water use by up to 40 percent;
  - Utilize 100 percent renewable energy;
  - Be controlled by daylighting controls and occupancy sensors;
  - Decrease lighting power by at least 25 percent;
  - Divert 75 percent of construction waste from landfill to recycling;
  - Ensure all materials, including furniture, have at least 20 percent recycled content; and
  - Guarantee 20 percent of the combined value of all materials are sourced within 500 miles of Bethlehem, Penn.

Building on the launch of our Sustainability Council in 2014, we are doubling our efforts to educate employees on ways to promote sustainable business practices and increasing employee engagement around the environment. For example, Guardian hosted Sustainability Fairs in five offices in 2015 to showcase our initiatives; highlight local environmental issues; and announce our alliance with EarthShare, a strategic engagement advisor and programmatic partner supporting the work of America’s most respected environmental and conservation organizations. EarthShare and Guardian will build employee-driven Green Teams, creating opportunities for local environmental action while educating employees on important environmental issues and connecting them to leading environmental nonprofits.

Deanna M. Mulligan
President and Chief Executive Officer

“Guardian’s commitment to corporate social responsibility begins with shaping a workplace that balances the social, ecological and economic needs of doing business today. By embedding a forward-looking mindset into our business model and striving for continuous improvement, Guardian embraces environmental sustainability as a way to create value for our customers, employees and communities.”
The past year has been one of extraordinary change for HARMAN as we made significant investments to solidify our position as a connected technologies company. You can look no further than our brands, customers and people to see our diversity and influence at work around the world. Our automotive technologies and audio brands such as Harman Kardon and JBL are in 25 million cars on the road today. Our connected technologies are at work for Google, Intel and Cisco as well as in millions of mobile devices. Behind these solutions are 28,000 brilliant individuals who are relentlessly working on innovations that improve our lives.

We are particularly proud of the progress we have made in the area of sustainability. HARMAN continues to rigorously analyze and assess our internal processes and procedures to ensure optimal energy efficiencies and waste reduction. And having fully integrated the acquisitions of software services companies Symphony Teleca and RedBend, the largest acquisitions in our company’s history, now more than ever, we are equipped to also advance the environmental and social sustainability efforts of our customers and consumers in the car, at work and at home.

Internally, we improved our operations and processes and focused on building a more informed, proactive culture of sustainability. Our cross-functional and cross-departmental Sustainability Council worked together to set tough but achievable goals to reduce our manufacturing energy use and greenhouse gas emissions. For example, we conducted third-party energy efficiency assessments at our key manufacturing facilities and conducted coordinated energy conservation and environmental preservation activities around Earth Day.

HARMAN’s impact has extended to our customers and consumers. I can think of no better example than our HALOsonic suite of sound solutions, specifically created to tackle the acoustic challenges facing electric and hybrid cars. Recognized at the 2016 Consumer Electronics Show as a Plus X Award for Innovation, HALOsonic not only works to address road noises before they reach the ears of passengers, but also helps ensure the safety of others through its Electronic Sound Synthesis, which generates the authentic sounds of the engine, improving awareness for pedestrians and bicyclists.

Another excellent example of our ingenuity in this area is our line of GreenEdge products, designed to reduce power consumption, weight and heat generation without sacrificing performance. This means higher energy efficiency and a lower ecological footprint. We have also been able to achieve efficiencies in product design to reduce weight and size, ultimately reducing fuel consumption and emissions — all without sacrificing any of our best-in-class sound quality.

As we prepare HARMAN’s next sustainability report, due in fall 2016, we are encouraged by our accomplishments and excited about the ideas that our people are activating across the company, from more responsible packaging initiatives to more efficient, smart audio product introductions to broader environmental outreach that is galvanizing HARMAN communities. Motivated to decrease our environmental footprint and reduce waste and costs, we are launching a data management system that will centralize and digitize utilities usage data for our global HARMAN facilities.

HARMAN remains enthusiastically committed to improving our sustainability efforts and eager to achieve more — in our operations and in the products and solutions we bring to market. With passionate ingenuity and diligent execution, we will apply our intellect and innovations to this endeavor. Ultimately, we want to make a difference for HARMAN and our customers and create a more sustainable way of doing business, one that is also safer, healthier and more productive for all.

Dinesh C. Paliwal
Chairman, President and CEO
Honeywell invents and manufactures innovative technologies that are making our world cleaner and more sustainable, more secure, connected, energy efficient and productive.

Honeywell’s legacy in energy efficiency began more than 125 years ago with the invention of the modern thermostat, and we continue to lead in this area with best-in-class solutions for homes, buildings, factories and transportation. If Honeywell’s existing technologies were immediately and comprehensively adopted today, energy demand in the United States could be reduced by 20–25 percent. With nearly 50 percent of our revenue linked to energy-efficient products, Honeywell can help the world face its energy challenges.

Today, you can find Honeywell technology in more than 150 million homes, where we help homeowners save on their energy bills while enjoying comfortable and safe surroundings. Our programmable thermostats can reduce energy usage by 5–20 percent depending on geography and climate. Honeywell also designs smart building solutions that integrate comfort and safety systems to allow for maximum control and efficiency.

Honeywell’s demand response and smart grid technologies help consumers and utilities manage energy consumption, control costs and keep the grid stable. Honeywell’s Attune Advisory Services help building owners leverage the latest cloud-based tools and analytics to reduce operating expenses by 10 percent or more.

Honeywell is the world leader in turbocharger technology, which meets increasingly more stringent fuel economy and carbon dioxide emission standards in markets all around the world. Turbochargers help smaller engines perform like larger engines, while delivering up to 20 percent more fuel efficiency than a larger, nonturbocharged gasoline engine with the same power.

Our process technology and controls allow refiners to produce cleaner fuels more efficiently. We also have developed technologies to produce alternative, lower-emission energy sources such as Honeywell Green Diesel™, Honeywell Green Jet Fuel™ and fuels from biomass.

Honeywell’s propulsion engines burn less fuel, and our air traffic management systems allow aircraft to fly more direct routes with precision landings that save time in the air without sacrificing safety.

We also are a world leader in the development of refrigerants, insulating blowing agents, solvents and aerosols that are nonozone-depleting and with global warming potentials that are 99.9 percent lower than the products they replace … and often lower even than carbon dioxide.

We are proud of the significant contributions of our product portfolio, but we also are proud of the energy efficiency improvements within our own businesses. In 2004, we began setting goals to increase energy efficiency and reduce greenhouse gases. To date, we are nearly 40 percent more energy efficient and more than 65 percent more greenhouse gas efficient than we were 12 years ago. We are currently working to achieve our most recent publicly announced goal, which is to reduce our global greenhouse gas emissions by an additional 10 percent per dollar of revenue from our 2013 levels by 2019.

Honeywell believes that good business, economic growth and responsibility can — and must — go hand in hand. That principle is what guides Honeywell’s innovations that are making our world cleaner and more sustainable, more secure, connected, energy efficient and productive.

David M. Cote
Chairman and Chief Executive Officer

“...If Honeywell’s existing technologies were immediately and comprehensively adopted today, energy demand in the United States could be reduced by 20–25 percent. With nearly 50 percent of our revenue linked to energy-efficient products, Honeywell can help the world face its energy challenges.”
This past year marked a quarter-century of IBM’s voluntary corporate environmental reporting. Over that time, we have created a record of considerable achievement. But we believe the best is yet to come, thanks to the advent of a profound new technological capability.

A new generation of cognitive systems can ingest data in all its forms — including the 80 percent of it that is “unstructured,” which has heretofore been essentially invisible to our systems. They can not only sense and monitor this “dark data” but also understand it, reason about it and learn from every interaction. Through the application of cognitive systems, we will address the greatest challenges of our world, whether improving the delivery of health care, reimagining education, or addressing climate change and other sustainability challenges.

As we bring this new capability to bear, we start from a position of deep commitment and accomplishment. Since 1990, our conservation actions have already saved 6.8 million megawatt-hours of electricity consumption, avoided 4.2 million metric tons of carbon dioxide emissions and saved the company $550 million. Since 1995, we have documented the collection and processing of approximately 2.1 billion pounds of product and product waste worldwide.

Most importantly, our products and solutions have enabled our clients to improve their efficiency and reduce their environmental impact. And the opportunities now open to us through cognitive technology are especially promising with regard to an ever-more-instrumented planet — what some call the Internet of Things (IoT).

There are many examples of this. Let me share one: a 10-year initiative IBM Research launched last year with the city of Beijing, China, called Green Horizons. It uses advanced machine learning and IoT technologies to improve prediction of pollution events, enabling officials and businesses to take preventive action. In December 2015, we announced the expansion of Green Horizons to improve the accuracy of climate change forecasting on five continents.

The combination of cognitive and IoT technologies can be a difference-maker in solving climate and energy challenges through, for example:

- Networks of intelligent sensors that act as our digital eyes on the environment.
- Machine learning that ingests and learns from environmental data, self-configuring and adjusting to changing situations, seasons and topographies.
- Predictive models that forecast what will happen next and test hypotheses: “What would happen if conditions changed?”

At IBM, we are committed to unlocking never-before-seen insights into — and solutions for — the relationship between business, society and our natural environment.

Virginia M. Rometty
Chairman, President and Chief Executive Officer
2015 proved to be a pivotal year as historic climate-oriented agreements were inked on the international and national stages with the intention of increased adoption and innovation of efficient technologies, products and solutions; the most notable of events include the Paris agreement (COP21) and the U.S. Clean Power Plan, which, among others, shed light on a shift in market dynamics as governments and companies implement efficient and sustainable business operating practices.

Our employees and customers expect Ingersoll Rand to help change the world for the better, and we are translating our growth into positive impacts on the economy, the environment and society. We have made tremendous progress on our global Climate Commitment, including the avoidance of approximately 2 million metric tons of carbon dioxide equivalent, the equivalent to the carbon dioxide emissions from burning more than 2.1 billion pounds of coal and the electricity use of more than 270,000 homes for one year. By 2030, we aim to reduce the carbon footprint of our products by 50 million metric tons.

Our passion for sustainability is embedded in how we serve our customers and operate our business, with our longstanding commitment to help our customers and our company leverage best practices in efficiency and resource use.

Ingersoll Rand’s EcoWise™ portfolio of products — designed to lower environmental impact with next-generation, low-global warming potential (GWP) refrigerants and high-efficiency operation — continues to grow as we introduce innovative solutions to the marketplace. Over the next several years we plan to further commercialize a Thermo King trailer, a self-powered truck and marine refrigeration products as well as Trane chiller products, all with strong efficiency and low-GWP refrigerant alternatives.

Our employees’ passion for making the world a better place to live is the driving force in developing innovative solutions and improving operational efficiencies. Our Trane facility in Waco, Texas, for example, realized a 45 percent reduction in energy use from 2008 to 2015 and an equally impressive 65 percent reduction in water use from 2009 to 2015 through employee-led initiatives aimed at improving the facility’s operational footprint.

Ingersoll Rand has the right expertise to deliver innovative solutions to the world’s pressing challenges. The need to work together to drive meaningful change in reducing operational and product carbon footprint has never been stronger, and we look forward to further building partnerships that support a more sustainable world.

“Our passion for sustainability is embedded in how we serve our customers and operate our business. Our employees and customers expect Ingersoll Rand to help change the world for the better, and we are translating our growth into positive impacts on the economy, the environment and society.”

Michael W. Lamach
Chairman and Chief Executive Officer
“As the world’s largest packaging and paper company, our sustainability strategy governs everything that we do from employee safety, to relationships with our customers and communities and our impact on the environment, to how we ensure our businesses will be successful for generations to come.”

For more than 118 years, International Paper has been doing the right things, in the right ways, for the right reasons — this is The IP Way of doing business.

As the world’s largest packaging and paper company, our sustainability strategy governs everything that we do from employee safety, to relationships with our customers and communities and our impact on the environment, to how we ensure our businesses will be successful for generations to come. This has created a culture in which our 55,000 global employees are committed to the highest standards in industrial manufacturing.

Because renewable natural resources are the primary raw material for our products we believe that we have a duty to take a leadership role in demonstrating good global citizenship.

International Paper is committed to continuous improvement in every aspect of our operations. For example, we have invested $495 million since 2010 to increase our energy efficiency and fuel diversity. We further demonstrated our sustainability leadership by joining the White House’s American Business Act on Climate Pledge. In our pledge, we highlight that 70 percent of the energy used in our global mill system is self-generated using renewable carbon-neutral biomass. We also commit to reduce our greenhouse gas emissions by 20 percent and improve purchased energy efficiency by 15 percent by 2020, which will result in a reduction of 3.4 million tons of greenhouse gas equivalent per year and a related 34 trillion British thermal units per year.

A commitment to healthy forests and responsibly sourced wood provides the backbone of our company. In conjunction with a $7.5 million gift, International Paper entered a partnership with the National Fish and Wildlife Federation to conserve and enhance 200,000 acres of forestlands throughout the southern United States. We also expanded our collaboration with the World Wildlife Fund’s Global Forest and Trade Network, an initiative focused on eliminating illegal logging and improving environmental and socially responsible forest management. Additionally, our company is advocating for ambitious measures in the Trans-Pacific Partnership, which would advance greater international action to combat illegal logging.

International Paper will continue to improve our impact and promote the long-term sustainability of both natural capital and our business. I am confident our long-term strategy will create value for our employees, customers, communities, shareowners and the planet.

SOLUTIONS AT WORK

India Farm Forestry

In India, International Paper has strengthened a successful farm forestry program that makes high-quality seedlings available to farmers to plant on their degraded lands and then harvest in short growth cycles.

Since its inception, 1.5 billion saplings have been planted by local farmers, many grown by women employed from the community. The program is a key driver in ensuring a sustainable source of wood fiber for our facilities while creating economic progress for farmers and the region’s women. The degraded lands of yesterday have become the means to profitability for farmers and the renewal of the region’s ecology.
As a company responsible for some of the world’s most iconic marketing campaigns, IPG has a special responsibility to build our business practices in line with social and environmental considerations and communicate our marketing messages in a way consistent with the long-term health of our communities.

We define sustainability broadly and understand it to include the health of our environment and the betterment of the communities where our employees live and work as well as ensuring a diverse and inclusive workforce.

This past year, we have taken steps to solidify and strengthen our commitment to sustainability. This marks the first year that we will publish a sustainability report using the GRI G4 framework as a reference and including a GRI Content Index. This year, we also signed on to the United Nations Global Compact — the first U.S.-based ad holding company to do so — and committed to the Compact’s principles in the areas of environmental sustainability, fair labor practices, human rights and anticorruption.

During 2015, we also began to measure our emissions and other environmental impacts using Greenhouse Gas Protocol Corporate Standards. We are moving toward a comprehensive understanding of our environmental footprint, enabling us to set strategic environmental targets.

We continue to make strides in our areas of focus — energy usage, recycling, travel and green building practices, as outlined in our corporate sustainability policy — with a 31 percent reduction in square foot per employee during the last decade and a 66 percent reduction in power consumption in our central IT operations since 2008.

Our commitment to our communities also includes employee volunteerism and broad-based pro bono work, as well as cash donations and management commitment. This work can be viewed on our website and includes examples of how our people are helping to provide light from renewable sources to underserved communities, deliver clean water and ensure that teens stay drug free.

Finally, the messages we develop on behalf of our clients’ brands are steeped in long-term thinking that reflects a commitment to the health of the environment and global community. Examples from IPG agencies include a partnership with Unilever to increase hand washing and save lives in India, our antibias work with Coca Cola around Ramadan, and our LGBT pride campaign with Stoli.

We will continue to strengthen and build upon our commitment to sustainability during the year ahead. It’s the right thing to do for our employees, for our clients and for our business.

Michael I. Roth
Chairman and CEO
As the nation’s largest independent electricity transmission company, ITC owns and operates high-voltage transmission systems in seven states, covering about 90,000 square miles of service territory. Our planning, engineering and regulatory expertise is focused on the mission of creating a 21st century grid.

This mission extends beyond delivering safe and reliable power; our reputation is built on our philosophy of “doing the right thing as a whole.” This philosophy guides all of our operating principles: from sustaining the stewardship of natural habitats around our structures to implementing sustainability practices into company programs when possible — including recycling more than 5 million pounds of metal and reducing the average volume of material sent from our warehouses to landfills by 50 percent over the past few years.

It’s a reality of physical infrastructure systems that they operate within and must coexist with nature. We work continually to balance the inputs into the natural environment — the people, equipment and management tools needed to maintain safe power corridors. This includes working with residents to help them understand what kinds of plants and shrubs can be safely established near transmission lines and the right places for trees.

As part of a holistic and responsible approach toward providing a vital public service, our internal teams have found many creative ways to partner on initiatives and projects to help conserve local species and the environment while still maintaining system reliability:

- ITC donated cedar poles from decommissioned power structures to the Iowa Department of Transportation (IDOT) in 2015 for appropriation as bat poles serving the habitat of the Indiana long-eared bat, a federally endangered species. The poles are to be installed in two locations where the IDOT has woodland and wetland mitigation projects.

- In Michigan, ITC is working with the Huron River Watershed Council, Osprey Watch, the Audubon Society and the City of Ann Arbor in the effort to increase the number of osprey in southeast Michigan. Two 16-feet-high osprey nesting platforms made from recycled ITC power structures were placed in the watershed’s Furstenberg Pond and Gallup Park’s South Pond within the Ann Arbor parks system in 2015.

Doing the right thing as a whole at ITC means creating value for customers, shareholders and the larger economy; growing America’s transmission infrastructure; and sustaining the natural habitats within which we operate.

