



Create, Grow, Sustain

How Companies
Are Doing Well
by Doing Good

2013 REPORT



Business
RoundtableSM



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

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by Doing Good

2013 REPORT

April 2013

DEAR BUSINESS LEADERS AND STAKEHOLDERS:

On behalf of the members of the Business Roundtable, I am proud to share with you the Business Roundtable's 2013 sustainability report — *Create, Grow, Sustain: How Companies Are Doing Well by Doing Good*. The report features narratives from 147 CEOs on how their companies are improving the quality of life for all Americans and for tens of millions of people around the world through their sustainability efforts.

Business Roundtable CEOs are *doing well by doing good* — making life better in the communities in which their companies operate, while also creating greater prosperity by driving economic growth and job creation. Whether companies are developing innovative products that enrich lives, employing socially responsible business practices that strengthen communities, taking action to improve education, protecting the environment or enhancing economic opportunity, the report details how America's business leaders are taking action to achieve these goals.

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



Sincerely,

A handwritten signature in black ink that reads "David Cote". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

David M. Cote
Chairman & CEO
Honeywell
Chair, Energy and Environment Committee
Business Roundtable



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A. O. Smith Corporation had made energy-efficient products a priority long before the sustainability movement began. The company's first high-efficiency water heater, the Conservationist®, was developed in 1976 in response to the first energy crisis. In the nearly 40 years since, we have expanded our line of high-efficiency water-heating and water-purification products to meet the growing demand for energy-saving solutions and today offer a portfolio of the most energy-efficient products in our markets.

A. O. Smith has not limited our activities to product development, however; a major emphasis over the last several years has been promoting efficient, sustainable work practices. The company sponsors an annual competition called "The Chairman's Green Star Award," earned by the facility that achieves the greatest year-over-year reductions in natural gas consumption, electricity usage and water consumption. Several of our employee recognition programs encourage individuals and teams to undertake projects that have a positive impact on the environment and the communities in which we do business.

By harnessing employee creativity, A. O. Smith has been able to make a difference in a number of areas. Last year, a team of employees at our China water-heating operation in Nanjing identified an opportunity to improve water quality by modifying the anticorrosion process we use to pretreat water heaters. The traditional method uses phosphorus as one element of the pretreatment process. Knowing that phosphorus waste water discharges can have an adverse impact on the environment, the team experimented with alternative approaches. They identified a new material that eliminates the need for phosphorus. Not only has this new method reduced chemical discharges from the Nanjing operation, it also has improved corrosion resistance of the pretreated metals.

Individual employee actions can also have far-reaching impacts. In 2012, Bill Griggs, a production planner at our Franklin, TN, facility, noticed the amount of cross-linked plastic waste generated by two operations at the plant. Concerned that the plastic, if deposited in a landfill, would take a considerable time to degrade, Bill decided to find an alternative approach. After a number of contacts, he located a company that would recycle and re-use the scrap plastic. Thanks to his efforts, the plant has reduced its disposal costs while substantially reducing the amount of scrap taken to landfills.

Companies have an obligation to "do well by doing good." A. O. Smith has found we can multiply our efforts by encouraging employees to take an active role in sustainability.



www.aosmith.com

*A. O. Smith has found
we can multiply our efforts
by encouraging employees
to take an active role
in sustainability.*



A handwritten signature in black ink that reads 'Ajita G. Rajendra'.

Ajita G. Rajendra
President and Chief Executive Officer



www.abb.com/sustainability

*Measurement is the
vital first step toward
improving sustainability
across any organization.*

The theme of this year's Sustainability Report, "Create, Grow, Sustain," could not be more appropriate for ABB. In the past few years, the company has tripled our North American footprint through two major acquisitions (Baldor and Thomas & Betts) as well as organic growth. Our challenge now is to ensure ABB's sustainability ethos and practices take root across this much larger organization.

That process begins with measurement, which is where we have put our focus. In 2012, for example, all of our Baldor facilities began reporting sustainability metrics such as waste generation, water use and energy use for the first time. Thomas & Betts will follow suit in 2013, which will more than triple our reporting over just a two-year period.

Armed with baseline metrics, we can then move on to the work of identifying opportunities to improve sustainability in these businesses as we have done elsewhere in the company.