Joseph L. Welch
Chairman, President and Chief Executive Officer
Johnson & Johnson is privileged to play a role in the health and well-being of billions of people throughout the world. In our view, the climate and our environment are also important health care issues. We are proud of the progress we have made in collaboration with our partners to improve our social, environmental and economic impact and influence, including reducing carbon emissions, protecting our environment and conserving our natural resources. And we are committed to doing more.

Johnson & Johnson has had an energy program in place for more than three decades, and since setting our first public goal to reduce greenhouse gas emissions in 2000, we have completed more than 150 energy efficiency and renewable energy projects on our properties around the globe. In 2015, I participated in a roundtable with President Obama ahead of the United Nations Conference on Climate Change (COP21) in Paris, where I shared our goal to source 20 percent of our electricity needs from clean or renewable sources by 2020 and our aspiration to use 100 percent renewable power by 2050. We know the value of advancing these goals and making these investments. In just the past 10 years, our energy and carbon dioxide emissions reduction projects have reduced both our energy costs and carbon footprint by approximately 15 percent. We believe investing in the health of our environment is investing in the health of the communities in which we live and work — and the world community as well.

Likewise, Johnson & Johnson has a long-standing legacy of commitment and stakeholder engagement to improve global public health for individuals, families and communities worldwide. Our efforts to combat Ebola, in partnership with Bavarian Nordic and consortia of leading global research institutions and nongovernmental organizations, reflect our commitment to global public health.

Additionally, we continue to build on our 130-year legacy of caring through strategic philanthropy with hundreds of partner organizations worldwide; from our work with Save the Children — saving the lives of more than 15,000 children in Africa and also supporting the needs of Syrian refugees — to our work with the Elizabeth Glaser Pediatric AIDS Foundation — eliminating HIV infections in children around the world — we envision a world where everyone is healthy and can thrive.

As the world’s largest broadly based health care company we have a role in the collective mission to protect our environment and move the world toward a healthy society. Importantly, we can use our capabilities, expertise, influence and partnerships to fulfill our role in making the world a better, healthier place for generations to come.

“...”

Solutions at Work
Accelerated Development of an Ebola Vaccine

In response to 2014’s world’s deadliest Ebola outbreak, throughout 2015, the Janssen Pharmaceutical Companies of Johnson & Johnson partnered with leading global research institutions and nongovernmental organizations to accelerate development and deployment of a prime-boost vaccine regimen: conducting multiple phase I and II studies in rapid succession across the United States, Europe and Africa; scaling production of 800,000 vaccine regimens; and securing support from global, national and local authorities. While the devastating outbreak has since been contained, our team and partners continue to do what we can, as fast as we can, to prevent this threat to global public health from ever happening again.
Johnson Controls is a global multi-industrial leader serving customers in more than 150 countries. Sustainability is at the core of what we do. We specialize in innovative products, services and solutions to optimize building efficiency; energy storage; and automotive seat systems, components and technologies. Our vision: a world in which everything runs smoothly, smartly, simply and safely.

Following the spin-off of our Automotive Experience into Adient, a separate public company, and our planned merger with Tyco, Johnson Controls will be anchored by our Building Efficiency and Power Solutions businesses with two very robust growth platforms focused on buildings and energy. For our businesses to be successful, we will need to be productive, efficient and sustainable.

A high-carbon economy is wasteful of limited energy resources and isn’t sustainable over time from both an economic and environmental perspective. It makes sense to use our limited energy resources as efficiently as possible and to invest in cost-effective clean energy solutions that can be sustained over time. We believe global energy demands and urbanization will help fuel our growth, and we will leverage technology to deliver sustainable products and solutions that meet our customers’ evolving needs.

As Johnson Controls continues to invest in a resource-efficient economy, we will work to make additional contributions to our industry by helping to accelerate solutions that address resource scarcity, climate change and other megatrends facing our world. We will do so by:

- **Providing thought leadership** through the World Economic Forum and the United Nations on energy, as it relates to the world economy, technology and climate change.
- **Engaging our stakeholders** through global events and forums on issues that are relevant to the global market and our industry.
- **Focusing on our 2020 sustainability targets** and communicating progress through globally recognized sources such as GRI and CDP.
- **Developing strategic partnerships for our businesses** that will leverage innovation and lead to the development of cutting-edge, sustainable solutions for the future.

Johnson Controls continues to strengthen its portfolio to better position itself for future growth. This growth will include helping our customers reduce their environmental footprint and carbon emissions through technology and innovation in this evolving connected world. It will drive our strategies and help deliver smarter and more sustainable products and services.

Alex Molinaroli
Chairman, President and Chief Executive Officer
JPMorgan Chase recognizes that achieving greater environmental and social sustainability is essential to preserving the natural systems on which life depends. Increasing demand for the world’s natural resources, urban migration and popular support for addressing climate change have combined to create environmental and social risks and opportunities for governments, corporations and other institutions globally. JPMorgan Chase is bringing our scale, resources and financial expertise to bear to help our clients and communities navigate these complex challenges and capitalize on sustainable business opportunities, such as the decarbonization of global power systems.

Our work is focused on creating scalable financial solutions to protect the climate and reduce pollution that will help our clients achieve their sustainability objectives. In 2015, we underwrote more than $4 billion in green and other sustainability-themed bonds for environmentally beneficial projects and continued our leadership through serving on the Green Bond Principles Executive Committee. Additionally, we provide advisory, capital raising and lending for renewable energy and clean technology companies, and we are one of the largest investors and arrangers of capital for wind, solar and geothermal projects. In 2015, we committed and arranged more than $2 billion for renewable energy projects in the United States.

Innovation is fundamental to who we are, so it’s natural that JPMorgan Chase is active in the impact investing market through our sector-leading research, principal investing portfolio, and structuring and placement services. In 2015, we partnered with the U.K. government to structure the Dementia Discovery Fund, a $100 million fund to encourage research and investment into better treatments for dementia. To date, we have committed $68 million of our own capital to improving the livelihoods of more than 58 million people in low-income and underserved communities around the world.

We recognize that our efforts alone will not be enough to address these complex issues — and that by collaborating with communities, nonprofits and other stakeholders we can achieve greater impact. There is no better example than NatureVest, our collaboration with The Nature Conservancy. NatureVest continues to create a market for private capital in conservation and recently structured a transaction to protect 30 percent of the Seychelles’ marine territory. We have also deepened our support of cities because they are engines of economic growth. In 2014, we committed $100 million in philanthropic and investment capital over five years to Detroit’s economic recovery. This effort is helping to accelerate the city’s comeback by supporting small business growth, workforce readiness, commercial development and neighborhood revitalization.

As sustainability priorities increase in importance, effective management of such issues requires that we work proactively with our clients to understand their environmental and social performance, manage risks, and promote best practices. Balancing these issues with financial priorities is fundamental to risk management and a core part of our corporate responsibility. To that end, last year we convened more than 80 client companies at our second annual Sustainable Finance Summit to discuss the integration of environmental and social considerations into business strategies and investment decisions. By leveraging our convening power, we can help drive best practices throughout the economy.

We are proud of our accomplishments in 2015 and believe achieving greater environmental and social sustainability is good for our clients, our company and the communities we serve. We hope to do more in 2016.

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

We know that our greatest strength comes from approximately 102,000 dedicated employees who create a culture of caring and our strong reputation for quality, and so it is our priority to take care of our teammates. We put this into action through a commitment to health, well-being and professional development as well as in creating work environments that are safe and smoke free.

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

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

An essential part of the Kindred mission is to also take care of each other. Since 2005, the HOPE (Helping Others Persevere through Emergencies) Fund has provided $5.3 million in assistance to more than 4,500 employees facing challenging and catastrophic life events. In 2015, our compassionate teammates donated 5,843 hours of paid time off to support the needs of their fellow employees.

As one of the nation’s 90 largest nongovernment employers, we believe it is our responsibility to improve our communities and the environment.

As strong stewards to our communities, it is our responsibility to do our part to reduce energy use and invest in a greener future. In 2015, Kindred’s Support Center reduced energy consumption from the 2009 baseline by an amount equivalent to the annual greenhouse gas emissions from 706 passenger cars or the carbon dioxide emissions from the electricity use of 461 homes for one year. We furthered this investment and reduced our use of electricity at our Support Center by 25.9 percent from 2009 to 2015.

In 2015, Kindred’s Hospital Division reduced energy consumption below 2012 levels by 11.1 percent. This is equivalent to 2,074 passenger cars or the carbon dioxide emissions from the electricity use of 648 homes for one year. We further invested $3,000,000 specifically designated to reduce greenhouse gases. Within the Hospital Division, we also embraced a culture of energy management.

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

Benjamin A. Breier  
President and Chief Executive Officer
At KPMG, corporate responsibility is core to who we are, and environmental sustainability is an essential element of our business strategy. Our responsibility to our communities and the marketplace drives us to implement sustainable principles, which add value for our clients and reflect the values of our professionals.

As a cornerstone of our strategy, we foster the development of a diverse, values-driven talent community, internally and externally. We empower individuals to advance in their learning, education and career, from preschool to the C-suite. The talent in which we invest will provide innovative solutions to help address the world’s most pressing social, economic and environmental problems. Our next generation of leaders will demonstrate a business acumen that reflects stewardship, inclusion and environmental stewardship.

KPMG is playing a significant role to help accelerate the integration of the 17 new Sustainable Development Goals (SDGs) adopted by 193 member states of the United Nations (UN) in September 2015. Through the SDG Industry Matrix — jointly developed by the UN Global Compact and KPMG International — we seek to help convert commercial interest stimulated by the SDGs into industry-specific activities that will advance the impact of SDG achievement.

Many of the illustrative examples in the SDG Industry Matrices are innovative — from redesigning products and supply chains to developing new low-carbon technologies. Industry-specific opportunities within the Matrix build on the UN Global Compact’s principles for business, one of which is, “Encourage the development and diffusion of environmentally friendly technologies.”

We are committed to reducing our impact on the environment, addressing environmental challenges in our communities and collaborating with clients to advance environmental sustainability. This year, KPMG joined the American Business Act on Climate Pledge, as well as the Paris Pledge, further demonstrating our ongoing commitment to climate action on a global scale.

Technology also plays a key role in our sustainability efforts and will remain a large part moving forward. KPMG member firms worldwide continue to introduce and promote new technologies, processes and workflows to maximize energy efficiency and reduce carbon footprints. We are keenly aware of our carbon footprint and are continuously looking for ways to decrease it. For example, KPMG South Africa installed 2,720 solar (photovoltaic) panels on the roofs of two of its Parktown office buildings in Johannesburg, generating 652.8 kilowatts of power — among the country’s largest installations of this nature.

While it is important for us to improve KPMG’s own environmental performance, the greatest impact we can have is helping our clients to do the same. Our climate change and sustainability professionals spend approximately 1 million hours each year doing this.

One of the most exciting developments is to quantify environmental and social impacts in financial terms, which enables our clients to connect corporate value and societal value. KPMG has developed its own methodology to do this — KPMG True Value. Many leading companies are adopting this approach, and our member firms have worked on KPMG True Value projects with clients in the automotive, telecommunications, manufacturing and industrials sectors.

KPMG remains committed to corporate responsibility and environmental sustainability, and we are working throughout our global network, together with clients, and across the broader marketplace to drive meaningful change. As the rapid pace of technological change accelerates, we will continue to innovate and utilize technology to advance our efforts.

John Veihmeyer
Chairman, KPMG International
At Lockheed Martin, we help governments around the world solve the pressing challenges that face their populations — from national security to energy stability to economic growth. So, we've seen firsthand the environmental and social factors that are critical for sustaining a thriving global economy that also supports a healthier planet.

In 2015, we reached out to a broader set of stakeholders to reassess the most critical environmental, social and governance issues facing our business in the years ahead. We also achieved 95 percent of our commitments set out in our ambitious Sustainability Management Plan, established in 2013. This included significant progress across six core issues:

- **Governance**: Data from our Ethics program shows that our employees are more willing and able to resolve ethics issues themselves, including asking for guidance from our worldwide team of ethics officers. A higher rate of employees are contacting ethics officers — with fewer issues requiring investigation as cases but more cases being substantiated.

- **Information Security**: Risky e-mail behavior by employees reached its lowest level since the inception of an awareness campaign to help them identify and respond to a common form of cyberattacks.

- **Supplier Sustainability**: We met our goal of issuing our Supplier Code of Conduct, which sets our expectations for business ethics, anticorruption, human rights and environmental stewardship, to 100 percent of suppliers with active purchase orders.

- **Product Performance**: We rolled out technologies that address a number of sustainability challenges, including breaking ground on our first bioenergy advanced gasification system and the successful demonstration of our K-Max unmanned helicopter's firefighting and emergency responder rescue missions for the U.S. Department of the Interior and U.S. Forest Service.

- **Resource Efficiency**: We voluntarily reduced our energy consumption, carbon emissions and water use from our 2010 baseline. We also launched a renewable energy system at one of our facilities in Florida, which was the state's largest private solar project at the time.

- **Talent Competitiveness**: We found that more employees are committed to diversity and inclusion principles within their workgroups. Additionally, we reduced workplace-related injury rates, while increasing employee use of health and wellness benefits.

At the end of the day, we know that it is the dedication and commitment of our employees across the globe that has allowed us to reach our sustainability goals and make the world a better place for future generations.

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**SOLUTIONS AT WORK**

We’re expanding our use of 3D printing production methods, which leads to material resource savings, improved durability and shortened assembly time. For example, we improved the design and production of omnidirectional antennas that fly on all spacecraft as the main communications link between satellites and ground control. The new antenna, designed specifically for 3D printing, replaced 12 complex parts and decreased the materials necessary for production. Overall, it slashed production time from months to days, cut materials lead time and machine run time, and reduced per-antenna costs by 50 percent.
Macy’s, Inc. remains steadfastly committed to sustainability. We have made significant, continuous progress on all fronts over the past decade, and we continue to look for new ways to minimize our environmental impact.

As a leading national retailer with a significant workforce, we have the opportunity to make a meaningful difference in improving the environment. And we do so by using resources more efficiently and striving to reduce our overall impact on the environment. We must, however, operate within the bounds of good business decisionmaking so that each action we take is measurable, sustainable and enduring.

We are delighted to report a number of significant accomplishments during 2015.

- 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 about 40 percent, one of the most effective records of any large organization.
- We added new solar power installations, bringing our total to 78 on Macy’s, Inc. buildings. In total, they generate more than 46 million kilowatt hours of renewable energy each year. We expect to have more than 100 solar power installations by the end of 2016.
- The company continues to use less paper, with a reduction of about 9.5 percent in 2015 from 2014 levels.
- We recycled about 73,000 tons of cardboard, plastic, hangers, pallets, paper and other materials in our drive to divert materials that were otherwise destined to landfills. Our waste diversion rate is approaching 65 percent.
- We continued a structured program to investigate how to reduce packaging waste related to products in our supply chain. In part, we organized collaborative discussions among a group of our largest housewares merchandise vendors to share best practices, generate new ideas, and investigate new standards in how products are packed and shipped.
- We entered a new phase of our industry-leading program to install energy-saving LED light bulbs in stores nationwide. Today, LED technology is replacing fluorescent fixtures in store locations.
- Macy’s Private Brands — the company’s product development organization — is actively working with the Sustainable Apparel Coalition, a trade organization working to reduce the environmental and social impacts of apparel and footwear products around the world.

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

Terry J. Lundgren
Chairman & Chief Executive Officer

“As a leading national retailer with a significant workforce, we have the opportunity to make a meaningful difference in improving the environment. And we do so by using resources more efficiently and striving to reduce our overall impact on the environment.”
“Simply put, the work we are doing focused on sustainability — increasing energy efficiency, protecting the environment, reducing waste generation, and ensuring the highest levels of health and safety in our operations — is the right thing to do for our employees, customers and local communities and ultimately strengthens our ability to improve the lives of patients sustainably and responsibly.”

At Mallinckrodt, we are dedicated to our mission — Managing Complexity. Improving Lives. We demonstrate this commitment every day by playing an active role as a socially responsible specialty biopharmaceutical company and community partner.

Founded in 1867 as a specialty chemical manufacturer, today Mallinckrodt develops, manufactures, markets and distributes specialty pharmaceutical and biopharmaceutical products and therapies for autoimmune and rare diseases in specialty areas like neurology, rheumatology, nephrology and pulmonology; immunotherapy and neonatal respiratory critical care therapies; analgesics and hemostasis products; and central nervous system drugs, as well as nuclear imaging products. Our company draws on its core strengths in specialized chemistry and manufacturing capabilities to support our sustainability efforts.

Energy Efficiency and Waste Reduction Efforts
Examples of our efforts to “Create, Grow and Sustain” by using new technologies include:

- Elimination of three coal-fired boilers at one of our major facilities and the installation of a centralized chilled water facility, improving energy efficiency by approximately 10 percent, reducing greenhouse gas emissions by 34 percent and eliminating generation of some wastes completely, while reducing others by more than 50 percent;
- Development of new processes in our Active Pharmaceutical Ingredient manufacturing operations that significantly reduce waste generation, which were possible through the collaborative work of our chemists and employees in manufacturing, quality and regulatory; and
- Upgrades of our heating and cooling systems, which along with innovative controls and heat-recovery systems, are generating significant energy savings at our Hazelwood, MO, office.

Environment, Health and Safety
Mallinckrodt is committed to protecting the health and safety of our employees and the environment by focusing on continuous improvement in all of our processes. We recently launched a multiyear effort to identify and reduce manufacturing health and safety risks to our employees, while at the same time improving process reliability. These steps will ensure that we are operating in a highly efficient and safe manner.

Simply put, the work we are doing focused on sustainability — increasing energy efficiency, protecting the environment, reducing waste generation, and ensuring the highest levels of health and safety in our operations — is the right thing to do for our employees, customers and local communities and ultimately strengthens our ability to improve the lives of patients sustainably and responsibly.
At Marathon Oil Corporation, we are creating a sustainable, premier independent oil and gas exploration and production company by driving excellence in our business performance. Our culture, business strategy and core values are underpinned by the actions we take to be a safe, responsible, ethical and sustainable business partner, neighbor and enterprise.

Our efforts to continuously improve our environmental performance are a prime example of how Marathon Oil strives to create, grow and sustain our business. We believe that protecting the environment is essential and that compliance with environmental laws and regulations is not negotiable. We work to identify, understand and manage our environmental risks to produce energy responsibly and meet global energy needs. Marathon Oil strives to use natural resources efficiently and actively manage potential impacts on air, water, land and wildlife.

Our health, environmental, safety and security management system provides a structured approach to risk management that complements our environmental management strategies and processes to ensure compliance and improve performance. In addition, Marathon Oil implements best management practices and technologies throughout the drilling and production lifecycle to reduce our environmental impacts. These include using infrared cameras in our core U.S. unconventional resource assets to identify equipment leaks; performing reduced emissions completions (green completions) in our Oklahoma Resource Basins; and installing connections to gas sales lines as soon as possible to reduce flaring and venting in our South Texas Eagle Ford and North Dakota Bakken unconventional resource plays.

We recognize that climate change, global greenhouse gas (GHG) emissions and local air emissions are key stakeholder concerns. Marathon Oil works to reduce emission intensity and increase operational energy efficiency as a means of reducing GHG emissions in our own operations.

In 2014, the most recent year for which data is available, global GHG and methane intensity decreased approximately 3 percent and 15 percent, respectively, for all operations. The reductions were the result of operational efficiency and reliability; improved gas capture; and initiatives to reduce flaring, venting and fugitive emissions. In addition, to be responsive to our stakeholders, we have increased the air emissions disclosures in our annual sustainability report.

Marathon Oil remains mindful of our stakeholders’ concerns, and we will continue to use technology solutions to reduce air emissions and spills; minimize waste; and promote water management, conservation and biodiversity.

“Marathon Oil remains mindful of our stakeholders’ concerns, and we will continue to use technology solutions to reduce air emissions and spills; minimize waste; and promote water management, conservation and biodiversity.”

Lee M. Tillman
President and Chief Executive Officer

www.marathonoil.com/lov2014
Marathon Petroleum Corporation provides the fundamental building blocks of prosperity. The transportation fuels and other products we manufacture, transport and sell benefit society by driving economic development and improving living standards for people from all socioeconomic backgrounds. At the same time, we continually improve our manufacturing processes and operations, making our critical work cleaner than ever before.

We lead the refining industry in energy efficiency. We have been a partner company under the U.S. Environmental Protection Agency’s (EPA) ENERGY STAR® Program since 2009 and have made a corporate commitment to consider energy efficiency in all investment and operating decisions. Since the ENERGY STAR® Program began, Marathon Petroleum has received 33 of the 44 ENERGY STAR® designations awarded to U.S. refineries. This represents 75 percent of the recognitions — a disproportionately large share, considering our refineries represent less than 10 percent of the total U.S. capacity.

We consistently make investments to improve environmental performance. At our six refineries owned from 2002 through 2014, gross throughputs increased by approximately 39 percent while we reduced our criteria air pollutant emissions by 59 percent. During the same period, our refineries reduced greenhouse gas emissions per barrel of throughput by more than 10 percent.

Marathon Petroleum is also a partner company in the EPA’s SmartWay Transport Partnership, which recognizes the best-performing freight carriers for carbon efficiency. We have scored in the best performance range in terms of grams of carbon dioxide per ton-mile for three straight years, placing us in the top 20 percent of the most efficient freight companies for our SmartWay category.

In addition to our environmental stewardship, we are actively engaged in the communities where we do business. We maintain open lines of communication with those who live near our refineries by meeting regularly with Community Advisory Panels (CAPs) made up of teachers, retirees, business owners, elected officials, activists and others. We provide the CAP members with information on our health, safety and environmental performance, as well as updates on significant projects. Just as important, we answer their questions and address their concerns.

The petroleum products that we manufacture, transport and market are critical to health, commercial activity and prosperity. Our products heat and cool our homes, are used in building materials that provide shelter from the elements, are integral to producing medical supplies and equipment, and enable farmers to feed the world. Our fuels empower people to travel to markets, schools, hospitals and community events. They allow businesses to provide goods and services to those who need them.

As we demonstrate throughout our operations, Marathon Petroleum is committed to doing this indispensable work while continuing to be a good neighbor and steward of our world’s resources.

Gary R. Heminger
President and Chief Executive Officer
As the world gets smaller and smaller thanks to advances in technology, the opportunities increase for new connections among people, cultures and economies that may have never previously interacted.

Technology gives us new ways to interact with each other and new ways to transact.

Simply put, technology is providing people with new ways to improve their lives.

These advancements in technology also affect the way we deliver on our core activities. Today, it’s important that companies act to not only deliver on their business objectives but also have a positive impact on the world around them.

The principle of doing well and doing good holds true for every single person or organization. It’s an especially powerful principle for business and the private sector today. In a business sense, it’s the idea that the private sector can be a force for growth and a force for good.

At MasterCard, we do not see the two concepts as mutually exclusive. Rather, we believe that a force for good is also a force for good business. As a result, there is a business case that can be made for making the world a better place.

We are responsibly managing our environmental footprint, looking for opportunities to take thoughtful, practical and cost-effective actions to address issues such as greenhouse gas emissions and other related areas. You can read more about our current sustainability efforts under the “Sustainability” section at our website.

As important, we remain committed to driving equitable and sustainable economic growth and financial inclusion globally.

We are working with customers, partners and governments to connect the underserved to formal financial services. We believe that enabling these vulnerable and marginalized communities to access these services is more than just the “right thing to do” — it is vital to the future of a vibrant modern economy.

It was just one year ago at the International Monetary Fund/World Bank Spring Meeting where we committed to bring an additional 500 million people into the financial mainstream. Our progress is significant, with more than 200 million already connected from 1,000-plus government and nongovernmental organization programs in 60 countries.

Ensuring the ability to create, grow and sustain requires a commitment beyond words in a mission statement. They are ingrained in our culture and represent a significant part of our corporate strategy.

Doing so is the only way that we will be able to drive toward making the right impact and ensuring future growth.

“Ensuring the ability to create, grow and sustain requires a commitment beyond words in a mission statement. They are ingrained in our culture and represent a significant part of our corporate strategy. Doing so is the only way that we will be able to drive toward making the right impact and ensuring future growth.”

Ajay Banga
President and CEO
At McGraw Hill Financial (NYSE: MHFI), setting high environmental, social and governance (ESG) standards and acting as a good corporate citizen are embedded in everything we do.

Our corporate responsibility (CR) focus is on powering economic growth and sustainable, thriving communities. Our mission is built on elevating people, supporting women entrepreneurs and promoting sustainability.

The approach we’re taking to fulfill our mission is comprehensive and reflects the Business Roundtable’s theme of “create, grow, sustain.” For starters, we are expanding MHFI’s portfolio of ESG products and services, which underscores our ongoing commitment to promoting more sustainable markets. S&P Dow Jones Indices, for example, offer a suite of more than 45 ESG-related indices including the S&P Green Bond Index, which helps countries and companies raise capital for initiatives that will improve the environment.

We have continued to leverage our thought leadership and expertise to help long-term investors and other stakeholders balance environmental and social factors with financial performance. Many of our people are recognized leaders in the market, including our global head of environmental and climate risk research for Standard and Poor’s Ratings Services, who was appointed to The Financial Stability Board Task Force on Climate-Related Financial Disclosures. The industry-led task force will assist companies to develop more standardized, voluntary, climate-related financial risk disclosures consistent with investor needs. We also publish research on the role green bonds play in filling the $1 trillion gap between the current pace of the United States’ funding for infrastructure projects and our country’s needs.

We recognize that it is the responsibility of every company to minimize its environmental footprint, and we are pleased with the progress we have made in reducing our own. As a testament to that, in 2015 we scored 97 out of 100 on CDP’s (formerly Carbon Disclosure Project) Climate Change survey, which assesses the environmental impact of the world’s largest companies.

Our employees continue to play an essential role in these efforts. During the past year we established CoRe Teams in several of our offices, enabling our employees to become CR champions and helping us to embed CR throughout our businesses. These teams engage employees by raising awareness about our ESG activities and by providing opportunities to serve our communities through our annual global volunteer initiative and our Green Teams.

We look forward to building on our progress and to ensuring that 2016 is a year of even greater growth and opportunity to advance sustainability.

Douglas L. Peterson
President and Chief Executive Officer
In the nearly two centuries since McKesson was founded, our industry and our company have dramatically changed. We may no longer deliver medicine by horse and buggy, but our nearly 77,000 employees worldwide remain committed to the company’s mission: achieving better health for our customers, our employees and our communities. 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 communities.

- **Fleet Efficiency:** Since 2010, McKesson has focused on reducing fleet emissions by replacing unleaded gasoline and diesel engines with more fuel-efficient compressed natural gas engines in our U.S. Pharmaceutical sales fleet. Between fiscal years (FY) 2014 and 2015 alone, average carbon dioxide (CO₂) emissions per vehicle decreased 6.3 percent, the fuel economy of the vehicles improved 1.7 percent and the average mileage per month of drivers decreased 2.6 percent.

- **Building Efficiency:** McKesson uses the U.S. Environmental Protection Agency’s ENERGY STAR® Portfolio Manager to benchmark our facilities. Of the buildings across our U.S. portfolio, 14 qualify as ENERGY STAR®. Our headquarters building in San Francisco earned an ENERGY STAR® Rating of 90 out of 100.

- **Reducing Travel-Related CO₂ Emissions:** While travel is often a key element of successfully running a business, travel does affect the environment. To mitigate the impact of airline and long-distance private vehicle travel, we continue to encourage employees to use teleconferencing, videoconferencing and online training whenever possible, thus reducing greenhouse gas emissions. By the end of FY15, 127 office locations across McKesson were equipped with high-definition TelePresence systems, which enable employees at two or more McKesson sites to have “face-to-face” meetings. Due in part to these initiatives, travel-related emissions decreased 13.7 percent between FY14 and FY15.

- **Employee Environmental Councils:** McKesson’s Environmental Councils drive awareness of local sustainability initiatives and help scale enterprisewide programs. Our 50 environmental chairpersons represent a variety of locations, from offices of between 10 and 2,000 employees to distribution centers. These councils encourage employees to make personal choices that can reduce carbon emissions.

At McKesson, we’re proud of our ongoing efforts, guided by our ICARE shared principles, to make a positive impact in the lives of our employees and on the environment. I invite you to learn more about our focus on better health in our Corporate Social Responsibility Report.

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John Hammergren  
Chairman, President and Chief Executive Officer
Since our early days as a company, the Medtronic Mission has remained the same: to alleviate pain, restore health and extend life for people around the world. We have worked hard to be at the forefront of medical technology innovation, challenging ourselves to develop high-quality products and therapies that positively affect people’s lives. We have accomplished a lot — today more than 62 million people benefit from our technologies each year.

We also recognize that we participate in global health care systems that face intense clinical and economic challenges. If not properly addressed, these issues could undermine global growth and development and leave millions of people around the world untreated. We’re committed to putting the full power of our technologies, resources and people to work with new partners, in new ways, to create a new era in health care. That’s a key reason we acquired Covidien — to expand our breadth to treat more people for more diseases, no matter where they are located, more efficiently than ever before.

For us, sustainability is a core value for our business — one that reduces risks, creates opportunities, brings efficiencies and enhances our reputation. By making sustainability a central value at Medtronic, we add to the already positive societal impact of our products and operations.

Recent examples of our social commitments and environmental performance include:

- We invested more than $108.8 million in training 50,000-plus medical professionals around the world to build greater health care capacity and access.
- We demonstrated our commitment to patient safety by exceeding regulatory requirements in our quality processes.
- We donated 1.9 percent of our global pretax profits to charitable causes and matched the generosity of our employees’ $25.2 million in donations with nearly $20 million more to nonprofits of employees’ choosing.
- We continued to make good progress toward our ambitious 2020 environmental performance goals, cutting carbon dioxide emissions and water use by 7 percent. Nonregulated waste decreased by 5 percent.
- We are also pleased that with Covidien joining the Medtronic family, now two patients per second benefit from Medtronic therapies. This is and has always been one of our most important metrics — how many lives we affect around the world.

Our future promises even greater impact. With our breadth of products and therapies, extensive partnerships, and enduring commitment to our Mission, Medtronic will continue to transform global health care and, with it, the lives of millions of people around the world.

Omar Ishrak
Chairman and Chief Executive Officer
Whether installing secure communications networks around the globe; helping officers predict and prevent crimes; or investing in science, technology, engineering and math (STEM) education for future leaders, Motorola Solutions is committed to helping people be their best — especially in the moments that matter most.

Today our solutions and services help keep people safe in an increasingly complex technological world. It is our goal to help create safer, smarter cities while also leaving a smaller environmental footprint. We partner with our suppliers to source materials responsibly. Our Motorola Solutions Foundation also supports the communities where we live and work with grants that support public safety and educational programs that help inspire the engineers and innovators of tomorrow.

Since 2011, we’ve decreased our energy usage by nearly a third. Our renewable energy increased to 30 percent of overall energy use in 2015, and our carbon footprint decreased 14 percent from 2014 to 2015.

With our products, we look for ways to reduce the weight and volume of packaging and operate take-back programs. We also have the ability to integrate alternative energy into infrastructure deployments such as base stations that use electricity generated by wind and solar energy and backup energy generated by hydrogen fuel cells.

We’re committed to a conflict-free supply chain and have implemented programs to help, such as Solutions for Hope in the Democratic Republic of the Congo, where tantalum, tin, tungsten and gold have historically been exploited by armed groups.

Our foundation also gave nearly $12 million to STEM education and public safety programs in 44 countries last year, reaching 1.5 million students, teachers, first responders and their families. The education programs increased access to important, well-paying careers, especially for women and underrepresented groups. Our employees also volunteered in the communities where they live, donating more than 40,000 hours of their time.

While we continue to make strides in corporate sustainability, we understand that it must be factored into all of our business decisions to continue to do right by our customers, shareholders, neighbors and employees. We look forward to continuing to meet and exceed the standards we’ve set as a leader in corporate sustainability.

Greg Brown
Chairman and Chief Executive Officer
Sustainability is an important consideration in National Gypsum’s wallboard process. In five plants, we use synthetic gypsum exclusively, rather than gypsum ore, to produce the wallboard core. Synthetic or byproduct gypsum is produced when coal-fired power plants scrub stack emissions to remove sulfur dioxide. The emissions are fed through a limestone slurry, and the byproduct is calcium sulfate, the chemical name for gypsum. Synthetic gypsum is chemically the same as gypsum rock, except in a purer form. Other National Gypsum plants use gypsum rock or a combination of rock and synthetic gypsum.

With new technology, we can separate the paper from the gypsum and produce recycled gypsum in a uniform size for use in our board-making process. We can accurately measure the recycled gypsum and use a greater percentage in the board. We can also reclaim it for use in agriculture.

We are currently testing and installing new processes to recover and reuse unsaleable gypsum board produced during our process. This board includes trimmings, product not meeting specifications and experimental projects. We have recycled wallboard for years by crushing the board with heavy equipment and mixing it with the rock before manufacturing new products. This is not an exact science, and we could add only a small amount of scrap wallboard.

With new technology, we can separate the paper from the gypsum and produce recycled gypsum in a uniform size for use in our board-making process. We can accurately measure the recycled gypsum and use a greater percentage in the board. We can also reclaim it for use in agriculture. Gypsum is a valuable soil stabilizer, and the reclaimed product provides an economical, environmentally friendly alternative to gypsum mined for agriculture.

The paper the company uses to produce wallboard is made in our three plants. We recycle trimmings from print shops, cardboard and newspapers to produce the heavy liner paper. One of these plants is located near a grocery distribution center serving a chain of 150 stores. When distribution trucks return to the center after deliveries, they are carrying bales of cardboard packaging. Our plant, located four miles away, uses the cardboard for its paper production.

Since we use natural gas to dry the wallboard in large kilns, we are continually looking for ways to operate these board-drying machines more efficiently. Heat exchangers use the waste heat from the first zone to preheat the following zones. In addition, efficient burners and constant kiln maintenance have reduced natural gas usage.

National Gypsum is committed to using sustainable processes to produce an essential building material.

Thomas C. Nelson
Chairman, President & CEO
At NextEra Energy, we are proud members of Business Roundtable in part due to our common commitment to sustainability. Together we share best practices on how private-sector investment and innovation are helping to create a more sustainable world.

Many of those best practices deploy people and technology in new ways to solve sustainability challenges. NextEra Energy has invested tens of billions of dollars over the last decade in clean energy technologies that reduce emissions and benefit customers. Recent examples include:

- **Natural gas**: Technology is improving economics across the value chain, including in power generation, as Florida Power & Light Company’s (FPL) newest combined-cycle plant in Okeechobee County is expected to be one of the cleanest, most efficient plants of its kind in the world.
- **Nuclear energy**: In 2013, our company completed the largest extended power uprate project in our industry’s history by adding more than 700 megawatts of emissions-free nuclear generating capacity across four reactors in two states.
- **Wind energy**: Taller towers, longer turbine blades and more efficient ways to capture wind energy have reduced costs at some of our projects by up to 50 percent over the last several years.
- **Solar energy**: Lower costs for solar modules have significantly improved the economics of universal solar, including the three projects that FPL expects to bring online by the end of this year.
- **Energy storage**: These technologies could greatly improve the economics of renewable energy but are already cost effective at several of our projects for frequency regulation and other applications.

Investing our talent and capital in clean energy technologies is just one part of NextEra Energy’s sustainability story. Other recent highlights include:

- **For our environment**: Our 2015 emissions rates of sulfur dioxide, nitrogen oxide and carbon dioxide were 97 percent, 79 percent and 52 percent lower, respectively, than the U.S. electric industry’s average.
- **For our customers**: FPL in 2015 delivered our best-ever reliability performance that was among the best in the nation while keeping our typical customer bills about 30 percent lower than the national average and lower than they were 10 years ago.
- **For our communities**: Our employees logged more than 70,000 volunteer hours in 2015, a 30 percent increase from the year before.

“We do the right thing” is a core value at NextEra Energy. Our clean energy investments and sustainability achievements demonstrate several ways that this value drives our actions.

Jim Robo
Chairman & CEO
Northrop Grumman is committed to being at the forefront of technology and innovation and providing our customers around the globe with affordable and superior quality products and services to help them meet their critical mission requirements. We are also committed to environmental sustainability in the support we offer our customers, our operations and our community engagement.

In support of our 2020 environmental sustainability goals, we conducted water use reduction and solid waste diversion assessments in select operations across the company, evaluating processes and infrastructure water use as well as municipal opportunities to reduce our water use. Last year we were recognized by the Carbon Disclosure Project for the fourth consecutive year for reducing greenhouse gas emissions and the disclosure of climate change risks and opportunities, management strategy, and governance.

Environmental conditions such as climate change, water availability and energy reliability are increasingly a part of our customers’ global security concerns, and we are helping them meet these challenges with data and innovation. For example:

- The Northrop Grumman Global Hawk autonomous aircraft, used by NASA, earlier this year conducted missions to collect detailed data over the Pacific Ocean from complex El Niño weather patterns from prolonged warming of sea surface temperatures.

- In 2015, the NASA Jet Propulsion Laboratory successfully deployed the Soil Moisture Active Passive (SMAP) spacecraft. SMAP provides unmatched data capabilities enabled in part by the largest spinning mesh reflector ever deployed in space, designed and built by Astro Aerospace, a Northrop Grumman company. SMAP measures soil moisture, which helps scientists improve understanding of how water and carbon circulate, affecting everything from changes in growing season length to severe weather frequency.

Locally and globally, our employees support environmental sustainability by volunteering thousands of hours to support beach and coastal clean-ups, recycling drives, and mentoring budding scientists and engineers. The Northrop Grumman Foundation, which supports programs that expand the pipeline of diverse, talented science, technology, engineering and math (STEM) students globally, in collaboration with Conservation International, supported ECO Classroom for the fifth consecutive year. A unique professional development initiative, ECO Classroom is an innovative program for science teachers, equipping them with experience, skills and tools to excite their students about environmental sustainability and STEM.

Applying our technology and the skills of our employees, we are committed to consistently improving the integration of environmental sustainability into our business and being responsible stewards of environmental resources.

Wes Bush
Chairman, Chief Executive Officer and President
At Owens Corning, expanding our impact through sustainability is a core value and an essential element of our business, from the products we make to the way that we make them.

Our sustainability progress is embedded across all aspects of our company. Below are highlights of a few of our strategic initiatives.

1. **Operations Sustainability (decreasing footprint)**
The company is committed to reducing its footprint. Goals for 2020 were established from our 2010 baseline and include primary energy, greenhouse gas, fine particulate matter, toxic air emissions, and waste-to-landfill and water reduction efforts. In October 2015 we announced achievement of our initial 2020 goals for greenhouse gas and toxic air emissions and set more ambitious targets to be achieved by the end of the decade. We also signed a comprehensive set of renewable energy purchase agreements, making Owens Corning the largest industrial purchaser of renewable power in the world.

2. **Product and Supply Chain Sustainability (decreasing footprint and product responsibility)**
The company has established goals around engaging and improving its supply chain in the area of sustainability and working to increase the transparency of its products life cycle. These goals include transparent communication of the total life cycle assessment of all core products and reducing the greenhouse gas emissions in its supply chain through conversions from diesel to natural gas in materials transportation.

3. **Innovation and Collaboration To Deliver Energy Efficiency and Durable Material Solutions at Scale**
Owens Corning collaborates with several parties for high-performance buildings. The company will continue to work on code advancement for energy efficiency, partnering with its customers to improve the performance of new and existing buildings, engaging with nonprofits on energy efficiency and climate progress across the economy, and working with its customers on energy-efficient product innovation.

4. **Safety, Health, Employee Engagement and Community Vitality (social responsibility)**
Living safely is a way of life at Owens Corning, not just at work but at home. Our commitment to safety is unconditional. We lead from safety, and our other business metrics follow. It is important to us that we are also engaged in our communities through volunteering, financial support and leadership.

We invite you to visit our sustainability website to track our progress.

*Michael H. Thaman*
Chairman and Chief Executive Officer

“At Owens Corning, expanding our impact through sustainability is a core value and an essential element of our business, from the products we make to the way that we make them.”
At Pfizer, we believe that companies will play an important role in supporting sustainable development and combating climate change.

As a science-based health care company, Pfizer has long recognized the risks to human health posed by global climate change and has taken significant voluntary action to reduce its own greenhouse gas (GHG) emissions. From 2000 to 2014, we cut our GHG emissions roughly by half, and we are working hard to meet our third GHG reduction goal to reduce emissions 20 percent further by 2020. In addition, we have goals to reduce waste by 15 percent and water by 5 percent by the end of the decade.

Together with our newly announced supplier sustainability goal, our comprehensive GHG reduction targets are consistent with the level of decarbonization required by science to limit global warming to less than 2°C above pre-industrial temperatures. Pfizer is one of only 12 companies recognized as having a Science Based Target.

In 2015, Pfizer advanced several major projects to reduce GHG emissions. At our Vega Baja and Guayama manufacturing sites in Puerto Rico, we installed solar units providing approximately 10 million kilowatt hours. The renewable energy certificates generated by this project will be available for purchase by others to help encourage the use of renewable energy. Our facility in Puurs, Belgium, completed construction on its second wind turbine providing an additional 3.3 million kilowatt hours of clean energy to the site. Pfizer also broke ground on a $95 million consumer products production facility in Suzhou, China, which will incorporate some of the most advanced technologies to minimize energy and water consumption.

Pfizer recognizes that the environmental impact of our products and processes also involve operations at our extensive supply network locations. At the end of 2015, Pfizer’s Executive Leadership Team endorsed a public goal calling for our key suppliers to advance their environmental sustainability programs by supporting Pfizer’s supplier code of conduct; managing their environmental emissions; and establishing reduction goals for GHG emissions, waste disposal and water withdrawal.

By working to reduce our environmental impact and using our influence to encourage our key suppliers to do the same, we create a healthier environment for the local communities in which we operate and in the world at large.

Ian Read
Chairman and Chief Executive Officer
At PG&E, the millions of people who do business with our company count on us for far more than the delivery of utility services. They also expect us to contribute to a better quality of life in our communities, a vibrant economy and a better tomorrow fueled by clean, safe, reliable and affordable energy. Our commitment to sustainability is about fulfilling this broader vision of PG&E’s role.

Never has this work been more important to our future. As a California utility, we are at the forefront of changes and challenges that are reshaping the energy business, driven by exciting new technologies and the need to transition to a low-carbon economy, while providing customers with more options and control over their energy choices.

Our progress last year built on our decades-long sustainability focus in partnership with policymakers, environmental leaders and customers — work that has made PG&E one of the cleanest energy providers in the United States and a leader in the effort to develop new solutions.

In 2015, we supported the passage of new legislation that raised the state’s renewable energy standard for electric utilities to 50 percent by 2030, while doubling energy efficiency targets. We backed the U.S. Environmental Protection Agency’s Clean Power Plan and pledged reductions to greenhouse gas emissions as a signatory to the White House’s American Business Act on Climate Initiative. And in December, we joined a California delegation at the international climate talks in Paris to highlight the state’s success in achieving cleaner energy along with strong economic growth.

Other recent examples of PG&E’s commitment include:

- Delivering some of the nation’s cleanest energy with more than half of our electricity coming from greenhouse gas-free resources;
- Using state-of-the-art detection technology to find and eliminate methane leaks in our natural gas distribution system;
- Extending our highly successful PowerPathway training program for military veterans seeking utility careers to include service members on active duty;
- Setting a new record for employee and retiree giving in our annual Campaign for the Community, raising $7.9 million for schools and nonprofits, along with 87,000 volunteer hours;
- Achieving industry-leading supplier diversity results, helping thousands of businesses to grow and hire; and
- Convening a new external advisory council to help guide our sustainability efforts.

Looking forward, we want to find even more opportunities to build on those accomplishments. PG&E’s 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
At Phillips 66, our mission is to provide energy and improve lives. We believe that access to abundant, affordable, reliable energy is essential to sustaining modern life, spurring economic growth and prosperity, and raising the global standard of living. For more than 140 years, we at Phillips 66 have been dedicated to responsibly, efficiently and sustainably providing energy to our customers. Our 14,000 employees share this common sense of purpose and embody our values of safety, honor and commitment, which shape our approach to corporate responsibility and our engagement with our many stakeholders.

Today, about 80 percent of the world’s energy comes from fossil fuels, largely due to their accessibility, efficiency and performance. We believe there is a place for all forms of energy in meeting the world’s demand. Oil and gas, nuclear, coal, hydropower, wind, solar, and other sources will all be needed to support the world’s growing population and development.

To us, sustainability means reliably and responsibly manufacturing and delivering affordable, clean products in an efficient and environmentally sound manner. Our efforts have been consistent and recognized by third parties. More than one-third of our U.S. refineries have earned the U.S. Environmental Protection Agency ENERGY STAR® Award, recognizing their top-quartile energy efficiency performance. Our New Jersey and Washington refineries earned this award for 2015.

We support continuous improvement by conducting research and development at our state-of-the-art Research Center. Over 350 employees focus their efforts in areas of current business, new environmental solutions and future growth. They seek technologies to manage water consumption, create biofuels, reduce greenhouse gases, utilize natural gas liquids and improve power generation. The understanding we gain from this work enhances our existing businesses while presenting new opportunities.

Additionally, we actively engage with our communities, advancing safety and preparedness, contributing to local environmental programs, and encouraging employee volunteerism. Our company provides scholarships and mentoring and invests in increasing literacy as well as science, technology, engineering and math education.

Phillips 66 accepts the challenge of providing energy and manufacturing products in a safe and efficient manner. In doing so, we contribute to the well-being of people and the resilience of our communities.

Greg Garland
Chairman and CEO
Our commitment to responsible business practices, including environmental stewardship, strengthens every aspect of Pitney Bowes.

Our company has a long legacy of product remanufacturing and recycling. We started our product take-back program more than 50 years ago, and we have since recovered tens of millions of pounds of equipment and components for reuse and recycling. Today, 95 percent of our mailing equipment parts are recyclable. We have established centers throughout the United States, Canada and Europe where customers can return products for subsequent remanufacture, harvesting of parts or recycling. Our robust remanufacturing process has kept more than 1.8 million pounds of products out of our waste stream in the past four years.

Our ongoing efforts in site consolidation and implementation of energy-efficient equipment continue to pay dividends in reducing our energy costs and shrinking our overall carbon footprint. We achieved our 2017 energy reduction target of five years/15 percent by the end of 2014. In November 2015, we were recognized by the international Carbon Disclosure Project (CDP) for our emissions reduction efforts. Pitney Bowes was placed on the CDP Climate Disclosure Leadership Index receiving a score of 99 for our 2015 disclosure. As a result of our overall performance, we were also added to the CDP A List, placing us in the top 5 percent of all companies disclosing carbon emissions in both the Investors and Supply Chain Surveys.

We are a founding member of the Green Power Market Development Group, an industry partnership with the U.S. Environmental Protection Agency that promotes the development and purchase of alternative energy. Since 2003, we have purchased renewable energy credits (RECs) to support green power projects using technologies such as solar, wind and biomass. So far, our RECs have resulted in more than 74,000 metric tons of carbon dioxide (CO₂) emission reductions. In 2015, our purchase of Green-e® certified RECs helped reduce CO₂ by 19,800 metric tons.

I am deeply grateful to all our employees worldwide for the enthusiasm and professionalism that have enabled us to achieve these environmental milestones. Communities around the world welcome Pitney Bowes in part because of our proven performance and commitment to our values. As a result, they know they can trust us to do the right thing, the right way, time and again.

Marc B. Lautenbach
President and Chief Executive Officer

“... Our commitment to responsible business practices, including environmental stewardship, strengthens every aspect of Pitney Bowes.”
Set apart by the deep skills of our people and their ability to leverage knowledge and technology across our global network, PwC helps organisations transform themselves to anticipate global trends — not least environmental and quality of life issues — while also doing the same ourselves. Not only do we develop insights that help clients make more sustainable business decisions, but we also proactively manage our own footprint and engage our people — more than 208,000 in 157 countries — in that effort. Working with thousands of companies, including 418 of the Fortune Global 500, this presents our network with a unique opportunity to address governance, social and environmental challenges.

Surprising results from our annual global CEO survey revealed that while 71 percent of the more than 2,000 business leaders surveyed planned to respond to the Sustainable Development Goals (SDGs), only 13 percent could identify tools to assess their progress toward those goals. In response we created the Global Goals Business Navigator — combining our market-leading Total Impact Measurement and Management framework (understanding social, economic and environmental impacts of a business) with a detailed understanding of the indicators businesses need — to help assess SDG impacts.

In managing our own environmental impact, currently PwC firms representing more than 80 percent of our network (by revenue) have carbon reduction approaches in place, including reduction targets. Key to this effort is how we think about reducing travel and more efficient use of office space. Recently we introduced new technologies to change how we collaborate virtually, making it easier for our people to work together even when they are apart, while making our global network more connected than ever before.

Personally, I’m also proud of the work that our network firms are doing to take responsibility for their climate impacts, including such examples as PwC US being the first professional services firm to sign the White House Climate Pledge in support of, and ongoing commitment to, curbing greenhouse gas emissions and investing in clean energy.

As a network PwC helps clients and stakeholders sustain and grow while anticipating such transformative trends as accelerating urbanisation, resource scarcity and climate change. Leveraging the unique skills of our people and innovative technologies are absolutely critical, but just as vital to this effort is the guidance provided by our purpose — to build trust in society and solve important problems.
Principal® is a global leader in retirement and investment management.

We care for the environment because it’s the right thing to do — just one way we live out our company’s core value of integrity.

We’re proud of our 2015 achievements, which include the following:

- **We continued to advance our climate change goals.** In 2012, we set a long-term goal to reduce our 2011 energy use and our carbon footprint by 10 percent by the end of 2016. To date, we’ve reduced carbon emissions by more than 23 percent and energy consumption by 21 percent.

- **We were named both a CDP Climate Disclosure Leader and to the CDP A List for Climate Performance.** We were one of only 27 S&P 500 companies named to both lists. **We earned a 99 out of 100 for disclosure** and were included in the A band for climate performance.

- **We boosted employee involvement.** Several employees formed a grassroots Green Team to coordinate a variety of environmental events, including two office supply giveaways — keeping an estimated 5,000 pounds of materials out of the landfill.

- **We continued renovating our campus with sustainability as a top priority.** Each component of our multiyear headquarters renovation considers environmental impact. For example:
  - **Recycling.** To date, we’ve recycled more than 90 percent of the materials removed — metals, carpet, drywall, furniture, etc., which exceeds the Leadership in Energy and Environmental Design (LEED) guidelines target of 70 percent for construction waste.
  - **LEED certification.** We plan to pursue LEED certification for all three buildings completed during the first phase of renovations.

**Commercial Real Estate**

Principal Real Estate Investors, our dedicated real estate group, has a long-standing commitment to corporate stewardship and an established track record in responsible property investing.

In 2015, this group received The Green Star designation from the Global Real Estate Sustainability Benchmark Survey. They also continued to reduce energy consumption and increase the percentage of LEED- and ENERGY STAR®-certified buildings throughout the portfolio.

**Look Ahead**

We’ll continue to focus on energy efficiency, carbon footprint reduction, water efficiency, waste reduction and recycling, and environmental-preferable purchasing.

These are just a few ways we’re helping to create a better future.

Dan Houston
President and CEO
At P&G, sustainability is integrated into the way we do business. Our objective is to create products that delight consumers while maximizing the conservation of resources and protecting the environment. We want our brands to help consumers make more sustainable choices.

This year, we focused on three key areas — climate, water and waste.

**Climate:** We made two significant announcements that will reduce our greenhouse gas emissions and nearly double our use of renewable energy. The first is our partnership with Constellation Energy to build a biomass plant in Albany, GA. This plant will allow us to use renewable sources to produce 100 percent of the steam and up to 70 percent of the energy needed to produce our Bounty and Charmin products. The second is our agreement with EDF Renewable Energy to build a wind farm in Texas. The wind farm will produce enough wind power electricity to manufacture 100 percent of our U.S. and Canada Home Care products such as Tide, Febreze and Cascade.

**Water:** We recently met our goal to reduce water usage in our plants by 20 percent per unit of production. We are also focused on providing more water-efficient products for our consumers to use. Cascade Platinum Action Pacs are one example. By skipping the prewash, up to 2,600 gallons of water can be saved per household per year.

**Waste:** Now, more than 50 percent of our manufacturing sites are zero waste to landfill. We continue to work with industry and waste experts to enable and accelerate recycling in both developing and developed countries. In the United States, we are part of The Closed Loop Fund, a social impact investment fund designed to create recycling infrastructure through low or no interest rates. And we joined The Recycling Partnership, a national nonprofit focused on supporting public-private partnerships that serve to improve residential recycling in the United States.

As a good corporate citizen, we also work to improve social conditions for those who need it most. Last year, through our community impact programs we:

- Delivered our 9 billionth liter of clean drinking water through the P&G Children’s Safe Drinking Water program.
- Provided in-kind product and monetary donations in response to more than 25 disasters globally.
- Reached up to 20 million girls in 65 countries through the Always puberty education program.
- Provided free, real-hair wigs to women suffering from cancer through Pantene Beautiful Lengths. Since 2006, 800,000 ponytails have been donated, and 42,000 wigs have been created.
- Encouraged an end to girl-to-girl bullying with the Secret Mean Stinks “Gang of Good” online activation, generating more than 2 million acts of kindness.

Looking forward, we remain committed to creating brands and products that consumers prefer, while at the same time conserving resources, protecting the environment and improving social conditions for those who need it most.

David Taylor
President and CEO
At Prudential, we use “sustainability” to describe how the company anticipates and manages future risks and opportunities to meet its long-term obligations. For us, sustainability is not an initiative. It is a powerful and authentic part of who we are and what we do.

As we plan for Prudential’s long-term vitality, we take a broad view of the factors that may challenge us and those that may offer possibilities. For many years, we have considered environmental, governance and societal issues important to Prudential’s long-term success.

Environmental Commitment
In 2009, Prudential took a bold step by issuing an environmental commitment that acknowledged that climate change posed an unacceptable risk to the company, our clients, our employees and our neighbors in the communities where we operate. We’ve worked steadily in three areas — stewardship, investment and engagement — to reduce our footprint and contribute to a healthier climate.

Since 1998, Prudential has focused on reducing its environmental impact. From 2007 to the present, we have decreased our carbon footprint by approximately 19 percent. Additionally, 6 percent of the company’s annual U.S. energy consumption came from renewable sources.

Investment
Prudential invests its own and client assets in renewable power generation. During 2015, the market value of that portfolio increased nearly 7 percent from the previous year, with more than $3.2 billion invested in a range of renewable power projects.

In 2015, we opened a new 740,000 square foot office tower in our headquarters city of Newark, NJ. We aspire to gold Leadership in Energy and Environmental Design (LEED®) certification for the building both to contribute to a healthier Newark and because our employees appreciate working in a building that offers tangible proof of the company’s environmental commitment.

Engagement
Prudential collaborates with a wide range of partners to advance environmental improvements, including our employee Green Teams. Another one of our most important collaborations has been with our shareholders. For more than five years, we’ve offered our shareholders the opportunity to have a tree planted in their honor when they vote in Prudential’s annual election. Since 2010, we’ve partnered to plant more than 650,000 trees in U.S. national forests.

We are pleased with the accomplishments achieved as part of our sustainability journey and environmental work. We will continue to maintain strong momentum today while investing in the future.

John R. Strangfeld
Chairman and Chief Executive Officer

“Sustainability, with its many facets, is a key focus for the company, and our work in this area continues to evolve. We concentrate on maintaining momentum in our operations today, while investing wisely to create value over the long term.”
Since our founding more than 30 years ago, we’ve focused on inventing technology that transforms the way we communicate. This relentless pursuit of innovation has always included an understanding that the connections we bring to life — person to person, machine to machine, idea to product — should benefit not only the people who use them, but also the communities where we live and work.

**Climate Change**
Our goal is to reduce absolute Scope 1 and 2 greenhouse gas emissions from global operations by 30 percent, compared to a 2014 baseline, by 2025. We participated in the American Business Act on Climate Pledge, which gathered business leaders to voice support and demonstrate their ongoing commitment to climate action.

**Sustainable Product Design**
We create our products for reduced environmental impact over the product’s entire lifecycle. We consider recyclability and try to reduce the use of rare and precious materials whenever we can. We proactively eliminated brominated and chlorinated compounds and drastically reduced the use of leaded solder in our semiconductor products. Whenever technically and economically feasible, we incorporate lead-free design in all new semiconductor products.

**Smart Cities**
The Qualcomm® Smart Cities initiative creates sustainability solutions using technology and connectivity for today’s cities.

The Street Light Working Group, a collaboration with San Diego Gas & Electric, CleanTech San Diego, the City of San Diego, the University of California, GE, and others, is working to migrate the lighting system to energy-efficient LEDs, which have the potential to reduce annual street lighting energy consumption by 60 million kilowatt hours. Furthermore, we’re exploring how to use the street lighting system itself to install devices and sensors that support other urban needs, including air quality monitoring and charging stations for electric vehicles.

**Wireless Reach**
Qualcomm® Wireless Reach™ has collaborated with 625 different organizations on more than 100 programs in 40 countries — benefitting more than 8 million people globally.

One example is our mSakhi program in India, where a network of rural frontline health workers known as Accredited Social Health Activists are tasked with helping low-income mothers and their families access health services such as antenatal care, delivery, immunizations and family planning. Due to the success of the program, which ties into Prime Minister Narendra Modi’s “Digital India” initiative, the State Government of Uttar Pradesh is incorporating the lessons from mSakhi into a larger government initiative, m-Sehat. This program will provide mobile health applications, smartphones and tablets for 14,000 frontline health workers in five districts of Uttar Pradesh, potentially serving more than 500,000 pregnant women, new mothers and infants.

“Sustainability is part of who we are at Qualcomm. It always has been, and it will continue to be an integral component of how we transform the world. We’re excited to embark on this next chapter of our sustainability story, and we look forward to sharing our progress with you along the way.”

Steve Mollenkopf
Chief Executive Officer
Realogy is comprised of world-renowned brands in real estate franchising; brokerage services; and relocation, title and settlement services. Our company is built on a foundation of integrity and ethics, and being socially responsible is engrained in our culture. Our people take great pride in their contributions at work and in their communities.

We make environmental stewardship a priority across our company locations through recycling, conservation and efficient office management practices such as paper reduction, alternative commuting options, local community initiatives and other environmentally friendly practices. In 2015, our paper shredding efforts included 3.5 million pounds of paper, which is equivalent to saving 30,000 trees.

Realogy’s headquarters received a green building leadership award from the U.S. Green Building Council of New Jersey for its corporate culture and sustainability practices. Last year, this facility recycled more than 70 tons of paper and cardboard while also conserving more than 330,000 gallons of water. Realogy also earned the New Jersey Smart Workplaces platinum award and Employer of the Year award from TransOptions, an organization that champions alternative and sustainable transportation options.

Our subsidiaries joined in the effort to enhance and promote sustainability measures. Cartus headquarters underwent a significant facilities upgrade, which helped it reduce its carbon footprint and earn a GreenCircle award from the Connecticut Department of Energy and Environmental Protection. Title Resource Group reduced its energy output for lighting by 85 percent at its headquarters this past year after replacing more than 2,200 florescent bulbs with LED lights.

Our commitment to sustainability extends to the health and well-being of our employees. In 2015, our efforts included numerous companywide wellness contests and incentive programs. Based on our tobacco cessation programs and other activities, Realogy was named a Gold Standard employer by the CEO Roundtable on Cancer for the fourth consecutive year.

Any successful and sustainable organization relies on a strong ethical foundation and the integrity of its employees. We place ethics and integrity at the core of our company culture. In 2016, for the fifth year in a row, Realogy was recognized among the World’s Most Ethical Companies by Ethisphere® Institute. This is a tribute to our people, who take tremendous pride in doing business the right way. Putting this philosophy into practice has helped us attract talented new employees, and our existing employees have identified our commitment to ethics as one of the most important reasons our people remain with the company.

Richard A. Smith
Chairman, Chief Executive Officer and President
Manufacturing and production is in the midst of a transformation that will change industrial operations more in the next 10 years than it has in the past 50. Driving this change is The Connected Enterprise: our vision for technology connecting the plant floor with the business network through the convergence of operations and information technologies.

Information is power in The Connected Enterprise — the power to make better business decisions with better information. Through our industrial expertise and passion for innovation, we help customers realize the vision and benefits of The Connected Enterprise, including greater productivity, sustainability and global competitiveness.

We support efforts to operate more efficient and responsible businesses. Our work includes helping customers design, operate and maintain safe and secure operating environments; meet regulatory compliance requirements; reduce waste and emissions; and ultimately, protect their reputations as suppliers of quality products and good stewards of the environment.

Rockwell Automation is guided by our mission to improve the quality of life by making the world more productive and sustainable. For the fifth consecutive year, Rockwell Automation was named a member of the Dow Jones Sustainability North American Index and for the seventh time was named one of the World’s Most Ethical Companies. Our safety performance in 2015 was again among the best in our industry as we dug deeper to understand why incidents happened, no matter how minor, and eliminate the causes. We continuously look for opportunities to adopt best practices and technology to further minimize our environmental impacts. We invested in advanced technologies including solar and geothermal energy systems. We have reduced our energy intensity by 22 percent since 2008 moving toward our goal of 30 percent. We diverted 92 percent of waste from landfills.

We embed our culture of inclusion into daily practices with new training and programming to help us recognize and value our differences and perspectives. In our communities, we work closely with local businesses, nonprofits and educational institutions to improve the quality of life by making them better places to live, learn and work. For the past 10 years, we have focused our support on programs that create a passion for STEM (science, technology, engineering and math) education in children and young adults so that we can inspire more people to shape the future and solve some of the world’s biggest challenges.
This year SAS celebrates its 40th anniversary and 40 years of consecutive growth. Historically, our analytics leadership has been buoyed by corporate social responsibility and a model workplace. Looking to the future, we intend to build on these sustainable practices as we seek new ways to use data for the greater good.

Just look at our analytics in action: saving cardiac arrest patients by changing emergency medical service procedures, protecting endangered animals, fighting the spread of the Zika virus, optimizing the energy supply chain and helping earthquake victims provide shelter for their families. SAS is also working with the Smart Cities Council and Envision America to help community leaders use analytics to improve citizen services, transportation, public safety and quality of life.

Safeguarding our planet is a priority to SAS. We gather insights from our own operations data to ensure we are serving as good environmental stewards in our numerous global offices. For example, in 2014, SAS generated 3.8 million kilowatt hours of clean, renewably sourced energy from rooftop and ground-mounted solar systems and diverted 50 percent of operational waste and 88 percent of construction waste from landfills globally. We can claim nine Leadership in Energy and Environmental Design (LEED®) certified buildings and offices worldwide and have more in the works.

SAS also invests in our people through programs that foster employee health, well-being and work-life balance. Consistently ranked as a best place to work in the United States and around the world, SAS knows happy, motivated employees build long-standing relationships with their clients, which leads to satisfied and long-term customers.

SAS embraces our role in the global community by preparing the next-generation workforce through our primary philanthropic initiative — education. It takes more than technology for organizations to unlock the value from their data. It requires smart people with analytics expertise. We have a long history of providing analytics training through major universities and SAS® Analytics U, which provides students and teachers free and low-cost options for accessing SAS software and training. SAS® Curriculum Pathways®, also free of charge, is used by more than 1 million teachers and students globally. In 2016, to further develop data scientists, we launched the SAS Academy for Data Science.

As the world and our climate evolve, SAS is using its analytics to optimize resources and improve lives. We continue to invest in building and supporting strong communities that in turn support a sustainable planet.

Jim Goodnight
CEO

“As the world and our climate evolve, SAS is using its analytics to optimize resources and improve lives. We continue to invest in building and supporting strong communities that in turn support a sustainable planet.”

Solutions at Work
Many endangered animals in the wild are elusive and difficult to count, and resources for conservation research are hard to come by. A noninvasive, inexpensive and sustainable method for census taking is needed. SAS’ JMP software helps WildTrack save tigers, pandas, polar bears and other endangered species by tracking them through footprint identification. WildTrack uses data to understand how many animals are in any given area so that appropriate conservation programs can be put in place.
At Sempra Energy, delivering safe and reliable energy is a commitment that we take very seriously: More than 32 million consumers depend on us every day in the United States, Mexico, Chile and Peru.

We are working to grow our business in a sustainable way over the long term. Our low-carbon business model focuses on clean natural gas, renewable energy and energy efficiency. We continue to expand our wind and solar generation capacity and today, with our joint-venture partners, have more than 2,000 megawatts of renewable energy in operation.

We are guided by a set of core values centered on being an ethical, respectful, high-performing, forward-looking and responsible partner in all of our business endeavors. Our commitment to diversity is significant: We believe a workforce that reflects a broad range of perspectives and cultures gives us the power to accomplish more. Fifty-six percent of our U.S. workforce and 48 percent of U.S. management are ethnic minorities, and six of the 12 members of our board of directors are women or people of color.

Finally, we seek feedback from key stakeholders — our customers, employees, investors, regulators and the communities we serve. Listening to their ideas helps us to think more broadly — and also builds trust, which leads to a more stable and predictable business environment. Regional leaders provide their suggestions and guidance through our 10 community advisory councils. And 84 percent of our employees are “extremely satisfied” with Sempra as a place to work.

With a deep commitment to safety, service and ethical behavior, and a resilient approach to doing business in a carbon-constrained world, we look to the future with confidence.

Debra L. Reed
Chairman and Chief Executive Officer
In 2015, Siemens was again honored to be recognized as one of the world’s most sustainable companies on the Dow Jones Sustainability Index. Sustainability guides Siemens’ overarching commitment to thinking and acting in the interest of future generations — balancing people, planet and profit.

With today’s software and technology, it’s easier than ever before to increase efficiency and limit carbon emissions — and we’re showing the world how.

Before the announcement of last year’s global climate agreement in Paris, Siemens announced a bold objective: to cut our global carbon footprint in half by 2020 and to make our global operations carbon neutral by 2030. To put that in perspective, our global carbon dioxide emissions now total about 2.2 million metric tons, which is about three-quarters that of Washington, D.C., where our U.S. headquarters is located.

How does a major industrial company cut its carbon footprint in half in just five years? Well, we’re targeting facilities, vehicles and fuel. Over the next three years, we plan to invest more than $110 million to improve energy efficiency at offices and factories, and we will require Leadership in Energy and Environmental Design certification for all of our new buildings.

Siemens will also install distributed and renewable-energy systems at a number of our facilities. As a model, we’ll look to our rail manufacturing plant in Sacramento, CA, where we already generate about 80 percent of total electricity using solar energy.

We expect our investments to pay for themselves in just five years and generate $20 million in annual savings thereafter — demonstrating that cutting your carbon footprint is good business as well as good corporate citizenship.

Siemens’ carbon neutral announcement is an extension of our long-standing commitment to applying the principles of sustainability across our value chain — designing sustainable products and solutions for industrial, commercial, municipal and institutional customers. Siemens’ portfolio includes fuel-efficient gas turbines, high-speed electric locomotives, digital grids, wind turbines, optimized drive technologies for manufacturers, resource-saving building automation and energy-efficient health care equipment.

With these and other technologies, in the last fiscal year our environmental portfolio enabled our customers and partners throughout the world to reduce their carbon dioxide emissions by 487 million tons — about 10 times the annual amount of carbon produced in New York City.

At Siemens, our focus on sustainability is creating value for society over the long term. That’s a commitment we make to present and future generations.

Lisa Davis
Member of the Managing Board
“With amazing developments in technology and resources presenting us with tremendous opportunities to invent the future of clean, safe, reliable and affordable energy, we are moving with determination to meet the changing needs of the customers and communities we are privileged to serve.”

Across the Southern Company system, our mission is to improve lives and make communities stronger. As energy providers, we have a unique capability to help families build a better future.

With amazing developments in technology and resources presenting us with tremendous opportunities to invent the future of clean, safe, reliable and affordable energy, we are moving with determination to meet the changing needs of the customers and communities we are privileged to serve.

Because energy is basic to the life, health and safety of all Americans, we must continue to focus on the fundamentals of our business, and I’m proud that our 26,000 employees excel at keeping the lights on. Each employee is also an innovator; we have been working to build a culture and put systems in place that encourage and enable everyone in our companies to take their good ideas to the next level.

As we explore these new frontiers, we continue to ask ourselves a question that has guided us for more than a century: Does it benefit those we serve?

We see new technology as a way to solve real-world issues and achieve this goal. For example, with potentially significant economic and environmental benefits, energy storage is one of our industry’s biggest technological challenges — and opportunities. We have embraced this challenge, launching the Cedartown Battery Energy Storage Project in Georgia through which we are gaining valuable hands-on experience operating a storage system and deploying multiple demonstrations across our territory to help us better understand how we can make storage technologies work in ways that really help people.

Meanwhile, we continue to develop the full portfolio of energy resources — including nuclear, 21st century coal, natural gas, renewables and energy efficiency — a commitment that provides customers the economic and environmental advantages of a truly all-of-the-above platform.

We’re also building on our legacy of robust, proprietary research and development, having recently being awarded up to $40 million from the U.S. Department of Energy to work on advanced nuclear reactor technologies and having assumed leadership of a global coalition of facilities working to accelerate research and development of carbon capture technologies.

The common thread is our commitment to solutions for customers and communities. It’s all part of our approach that emphasizes both the “hows” and the “whats” of doing business. We are committed to being the best at the “whats” — the important day-to-day functions of our work — while never losing sight that the “hows” — the behaviors we exhibit with everyone we come in contact with — are what really define us.

Thomas A. Fanning
Chairman, President and CEO
Stanley Black & Decker is the world’s number one tools and storage company, the second-largest commercial electronic security company, and a leading provider of engineered fastening systems. As a 173-year-old manufacturing company, we take our legacy seriously, and it is because of this history that we are committed to building a better future.

That’s why we are focused on building an ECOSMART™ culture at Stanley Black & Decker. ECOSMART™ is our name for sustainability and encompasses our long-standing commitment to our people, our products and the environment. Every day ECOSMART™ helps us improve the environment and the quality of life for people around the world.

People at Work
At the heart of ECOSMART™ are people, our most valuable, sustainable asset. With our time, our tools and our support, we’ve built homes around the world, helped students develop high-paying skills, rebuilt devastated cities and strengthened communities in times of need.

Last year alone we completed home builds for more than 40 families in our global communities; provided support for science, math, engineering and technical education and vocational programming to more than 200,000 students; and equipped approximately 100,000 volunteers with more than $2 million in borrowed tools.

Technology at Work
World-class innovation starts with well-developed processes to rapidly deliver market-leading next-generation products that improve the quality of life for all our customers. Our approach has engaged our employees to find new product solutions that embed our ECOSMART™ philosophies.

◗◗ Our BLACK & DECKER and DEWALT outdoor products deliver gas performance without the gas. Lithium ion battery technology provides power and durability with zero emissions and less noise.

◗◗ Our battery-operated equipment reduces the greenhouse gas emissions of our customers. Since 2003 we have participated in Mower Exchange Events, enabling the removal of more than 20,000 gas mowers from the marketplace and substituting clean battery-powered tools.

◗◗ Our NeoBolt® fastening system has made inroads in solar field technology. Our participation in solar is ECOSMART™, providing social benefits and environmental improvements. We are proud to have a solution that reduces global dependency on fossil fuels and helps to create a renewable future.

With ECOSMART™, we will maintain our position as a sustainable business leader while advancing our commitment to a sustainable future.

John Lundgren
Chairman and Chief Executive Officer
Starr Companies is a leading insurance and investment organization with a presence on five continents. Through our operating insurance companies, Starr provides property, casualty, and accident and health insurance products as well as a range of specialty coverages including aviation, marine, energy, construction, cyber, political risk and excess casualty insurance.

As the insurance industry’s fastest growing company, our commitment to sustainability starts with the products and services we provide, which help our clients create, sustain and grow in an ever-changing world of risk.

Our insurance programs for environmental contractors offer various safety training options, including hazard communication, occupational safety and health, noise and air monitoring, and ergonomic assessments. These services help our environmental contractor clients improve their own operations, which in turn helps their clients stay greener, cleaner and more sustainable.

In addition, much of Starr’s business property insurance is written on broker manuscript forms in which Starr agrees to an endorsement that enables owners of damaged or destroyed buildings to rebuild them to Leadership in Energy and Environmental Design (LEED) standards.

As Starr continues to grow rapidly, our long-range planning is done with sustainability in mind — for example, our initiatives to conserve energy and reduce waste. Our headquarters at 399 Park Avenue in New York City is on track to become ENERGY STAR® certified this year. Starr’s offices in New York, Los Angeles and Dallas recycled 34 tons of paper in 2015 with our Shred-IT program, and efforts are under way to broaden this program to all Starr offices around the world.

Our New York offices are replacing all MR16 bulbs with LED bulbs, resulting in a savings of 24 watts per fixture and more than 20,000 kilowatt hours per year. Within the next 12 to 24 months, we expect to replace our florescent tube lighting with LED bulbs.

We strive to build our new offices sustainably as well. Our Los Angeles location, for example, features floor tiles and countertops made from 100 percent recycled materials, hardwood flooring made from bamboo, and furniture built out of recycled materials.

Finally, we have nearly finished converting our fleet of 60 vehicles to more energy-efficient hybrid models.

Ours is a business of great challenges and opportunities. And as we build upon a success story started in 1919 by our founder, Cornelius Vander Starr, we are making sure that the progress we make today will serve the generations of tomorrow.

Maurice R. Greenberg
Chairman and Chief Executive Officer
At Steelcase, people are at the heart of everything we do. Every day, in locations around the globe, we work to unlock human promise by amplifying people’s workplace wellbeing, engagement and performance. Our mission is fundamentally grounded in sustainability, which we consider a crucial pathway to future success.

Leadership in sustainability means pushing ourselves to go further, incorporating these tenets across our businesses. Innovative thinking, utilized in conjunction with sustainability principles, will not merely reduce cost or waste but can also drive growth. We believe that by designing innovative, sustainable products, we create value for our customers, partners and investors.

**Innovative, Sustainable Products**

Because we know our customers look to us to help them achieve their sustainability goals, we take very seriously our responsibilities. Creating products and applications for the circular economy, where we systematically eradicate waste, requires a distinct focus on materials, product life cycle and end-of-use options. We believe this effort can not only help us stay competitive but also drive growth. Innovative products like V.I.A. architectural walls integrate flexibility and smart technology, making them adaptable to future needs while eliminating the waste associated with permanent walls.

We have developed programs to extend the value of our products as well. Our asset redeployment services provide reuse, resale, refurbishment and recycling options, which have given new life to thousands of tons of furniture over the past few years. We’re piloting programs to explore this even further. We rolled out a trade-up program during the launch of our Gesture chair, which gave businesses and individuals the opportunity to trade in used chairs for credit toward new Gesture chairs. Thousands of traded-in chairs were refurbished or redeployed to optimize their second life.

**Driving Growth**

We’ve spent decades researching work, workers and the workplace. As we continue to connect people and foster meaningful work, we are experimenting with new, sustainable business models. Our WorkSpring environments provide quality settings and all-inclusive services for meetings and events, as well as co-working spaces for individuals and startups. We’re piloting other scalable opportunities for providing experiences as a service to customers with temporary needs or who prefer to share versus own assets.

As a global company, we have a unique opportunity to improve conditions through the business and investment choices we make. The old ways in which we’ve approached challenges must evolve and change. Through the power of innovation and sustainability, we can drive growth in new ways while delivering greater value for our customers and for society as a whole.

We believe that’s the inspiration and promise of sustainability.

Jim Keane  
President & CEO

"Through the power of innovation and sustainability, we can drive growth in new ways while delivering greater value for our customers and for society as a whole."
“At Suffolk, we are continuing to grow a corporate culture that embraces innovation and environmentally sustainable practices.”

We have established a strong corporate culture at Suffolk Construction that emphasizes innovation and forward progress. As part of our “build smart” promise, we embrace new tools, practices, ideas and ways of thinking, and our people are inquisitive, thought provoking and open minded.

Over the past few years we have applied this approach to our sustainable business practices. Our internal campaign and social networking site titled “build smart. BE GREEN.” has engaged, inspired and educated employees in positive, sustainable actions and helped to drive innovation and measurable business impact. More than 360 employees actively registered and recorded more than 31,190 individual environmentally sustainable actions at home and in the office. These actions collectively saved more than 1,170,300 pounds of greenhouse gas emissions, 1,078,750 kilowatt hours of energy, 1,545,800 gallons of water, and 62,020 pounds of waste.

Our people and technologies also continue to drive us toward becoming a greener and more efficient organization on our project sites. We continue to leverage state-of-the-art collaboration and knowledge management tools, virtual design and construction models, lean construction principles, and creative uses of mobile technologies to streamline operations, minimize waste and help our clients achieve their green building goals. As a result, we have successfully delivered hundreds of building projects that are certified or registered for LEED (Leadership in Energy and Environmental Design) certification — the world’s foremost instrument for the design, construction, operation and maintenance of green buildings.

At Suffolk, we are continuing to grow a corporate culture that embraces innovation and environmentally sustainable practices. This is helping us to attract and retain top talent, strengthen our brand, and ultimately achieve our sustainability goals as an organization. We are confident this approach leaves us strategically positioned to provide optimal value to both our business and our environment.

John F. Fish
Chairman and Chief Executive Officer
At Target, our determination to fulfill the needs and fuel the potential of our guests is leading us to solutions that drive both business and social value. From the way we build our stores to the products on our shelves, sustainability is integrated throughout our business. It’s a principle that drives the decisions we make across our business. It’s not about “going green.” It’s about making sure that the partnerships we take, the processes we follow and the products we sell are helping us create long-term value that goes beyond Target and into the communities we serve.

I’m proud of the results the Target team has achieved over the last year that are driving meaningful, positive and lasting impact. Some of these highlights include:

- Target’s Made to Matter program, through which we’ve built successful partnerships with purpose-driven brands to bring meaningful product innovation to guests and make natural, organic and sustainable products more accessible. On average, brands included in last year’s Made to Matter collection grew by about 30 percent, or approximately 1.5 times faster than these brands grew outside of Target.

- We cofounded a leadership group within the beauty and personal care sector — made up of members from across the value chain including retailers, product manufacturers and chemical companies — to steer the sector toward producing better and more sustainable products for consumers. We are working to connect industry sustainability and innovation efforts to accelerate the path to market for new product ingredients, beginning with new alternative preservatives.

- We’ve continued to make significant strides in sustainable building operations. We currently have solar panels installed at more than 200 locations and plan to increase the number of buildings with rooftop solar panels to 500 by 2020. These installations generate, on average, the equivalent of 15 to 30 percent of a store’s energy use. In addition, Target has 1,409 ENERGY STAR®-certified locations — that’s 76 percent of our chain and more than any other retailer. And we’re thrilled that Target is being recognized for this achievement with one of the U.S. Environmental Protection Agency’s highest honors: the 2016 ENERGY STAR Partner of the Year award.

We have challenged ourselves to achieve a lot because our stakeholders expect a lot from us. We’ve set ambitious sustainability goals and are proud that we have exceeded, achieved or are on track to achieve the majority of them. And we’re equally proud that we are continuing to push for further progress in the years to come.

To track our progress and join in this journey, follow us on our corporate responsibility website: Target.com/corporateresponsibility.

Brian Cornell  
Chairman & CEO

“At Target, our determination to fulfill the needs and fuel the potential of our guests is leading us to solutions that drive both business and social value. From the way we build our stores to the products on our shelves, sustainability is integrated throughout our business.”
“Our engineers continue to find ways to drive higher efficiency and reduce greenhouse gas emissions through the development of lighter materials and innovative new solutions for emissions control and vehicle suspension systems.”

Consistent with the theme of this year’s Business Roundtable sustainability report, the strength of Tenneco’s commitment to sustainable business practices is evident both in the technology we develop and in the work of our people.

Tenneco is one of the world’s largest designers, manufacturers and marketers of emissions control and ride control products for the automotive, commercial truck and off-highway vehicle original equipment markets and aftermarket. Our products and systems promote sustainability by helping engines run cleaner, quieter and more efficiently, improving the performance and safety of vehicles ranging from small cars to large commercial equipment.

We employ a robust innovation process to develop and refine technologies for new products that help engine and vehicle manufacturers meet increasingly stringent emissions standards around the world, but we don’t stop there. Our engineers continue to find ways to drive higher efficiency and reduce greenhouse gas emissions through the development of lighter materials and innovative new solutions for emissions control and vehicle suspension systems.

Tenneco’s fabricated engine manifolds, for example, were developed as a weight-saving alternative to traditional cast iron manifolds. These welded manifolds offer weight reduction of up to 50 percent and achieve temperature benefits that can result in improved overall catalyst efficiency. By leveraging our advanced welding technology and manufacturing expertise, Tenneco employees developed an innovative, lightweight product with the power to help make vehicles more fuel efficient, further reducing environmental impact.

To help foster a culture of sustainability, each year, Tenneco honors individuals and teams throughout the organization for their environmental improvement efforts, and our most recent winning team exemplifies the outstanding efforts going on at our facilities around the world. A team in Cambridge, Ontario, was recognized in 2015 for energy-saving solutions developed for the plant. After completing an independent energy audit, the team identified the opportunity to install an efficient induction lighting system in the plant. The project reduced energy consumption by approximately 6 million kilowatt hours per year, which translates into an elimination of more than 10 million pounds of greenhouse gas emissions annually.

Everyone at Tenneco is proud of the operational results we achieve together, but we’re just as proud of the sustainable manner in which we achieve them: with the highest respect for our customers, for the environment and for each other.

Gregg Sherrill
Chairman and Chief Executive Officer
Texas Instruments (TI) is engineering a better tomorrow. We are changing the world, from how we design and manufacture breakthrough semiconductor technologies to the human capital investments we’re making in the next generation of responsible engineers.

Product Breakthroughs
To address ever-increasing global demand for electricity and related environmental impacts, we are hard at work designing semiconductors that are helping make energy cleaner and less expensive. For example, we are redefining power management through high-voltage innovations that reduce power loss during transmission and conversion. Our technologies also expand options for renewable energy and make energy-saving improvements in motor and lighting applications resulting in a steady rise in power efficiency, cost savings and reductions in greenhouse gas emissions.

Manufacturing Responsibly
Our manufacturing operations depend on a reliable supply of natural resources, which is why it is important that we not only use materials responsibly but also conserve them for future generations. Water is one of these crucial resources. We set a goal to reduce water use in 2015 by 4 percent globally. Each site appointed a water champion, reviewed and shared best practices, and worked with our manufacturing teams to identify water-savings opportunities. Through the ingenuity and commitment of individuals and teams across the company, we far exceeded the goal, achieving a 12 percent water use reduction, saving the equivalent of 820 Olympic-sized swimming pools and reducing costs by $2.5 million.

Investing in the Future
Innovation begins with people: today’s employees and future employees. That’s why we invest heavily in science, technology, engineering and mathematics (STEM) education. We are committed to growing the next generation of big thinkers, doers and problem-solvers. In the past five years, TI has contributed more than $150 million to education (from kindergarten to university programs), with much of it focused on STEM. Employees have also donated countless hours of their personal time to engage and inspire students. We’ll know we’re successful when these future engineers join the workforce, armed with the knowledge and skills they need to help us change the world.

Through our people and their passionate focus on innovation, TI is helping make the impossible possible. I invite you to read the 10th edition of our Citizenship Report to learn more.

Richard K. Templeton
Chairman, President and CEO

“Texas Instruments is engineering a better tomorrow. We are changing the world, from how we design and manufacture breakthrough semiconductor technologies to the human capital investments we’re making in the next generation of responsible engineers.”
At Thermo Fisher Scientific, everything we do begins with our mission — to enable our customers to make the world healthier, cleaner and safer. To fulfill our mission, we have a remarkable team of colleagues who bring unique perspectives and talents. Their dedication leads to innovative solutions that help our customers address some of society’s most pressing challenges, including treatment of disease, health and safety, and environmental sustainability.

**Treatment of disease.** We support our customers in the fight against cancer by providing technologies that may lead to more personalized care for patients. For example, our genetic and protein analysis systems are being used to develop more effective screening for prostate cancer. Our mass spectrometry and next-generation sequencing instruments help scientists understand genetic mutations in order to develop new cancer treatments and companion diagnostics.

**Health and safety.** Black lung disease can be a crippling consequence of a career spent laboring inside coal mines. While there is no cure currently, Thermo Fisher has developed a portable air quality monitor that enables miners around the world to take a more proactive approach to protecting their health by reducing exposure to coal dust.

**Environmental sustainability.** In 2015, we made a pledge to the White House to reduce the use of hydrofluorocarbons by transitioning our entire cold storage platform to more environmentally friendly natural refrigerants. This move — the first of its kind in the laboratory products industry — will not only reduce carbon dioxide emissions by 49 percent but will also ultimately reduce the energy consumption of our entire cold storage portfolio by more than 50 percent.

Our PPI Business System, or Practical Process Improvement, is our operational discipline. Through our PPI methodology, our colleagues are empowered to drive profitable growth by continuously improving productivity, product quality and ultimately the experience our customers have when working with Thermo Fisher. Our ability to meet our customers’ needs starts from within, and our colleagues around the world are grounded not only by our mission but also by our 4i Values of Integrity, Intensity, Innovation and Involvement.

As the world leader in serving science, we are committed to upholding the highest standards in everything we do to the benefit of our customers, our colleagues, and the communities in which we live and work.

As the world leader in serving science, we are committed to upholding the highest standards in everything we do to the benefit of our customers, our colleagues, and the communities in which we live and work.
Tishman Speyer is a leading developer of first-class real estate around the world. In garnering this reputation, the firm consistently aims to create and maintain properties of enduring value and positively contribute to the communities within which it operates. Tishman Speyer believes these goals can be achieved only through the incorporation of sustainability practices — setting social and environmental standards around the globe through state-of-the-art technologies and industry-leading operations.

As of late 2015, Tishman Speyer had achieved more than 58 million square feet of certifications in Leadership in Energy and Environmental Design (LEED), BRE Environmental Assessment Method (BREEAM) and High Quality Environmental (HQE) on four continents, with another 15 million square feet of certifications currently under way.

Recent sustainability milestones include:

- TaunusTurm development in Frankfurt received LEED Platinum certification months after delivery;
- Tour Esplanade redevelopment in Paris became the first triple-certified building in the world (LEED, BREEAM and HQE);
- WaveRock in Hyderabad and The Springs in Shanghai achieved LEED Gold for New Construction certifications; and
- Rochaverá Corporate Towers in São Paulo became the first LEED Gold-certified building on the continent.

In pioneering the future, Tishman Speyer must also be a custodian of the past. An equally important facet to the firm’s sustainability strategy involves thoughtfully preserving historic structures by upgrading and retrofitting systems to ensure competitiveness and retain heritage for future generations. Two of Tishman Speyer’s most recognizable landmark properties have undergone extensive sustainability upgrades — Rockefeller Center and the Chrysler Building in New York — where innovative retrofit solutions have included:

- An 8,200-ton-hours ice chiller system installed to generate cooling using off-peak power at Rockefeller Center;
- The Chrysler Building’s iconic spire outfitted with LED lights, reducing energy consumption by 50 percent; and
- LEED Gold certification achieved at the Chrysler Building, making it one of the oldest skyscrapers in the city with LEED certification.

From New York to São Paulo, and from London to Shanghai, Tishman Speyer sets the bar by developing, redeveloping and maintaining cutting-edge buildings to encourage the expansion of environmental efforts in the regions within which they operate.

Jerry Speyer
Chairman
Energy — it is essential to our modern way of life, and the world’s appetite for affordable energy supplies continues to grow.

At the same time, there is growing demand to transition to a lower-carbon future. New climate change policies are accelerating the transition from coal to cleaner energy alternatives such as natural gas, nuclear and renewable sources. Further, as a result of fracking technology, there is dramatic growth of shale gas supply, enabling gas to play an even larger role in the global energy mix going forward.

As a leading energy infrastructure company that has delivered energy safely and reliably for more than 65 years, TransCanada recognizes that the energy environment in which we operate is increasingly complex. However, we are well prepared to act on new opportunities, invest in technological advancements and innovatively meet energy needs while minimizing our environmental footprint.

In fact, we are already investing in a balanced and sustainable energy future.

To date, TransCanada has invested more than $5 billion in emission-less energy sources — including nuclear, wind, hydro and solar — accounting for one-third of the power we produce. Meanwhile, our natural gas and liquids pipelines and gas storage and power generation facilities are among the most technologically advanced in the industry, setting the standard for safety and environmental innovation.

Today, we have one of the industry’s largest research and development (R&D) programs, investing more than $38 million in R&D projects across North America in 2014.

From the introduction of the industry’s first Rolls-Royce Avon turbine in 1964, to an award-winning supersonic ejector in our compressors that reduces carbon emissions while increasing energy efficiency, to a current partnership with our industry peers to test the latest technologies detecting leaks on liquids pipelines, we are always striving to improve industrywide standards and our own performance.

Our efforts haven’t gone unnoticed.

In 2015, TransCanada received a score at the 100th percentile on the Dow Jones Sustainability Index (DJSI), earning rankings on DJSI’s North America and World indices. We were also named to the Climate Disclosure Leadership Index by the CDP and landed a spot on Canada’s Top 100 Corporate R&D Spenders List by Research Infosource.

There’s no doubt we are working hard to preserve the integrity of the environment and sustainability of our operations on a day-to-day basis. We know that the long-term success of our business depends on our ability to balance safety, profitability, and social and environmental responsibility.

Russ Girling
President and Chief Executive Officer
As the world’s largest fire protection and security company, Tyco and its 57,000 employees find smarter ways to save lives, improve customers’ operations, and protect where people live and work. We are also focused on our vision of “Zero Harm to People and the Environment,” a commitment to conduct business in a safe, responsible manner that respects the health and safety of all of our stakeholders.

As part of this strategy, we are taking meaningful steps to reduce our environmental impact by reducing greenhouse gas (GHG) emissions, waste generation and water use throughout our global operations. Tyco’s range of environmental efforts and performance earned a ranking of 9th in the Industrials sector and 66th overall in Newsweek’s 2015 Green Rankings of the 500 largest publicly traded companies in the United States.

In 2015 and since setting baseline levels in 2012, we have achieved our strongest results with water use. By reducing water consumption 13 million liters globally last year, we surpassed our five-year reduction target two years ahead of schedule. Since 2012, we have saved more than 50 million liters of water through such measures as installing low-flow lawn sprinklers, toilets and faucets; recycling treated process water back into the manufacturing process; and switching to air-cooled from water-cooled compressor systems.

Last year, we reduced waste disposal by 5 percent, as three additional manufacturing locations were certified internally as “Land Disposal Free” sites by recycling, reusing or finding alternative uses for all waste produced. In Tyco Retail Solutions, our innovative apparel inventory tag recirculation program recycled more than a billion tags in 2015 and nearly 7 billion since the program began, saving a total of 35 million pounds of plastic, while reducing waste and costs for customers. The Matamoros, Mexico, facility that supports this program earned recognition nationally with a 2015 Environmental Award from the National Council of the Maquiladora and Export Manufacturing Industry of Mexico.

We were challenged in 2015 by higher fuel consumption in our vehicle fleet, resulting in a 4 percent increase in overall GHG emissions. At our manufacturing sites and offices, measures such as energy-saving audits, facility consolidations, LED lighting conversions, solar power and implementation of green building guidelines helped to offset the GHG increase.

While we take pride in our progress to date, we know we have much more to accomplish. We are committed to improving on our results as we strive for our “Zero Harm” vision.

George R. Oliver
Chief Executive Officer
Sustainability is core to United Technologies’ growth. It has been a focus for three decades, and we’re committed to doing more.

Continuous improvement is engrained in our culture. Every day, our people develop innovative technologies for a changing world, while minimizing environmental impact.

United Technologies is an engineering and manufacturing company that solves complex problems. While others may see sustainability as a challenge, we see it as an opportunity. Our people are at the heart of our innovations, supporting smarter, greener buildings; developing solutions that extend the world’s food supply; and reshaping aviation with efficient technologies. Together, we power modern life and move the world forward.

Since 1997, we’ve tripled the size of our business, while reducing water consumption by 57 percent and greenhouse gases by 34 percent. We’re on a trajectory to reduce greenhouse gas emissions by 80 percent by 2050 to support the United Nations’ climate goals.

As the world’s largest provider of building technologies, we’ve developed energy-efficient solutions for green buildings. Consider the Shanghai International Financial Center, which turned to us to improve the efficiency of its climate control system. Thanks to a customized system that optimizes chiller operations, the site had realized a maximum of 30 percent improvement in chiller plant efficiency.

As a leader of technologies that keep food safe for consumption, we see ways to extend food supplies, while avoiding food waste. Approximately 30 percent of the world’s food supply is wasted each year, much of it due to a lack of refrigeration. Our technologies keep more food fresh than anyone before it reaches the home refrigerator. We set the standard for natural refrigerant technology with our NaturaLINE™ marine container refrigeration system that reduces carbon dioxide emissions 28 percent compared with previous systems.

As a leader in green aviation, we set the standard for fuel efficiency, emission reduction and lower noise with the PurePower® Geared Turbofan™ jet engine. Based on 20 years of research and development, this engine is shaping the future of aviation, reducing fuel burn by 16 percent and noise footprints by up to 75 percent.

Moving forward, we’ll continue leading by example. United Technologies was among the first companies to set sustainability targets. In February, we launched our 2020 Sustainability Goals, which further challenge us to improve environmental performance and employee health and safety. We’ve proven that sustainable development is possible at United Technologies. We’re optimistic that the world can continue on a path toward sustainability.

Gregory J. Hayes
President and Chief Executive Officer

SOLUTIONS AT WORK

Every year, 6 million people visit the Sistine Chapel and view Michelangelo’s iconic frescoes. Dust, sweat and carbon dioxide brought in by visitors have damaged this priceless artwork.

The Vatican Museums turned to United Technologies to solve this problem. Carrier engineers designed a solution that maintains optimal climate conditions. An intelligent system of controls, linked with smart video cameras, enables the HVAC system to anticipate visitor levels and adjust performance. The system delivers twice the efficiency and three times the capacity of the previous system.

Carrier’s innovative system will protect the artistic brilliance of Michelangelo’s frescoes for generations to come.
How do you build the world’s largest, most efficient logistics network? Even if you duplicated our global fleet of trucks and aircraft, you would still lack two critical assets — our creative, resourceful people and our culture of efficiency that integrates new technology into our network to meet the demands of an evolving marketplace. Here are just a few examples of our ingenuity at work:

What is the most efficient route to deliver a truckload of packages? Do the math — the possibilities are nearly infinite. For decades, our delivery drivers determined their route by experience. Could a computer program optimize the route for each truck, each day, based on its unique packages? Experienced hands were skeptical. It took a team of our advanced analytics experts 10 years of development to find the right set of algorithms, a program we call ORION. When fully deployed in 2017, ORION is expected to reduce the annual distance driven by our drivers by 100 million miles, saving 10 million gallons of fuel, not to mention reducing our carbon footprint.

An empty truck is an inefficient truck, no matter what fuel economy it gets. UPS currently transports more than 7 million empty trailers each year to reposition our fleet to balance our network and meet customer demands. What if one could match trucks about to backhaul empty with another company’s need to move its load in that same direction? A Massachusetts Institute of Technology engineer created a company called Coyote Logistics, a team of clever people with innovative software to match empty trucks with other companies’ loads. We acquired that company, not just to fill UPS trucks on the backhaul, but as a truckload brokerage firm to reinvent the trucking business model in order to drive denser, and therefore more efficient, loads in both directions. Reducing empty miles makes the aggregate supply chain more efficient and reduces absolute emissions across sectors.

With the rising challenges of traffic congestion, dense pedestrian areas, limited parking and more complex transport regulations, UPS needs innovative approaches in urban centers. We began our business in 1907 as couriers on bicycles. In Hamburg, Germany, our sustainable delivery concept takes UPS back to its bicycle roots. At dawn, we deliver a large container that sits unobtrusively in one location to feed packages to a fleet of electric and conventional tricycles with which our people deliver and pick up packages, emissions free. It’s an experiment, but we see big cities moving toward vehicle-free zones. UPS wants to partner with cities to think through their transition plans and help deliver on their commitments to a greener future.

At UPS, the secret to how we create, grow and sustain is our people and our culture of efficiency. We are committed to using ever-advancing technology to meet our customers’ changing needs in an evolving global marketplace to bring greener delivery solutions everywhere.”

David Abney
Chairman and CEO
Running energy-efficient operations is key to connecting our customers to the promise of the digital world. Since our formation in 2000, we’ve focused on reducing our carbon intensity and using our technology to make the world greener.

**Investing for the Future**

Investing in green technology and operational practices is a major part of our long-term business strategy. We’re committed to sustainable operations and to running an efficient business that creates a strong return for our shareholders and helps us operate as an exemplary corporate citizen.

In the last 24 months, we’ve invested more than $135 million in green energy — allowing us to cut our carbon intensity significantly over the last five years. From a real estate perspective, more than 20 of our buildings around the globe are powered by solar or fuel cell energy, and we’ve secured 189 ENERGY STAR® certifications and 289 Leadership in Energy and Environmental Design (LEED) certifications for our retail stores across the country.

Our vehicle performance and tracking solution, Networkfleet, has also been a big driver in reducing our fuel usage. Additionally, in our fleet of about 30,000 vehicles, more than 2,000 are now powered by hybrid, natural gas or electric — further reducing our footprint.

What’s more, our employees are passionate stewards of sustainability. Last year, more than 21,000 employees in 29 countries and territories were part of Verizon’s Green Team, a volunteer group for employees to get involved in environmental issues.

**Internet of Things (IoT) Energy Solutions**

As we look to the future, we see IoT technology as a major player in the sustainability space. In 2015, Verizon’s IoT services enabled our customers to reduce their carbon dioxide emissions equivalent to taking more than 1 million cars off the road — and the benefit is only increasing.

In California, a vineyard uses sensor data and analytics to conserve water and energy and monitor crop growth, resulting in increased and consistently predictable crop yields. In New Jersey, skin patches track an elderly man’s blood pressure, sending alerts to his doctor when his health appears to be worsening. And in the Midwest, a small trucking firm uses connected vehicle technology to track the location, speed and fuel usage of its vehicles, helping to reduce operating costs and carbon emissions.

Our purpose is simple: to provide green infrastructure and solutions that support a sustainable future for our business, our customers and our employees.

Lowell C. McAdam
Chairman and Chief Executive Officer
At Visa, growth and progress are at the heart of everything we do. We are fortunate in that our core business is moving the world forward, helping grow economies and improving the lives of consumers. It starts with our vision — “to be the best way to pay, and be paid, for everyone, everywhere.”

We are a payments technology company committed to developing the innovations that will drive economic vibrancy and opportunity around the globe. Visa makes paying for goods and services a digital experience, where electronic accounts facilitate fast, secure and convenient payments, helping to drive commerce in and amongst more than 200 countries and territories.

Today, we are applying our technology and innovation as well as the expertise of our more than 11,000 employees to addressing new challenges. With an estimated 2 billion unbanked and underserved adults in the world, we have committed to deploying new technologies and forging unique partnerships to provide financial tools and electronic payment accounts to another 500 million underserved people by 2020.

Through innovation we are empowering small businesses to securely connect to the global marketplace and realize growth. For example, last year we worked with the government of Mexico to provide 20,000 micro and small merchants with mobile point-of-sale systems — a program we intend to scale to 100,000 merchants over the next two years.

In times of humanitarian crisis we enable governments and nonprofits to quickly, efficiently and cost effectively distribute cash assistance through electronic payments. Recently, Visa partnered with the United Nations (U.N.) World Food Programme and the U.N. High Commissioner for Refugees to distribute money to 14,500 refugee families in Rwanda through Visa’s mVISA mobile solution. Last year, Visa also worked with Oxfam to launch a prepaid card for disaster assistance in the Philippines.

As the world focuses on achieving the U.N. Sustainable Development Goals by 2030, we look forward to the opportunity to apply the innovation and expertise of Visa to these shared challenges.

Charlie Scharf
Chief Executive Officer

“We are applying our technology and innovation as well as the expertise of our more than 11,000 employees to addressing new challenges. With an estimated 2 billion unbanked and underserved adults in the world, we have committed to deploying new technologies and forging unique partnerships to provide financial tools and electronic payment accounts to another 500 million underserved people by 2020.”
“At Voya, just as we act in the best interests of our customers, helping them plan, invest and protect their savings so that they can get ready to retire better, we have a passion for acting in the best interests of our planet through sustainable business practices.”

With a vision to be America’s Retirement Company™, Voya Financial recognizes that our business is built on trust, integrity and transparency — and we have made doing the right thing a cornerstone of our culture. These principles are reflected in the shared commitment of our people to protect and preserve the environment.

This year’s Business Roundtable report theme — Create, Grow, Sustain: People and Technology at Work — aligns well with the dedication of Voya employees to ensure that we are an environmentally conscious company. This is reflected in our enterprise-wide sustainability efforts as well as the actions that we take every day to reduce the consumption of electricity, paper and other resources.

To this end, Voya’s Orange Goes Green initiative has led to efforts like “Mug Shots,” which promotes the use of reusable coffee mugs at work, saving 700,000 single-use cups from ending up in landfills in 2015 and totaling nearly 6 million cups saved in the eight years that this program has been active.

Our people have also embraced our efforts to manage, reduce and prevent impact to the environment caused by our operations. Since 2007, we have reduced our total waste by approximately 40 percent through the promotion of initiatives such as our recycling and reuse programs. We have also purchased renewable-energy wind credits that equal 100 percent of our electricity use in each of the past nine years.

As a testament to our track record of purchasing renewable energy and minimizing our ecological footprint, in 2015 Voya joined the RE100, a global list of companies that have pledged to source 100 percent of their electricity from renewable energy to reduce carbon dioxide emissions and advance environmentally responsible business practices.

During 2015, we published two documents detailing our commitment to environmental sustainability: our first environmental commitment statement, affirming Voya’s dedication to sustainability practices, and an environmental procurement policy, emphasizing the procurement of products and services that have a reduced — or positive — effect on the environment.

In recognition of Voya’s environmental sustainability efforts and outcomes, we were named one of Newsweek magazine’s Top Green Companies in the United States for 2015 (#78 of 500).

At Voya, just as we act in the best interests of our customers, helping them plan, invest and protect their savings so that they can get ready to retire better, we have a passion for acting in the best interests of our planet through sustainable business practices.

Rodney O. Martin, Jr.
Chairman and CEO
At Walmart, we believe in using our strengths to improve people’s lives and the planet. With all of our global responsibility programs, we aspire to rewire the systems surrounding an issue — in particular, retail supply chains — to achieve sustained improvement in social, environmental and economic outcomes.

In the past year we have worked with suppliers, nongovernmental organizations and other stakeholders to effect change in the areas of Opportunity, Sustainability and Community.

**Opportunity**

- Walmart seeks to accelerate mobility for our own associates as well as more broadly in the retail sector through a five-year Retail Opportunity initiative we announced in 2015.
  
  - Walmart is executing a $2.7 billion investment over two years in our U.S. workforce that includes higher pay, new training programs to boost upward mobility and schedule changes. All associates hired before this year now earn at least $10 an hour.
  
  - Last year in the United States we promoted 200,000 people to jobs with more responsibility and higher pay.
  
  - The Walmart Foundation is using philanthropy to accelerate mobility throughout the entire retail sector. We want to reinforce retail as a sector in which people can start at the entry level and either rise up within the same company or use their retail experience to do something great somewhere else.
  
  - In 2015, as part of our Veterans Welcome Home Commitment, Walmart announced that it will guarantee a job offer to any eligible U.S. veteran honorably discharged from active duty since 2013.

**Sustainability**

- We continue to make progress on our three chief sustainability goals set in 2005: to be supplied by 100 percent renewable energy; to create zero waste; and to sell products that sustain people and the environment.
  
  - Walmart doubled the efficiency of our fleet from 2005 to 2015. We did this by working with associates to establish innovative solutions for loading, routing and driving techniques, as well as collaborating with tractor and trailer manufacturers on new technologies.
  
  - We recently exceeded our goal to eliminate 20 million metric tons of greenhouse gas emissions from our supply chain between 2010 and 2015. We will announce the total in our 2016 Global Responsibility Report.

**Community**

- Last year we commemorated the 10-year anniversary of Hurricane Katrina by sponsoring a citywide day of service in New Orleans and leading a disaster resilience symposium with the mayor, other elected officials, Louisiana State University, the United Nations RISE initiative and other stakeholders.
  
  - Walmart giving and the Walmart Foundation announced a $25 million commitment to strengthen disaster response and preparedness over the next five years.

We are proud of our work, but we are encouraged to go further and faster in collaboration with others. By working together, we can greatly accelerate progress.

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Doug McMillon  
President and Chief Executive Officer
As a supply chain solutions provider with a value proposition centered on lean process improvements, WESCO is focused on helping our customers make improvements in lighting efficiency, energy management, renewable energy, water and waste mitigation, and green procurement.

We continue to identify new and emerging technologies and make resource investments to expand our capabilities in order to respond to the growing demand in these areas:

- **Energy efficiency** — Advances in lighting, motors, drives, transformers and other products have made energy efficiency more affordable. WESCO offers some of the most efficient products on the market from LED lighting to energy-efficient power systems, meters, and other electrical and mechanical products.

- **Energy management** — A key component of managing facilities’ environmental impact is better visibility into and control of energy consumption. WESCO offers a suite of smart building solutions — from advanced building automation and monitoring equipment to simple, cost-effective lighting and HVAC controls.

- **Renewable energy** — With the declining costs of renewable energy, the increasing number of states enacting renewable portfolio standards and the extension of the federal solar tax credit, the growth of solar, wind and other renewable energy products has been significant. WESCO offers turnkey renewable energy solutions — ranging from large-scale solar photovoltaic projects to customized solar, micro turbine wind, energy storage and integrated electric vehicle solutions.

- **Sustainable MRO** — From green janitorial supplies to tools, safety equipment and miscellaneous consumables, WESCO has a broad range of sustainable maintenance, repair and operating (MRO) products that support green procurement goals.

We are also committed to improving safety and sustainability within our own operations. For a number of years, we have had programs in place to improve our energy conservation, waste reduction and fleet efficiency to reduce our environmental footprint. We continue to invest in the health and well-being of our employees. In terms of safety performance, 2015 was our safest year ever and one in which we significantly outperformed the U.S. wholesale distribution industry average benchmarks for both the number of U.S. Occupational Health and Safety Administration (OSHA)-recordable injuries and the total recordable incident rate. We now have had six consecutive years with improved OSHA rates and continue to implement sustainable safety measures across the organization.

Moving forward we will continue to monitor the key trends that affect our business and explore new opportunities that will improve our business and help our customers grow sustainably and profitably.

_Sustainability is an important strategic priority and a companywide responsibility at WESCO. 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._

[Image of John J. Engel]

John J. Engel
Chairman, President and Chief Executive Officer
Western & Southern has been making a difference in the lives of our customers and our community for 128 years.

Woven into the fabric of our business and philanthropy is a commitment to sustainability. Enterprisewide efforts demonstrate what we’ve accomplished recently and how we continually strive toward sustainability.

Throughout 2015, Western & Southern implemented a producer postage and printing reduction initiative. Inspired and led by a visionary associate who initially identified one mailing that could be replaced with electronic communications, this initiative resulted in the elimination of printing and postage of more than 400,000 documents. Producers also reaped the benefits of this initiative through more timely and efficient communications from the home office and convenient access to an electronic repository for all their policyholders.

Our Facilities Services department takes sustainability seriously, ensuring that equipment is continually updated and practices are implemented to conserve energy and resources. By balancing economics with innovation, this team watches our bottom line and keeps us moving toward a more sustainable physical plant.

Our Information Technology department reviews our technology needs, monitors new developments and assesses our current equipment on an ongoing basis. When equipment is no longer useful to us, we sell or donate it. Or if the equipment has reached the end of its useful life, we recycle it.

Sustainability is most evident in our 41-story office tower, Great American Tower at Queen City Square in Cincinnati. The tower was awarded the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) Gold certification. Queen City Square was named the 2014–15 Cincinnati-area winner of The Outstanding Building of the Year Award from the Building Owners and Managers Association International, based in part on sustainability and recycling practices, and it also received the U.S. Environmental Protection Agency’s ENERGY STAR® designation for the fourth year in a row.

Sustainable practices are a priority not only within the walls of our company, but also for helping sustain the larger community. Our strategic support through donations and sponsorships (nearly $11 million in 2015) strengthens Cincinnati’s health and human services infrastructure, education and youth programs, arts institutions, and civic and community development efforts.

At Western & Southern, we value the long-term perspective in the conduct of our business, and that includes our sustainability efforts. We remain committed to making both our company and community more sustainable for the long term.

John F. Barrett
Chairman, President and Chief Executive Officer
Whirlpool Corporation has a long history creating opportunities for people and the communities in which they live. To achieve this success, Whirlpool has operated on a simple guiding principle — “There is No Right Way to Do a Wrong Thing.” As we stated in 1969, one cannot separate the products we make from the communities in which they operate. How we connect with our consumers in the home and provide them the time- and effort-saving convenience of appliances, while improving performance and lowering their impact, is the core of what we do, creating meaningful, positive change.

Whirlpool Corporation helps build better communities by bringing meaningful and innovative solutions to the challenges our consumers and society face every day. This is essential in growing as a company. We launched several key product innovations last year to deliver on that fundamental promise. In North America, we launched the next iteration of the heat pump dryer delivering 70 percent energy savings, while reducing cost, and in a slimmer size to fit in more places like urban living spaces and smaller homes. We launched our Supreme NoFrost refrigerator in Europe that achieves A+++ -10 percent energy level, while being No. 1 in food preservation. In addition, the product uses our 6TH SENSE LIVE connected technology, which gives food preservation tips and help to families to achieve even better results as well as energy management with smart grids.

Taking that purposeful innovation further, we continued our work on the Re-trofitted Net-zero Energy, Water, and Waste (ReNEWW) House collaborative, live-in research facility at Purdue University. It is the first net-zero retrofit home in the country. We are in our second phase of the program and have completed retrofits in the water systems to achieve net-zero water usage in addition to the net-zero energy systems installed in 2014. The ReNEWW house now has more than 10 collaborators from various industries such as home building, plumbing and HVAC industries. Our successes have been shared with numerous home building, academic, and architectural organizations and designers around the United States, and we have recently joined the World Business Council for Sustainable Development’s Sustainable Lifestyles group to facilitate more cross-industry collaboration and make the ReNEWW concept global.

By bringing technology and people together to achieve purposeful, meaningful and positive change, Whirlpool Corporation is unique in the industry in addressing large societal challenges. We embrace innovation that leads to technology that isn’t in conflict with building lives, homes and communities but rather brings them together.

Jeff M. Fettig
Chairman and CEO
Wipro’s deep engagement with sustainability goes back to 2001 with our first programs in community health care and school education. We run our programs on a strong foundation of ethical principles, good governance and sound management as articulated in our “Good Citizen” manifesto. Over the years, it has been closely integrated in the way we do business and touches our employees, customer, suppliers and communities in multiple ways.

**Climate Change and Water**

Our renewable energy footprint has increased fourfold over the past four years, and it currently comprises 22 percent of our consumption on a cumulative basis. We have dedicated business practices that provide solutions on energy management and smart grids to our customers.

Water is another critical issue that faces us all. With continuous improvements in water efficiency and recycling to the extent of 32 percent, we have helped avoid consumption of more than 700 million liters of water in the last five years. Knowing this complex issue has informed our engagement with community programs like participative ground water management and lake restoration in the cities that we operate in.

**Education and Society**

Our work in education is based on some guiding principles: The work must contribute to systemic or institutional improvement in education; address the needs of underserved, underprivileged sections; and be deep and meaningful. Our programs span themes, geographies in school and college education across India and the United States.

We started a significant engagement in school education in 2013 in the United States. This STEM program is currently running in Chicago, New Jersey, New York and Boston.

In North America, Wipro Cares (Wipro’s community initiative) established five new chapters. The first major partnership is with First Book, a nonprofit organization based in Washington, D.C., that provides free books to children in need.

In the world of IT services and consulting, employees are at the heart of our progress. More than 160,000 Wiproites have supported this. Our workplace sustainability centers around the themes of employee diversity, empowerment through learning and holistic well-being. More than 51,000 Wipro employees are active contributors to Wipro Cares, making this one of the largest such programs in the world. Last year, 1,600 employees contributed 4,000 hours of volunteering. We engage with more than 70 partners across the country on programs in health care, education, children with disabilities, ecology and long-term disaster rehabilitation.

We have designed our sustainability program to strategically evolve in response to the challenges of the world of tomorrow.

"The ‘power to do good’ is a responsibility. Wipro believes it can make a lasting impact to create a just, equitable and humane society. Our core values are built on that.”

T K Kurien
Vice-Chairman & Member of Board
WPP is a world leader in marketing services employing almost 190,000 people in more than 3,000 offices in 112 countries. We serve 352 of the Fortune Global 500 companies and work for public-sector clients in more than 60 countries.

Marketing is a powerful tool that can raise awareness, change opinions and influence behaviour. This puts our industry in a unique position to work with clients to help address the many social and environmental challenges that face our society today. Whether it’s working with a business client to promote greener products and services, developing a government campaign to encourage healthy eating, or supporting a charity working on human rights, our creative services can make a big impact.

Already the clients we have engaged with on WPP’s sustainability performance are worth at least £1.35 billion to the Group and this figure continues to grow each year. Our pro bono work, creative services for charities for little or no fee, was worth £17 million last year and supported nongovernmental organizations and non-profits to achieve their objectives in areas such as education, the environment, health and equality.

Each of our client campaigns is unique, but they all have something in common. Their success is due to the creativity and skills our people bring to their work. To support our people’s development we invested £73.9 million in training and welfare, offered nearly 6,000 paid internships, and focused on creating diverse and inclusive workplaces to enable people from all backgrounds to pursue successful careers in our industry. Women now account for 46 percent of our senior managers and 39 percent of our global client leaders.

We continue to work on reducing our own environmental footprint by improving energy efficiency, purchasing renewable energy and using video conferencing to reduce unnecessary air travel. We have cut our carbon footprint by 33 percent since 2006 and avoided 88 million air miles. We invest in new renewable energy generation in faster-growing markets by purchasing carbon offsets equivalent to 100 percent of our carbon emissions from air travel.

Respect for human rights is a fundamental principle for WPP, and we reaffirmed this commitment by publishing our Human Rights Policy Statement in 2015 and becoming a member of the United Nations’ Global Compact.

WPP continues to work on these issues both within our business and with our clients, leveraging our people’s insights and experience to further social and environmental progress.

Sir Martin Sorrell
Group Chief Executive
With the widest range of places to stay, Wyndham Worldwide welcomes people to experience travel the way they want. With our unmatched portfolio of hotels; vacation ownership; and unique accommodations, such as vacation exchange, holiday parks and managed home rentals, there’s simply no one else like us in the hospitality industry.

Since our launch in 2006, we have been guided by our core values, consistently aligning our business and financial performance with the responsible way we operate. Our holistic integration of corporate social responsibility (CSR) into our business has been an important driver of our success, operating in a way that cares for people, strives to preserve our planet, and provides places for guests to stay that are socially and environmentally responsible.

We use our global footprint and our talent to act as positive agents of change for our associates, our partners, our guests and our communities, allowing us to develop new programs and accomplish major milestones:

- Through our innovative, custom-designed eco-software, the Wyndham Green Toolbox, we are providing a seamless way to measure our carbon and energy usage.
- Effective tracking enabled us to achieve our goal to reduce carbon emissions by 20 percent six years ahead of schedule — and establish a new goal to reduce carbon and water usage by 25 percent by 2025.
- Reflecting our culture of giving and service, our Wyndham Rewards members donated more than 8.4 million loyalty points to charities; our timeshare owners donated more than 200,000 units of food to community food banks; and more than 3,500 of our associates participated in at least one full-day volunteer activity.
- Continuing our commitment to diversity in our supply chain, we achieved a 16.2 percent diversity spend rate and were recognized by DiversityInc as one of the top 10 programs in the country.
- Proving a healthy bottom line begins with a healthy workforce, more than 35 percent of our associates earned wellness credits by completing health assessments, which in turn lowered their medical costs.
- We established a global network of compliance champions — leaders who provide guidance for associates on business conduct and compliance.
- Award-winning CSR programs and initiatives have resulted in being named the 2016 Industry Leader and Gold Class Distinction for Excellent Sustainability Performance by RobecoSAM; scoring a 98 percent on the CDP — Climate Change; and being named among the 2016 World’s Most Ethical Companies by Ethisphere Magazine, 2016 FORTUNE World’s Most Admired Companies and DiversityInc’s Top 50 Companies for Diversity.

Our culture drives us to never rest on any success and continue achieving great and tangible results. We are further defining what CSR means at Wyndham Worldwide and challenging our thinking of what success looks like for us in the years ahead in delivering great experiences for our customers, results for our shareholders and service to the world around us.

Stephen P. Holmes
Chairman and CEO
Our motivation for sustainability began more than 50 years ago when our founder, Joseph C. Wilson, established the company’s corporate values. These values embody our highest ideals of integrity, innovation and excellence and motivate us to make positive contributions to the communities in which we operate and the world at large. Each year, we deepen our dedication to responsible global citizenship. You will see that philosophy running throughout the pages of our global citizenship report and hear it from employees who are at the heart of our sustainability efforts. We believe sustainability is critical to long-term value creation and is a vital element for our business and that of our stakeholders.

Our research efforts and innovation enable us to better serve clients and society. For example, the Xerox Maven solution works across the public health ecosystem supporting data sharing and coordination among epidemiologists and medical professionals on the front lines of preventing and containing 90-plus communicable diseases. The need to travel to the site of the epidemic is eliminated, meaning quicker response time and the avoidance of greenhouse gas (GHG) emissions associated with fuel consumption. It was recently used by the New York City Department of Health and Mental Hygiene as part of the Ebola preparedness and response and is also used by 12 other public health agencies in the United States and Australia.

Our sustainability strategy spans the entire business — from internal operations to the services we provide clients to how we engage with partners, suppliers and employees. Our global GHG emission reduction effort began in 2003 and resulted in a greater than 30 percent reduction in energy and GHGs over a 10-year period. In 2015, we joined the White House Pledge and set multiple targets including 20 percent renewable usage by year 2020 and 100 percent by 2050. We pledged to provide our customers, from the transportation sector to managed print services, with enhanced opportunities to reduce their environmental footprint.

These are just a few examples of the things we’re doing for a holistic sustainability program that benefits people, communities and the planet, while creating value for Xerox employees, our customers and our shareholders.

“Our corporate values embody our highest ideals of integrity, innovation and excellence and motivate us to make positive contributions to the communities in which we operate and the world at large.”

Ursula M. Burns
Chairman and Chief Executive Officer
Our planet’s water supplies are vitally connected to the world’s critical resources — energy, labor, capital and food — and essential to the health of our global economy. As the United Nations World Water Assessment noted, “… Of all the social and natural crises we humans face, the water crisis is the one that lies at the heart of our survival and that of our planet earth.”

At Xylem, we solve water. That means that we strive to understand the unique water challenges our customers face in all corners of the globe and provide effective, sustainable solutions for a water-secure future. That mission informs everything we do as a global water technology provider and as a company focused on advancing sustainable development.

Our Xylem colleagues understand our collective commitment to sustainability not as an abstract concept but as an urgent reality. Our solutions are being deployed right now in places where they can make a much-needed difference.

Drought-stricken California is a timely example. A major wastewater plant in Los Angeles is installing our unique water reuse solution as part of a project that will provide 12 million gallons per day of highly purified, recycled water to reduce dependency on imported potable water supplies. In India, our energy-efficient hydraulic pumps were chosen for the world’s largest lift irrigation system, which will bring urgently needed water supplies to more than 3,000 villages and farms. And this year, we developed a new pH-sensing platform that monitors ocean acidification, which is one of the biggest threats facing marine life due to climate change. Our solution uses sophisticated optical sensors as well as calibration and validation systems to provide critical data to help better understand this threat to our oceans.

While we continue to invest in innovation, we know that sustainable solutions exist today. Last fall, we published a research report that outlined how replacing older wastewater treatment equipment with readily available, energy-efficient technologies could cut related global electricity emissions in half. Furthermore, 95 percent of these emissions reductions can be achieved at a negative to neutral cost due to lower energy consumption. The result is a win-win scenario for our customers as well as the surrounding communities that are aiming to reduce carbon emissions.

We are committed to addressing global water issues with a sustainability mindset. It is ingrained in our business operations and our culture. This commitment serves as our compass as we execute our business objectives while helping customers and communities achieve more sustainable environments.

"Opportunities to drive sustainability are abundant. With our focus on water, sustainability is a day-to-day priority throughout our business operations. It is this type of focus that helps us deliver greater value for all of our stakeholders over the long term.”

SOLUTIONS AT WORK
Protecting Our Environment
A high level of nutrients feeding into the Chesapeake Bay Watershed is fueling algae blooms, which in large quantities can block sunlight to underwater grasses, remove oxygen from the water and prevent the bay from acting as a healthy ecosystem. With the implementation of our filtration system, a local wastewater treatment plant has removed excess nutrients — previously generated at its facility — from entering the water system. As part of that work, we also helped convert the plant from chemical disinfection to our ultraviolet system. By removing chemicals from the treatment process, fewer harmful by-products are returned to the receiving streams, and the site and the surrounding community are now safer environments.