ABB has an ongoing goal of reducing energy use by 2.5 percent per employee per year, which the company met in 2011 (the most recent available data). We achieve this continuous improvement through a wide variety of projects, some of which are quite simple, such as installing a white roof on our Florence, SC, plant. This was actually a best practice first undertaken at our Alamo, TN, facility.

Energy-efficient lighting, rollup doors and optimized energy-management systems are just some of the other improvements ABB facilities have made in the past year. As a leading efficiency company, we're also using our own products to realize energy savings, such as motors and drives in our Warminster, PA, instrumentation plant.

Eventually we aim to have ISO 14001 or equivalent systems in place at all of our major facilities. All of these enhancements only matter, though, if we are able to verify the results, which is why data collection and reporting are so important. In the next two years we expect to identify even more opportunities for sustainability improvements at the more recent additions to the ABB family.



Enrique Santacana
President and CEO

For 125 years, Abbott has continually evolved to advance practices in medicine, science and technology — shaping new ways to help people lead healthier lives. Our expertise across diagnostics, medical devices, nutrition and pharmaceuticals inspires innovations that address the health needs of people throughout their lives — from prevention to diagnosis to treatment.

We believe innovative, responsible and sustainable business practices are integral to a healthy and thriving society. We strive to foster economic and social well-being by partnering with governments, professional societies, nongovernmental organizations, patient groups and other key stakeholders to address many of the world's most pressing, longstanding health challenges. By lending Abbott's expertise, we work to expand access to treatments, increase health system capacity and improve infrastructure.

In Haiti, we are partnering with nonprofit Partners in Health to build a nutritional production facility that will expand availability of a therapeutic food, called Nourimanba, to treat severe malnutrition among children. The partnership is saving lives, driving economic development and empowering Haitians to build a stronger, sustainable future.

Additionally, our decade-long, public-private partnership with the Government of Tanzania has modernized the country's health system and addressed critical needs in the fight against HIV/AIDS. Abbott has contributed funding and the expertise of engineers, environmental and infectious disease experts and other employee volunteers, which has modernized the country's infrastructure, strengthened hospital management and systems, trained health workers, and expanded access to high-quality testing, treatment and care across the country.

Recognizing the importance of a clean and healthy environment is another facet of our dedication to a healthy society. Abbott works diligently to reduce our global environmental impacts — from the sourcing of raw materials, to the manufacture and distribution of our products, to the use and disposal of our products by consumers and health care providers. Through recent efforts, we have reduced the amount of packaging we use and distribute to customers by 12.3 million pounds annually — the equivalent of eliminating trash generated by approximately 4,500 U.S. families each year.

Abbott is committed to sustainability and is honored to have received recognition for our leadership in countries around the world. Our continued focus on patient needs, our changing times and the environment will guide our sustained success.



A handwritten signature in black ink that reads "Miles D. White". The signature is fluid and cursive.

Miles D. White

Chairman of the Board and Chief Executive Officer



www.abbott.com/citizenship

Abbott is committed to sustainability and is honored to have received recognition for our leadership in countries around the world. Our continued focus on patient needs, our changing times and the environment will guide our sustained success.



High performance. Delivered.

www.accenture.com

We believe that a company's business purpose is most powerful when it aligns with the potential for greater social impact. As we help clients achieve high performance, we strive to make a measurable, sustainable difference in our communities.

At Accenture, we believe that a company's business purpose is most powerful when it aligns with the potential for greater social impact. As we help our clients achieve high performance, we strive to make a measurable, sustainable difference to the communities where we work and live.

For example, **Skills to Succeed**, our corporate citizenship initiative, advances employment and entrepreneurship in mature and emerging markets and reflects our rich tradition of marshaling our resources and our peoples' time and talent. Working with our strategic nonprofit partners on more than 200 initiatives, we have exceeded our original goal of equipping 250,000 people around the world by 2015 with the skills to get a job or build a business — and are now committed to helping 500,000 by 2015.

At the same time, our efforts to ensure sustainable growth span our entire operations, from internal operations to the services we provide our clients to how we engage with our employees and suppliers. In the last year:

- ▶ Our disclosure score on the Carbon Disclosure Project's Global 500 remained at 93 out of a possible 100.
- ▶ We helped Baltimore Gas and Electric implement a smart meter network for its 1.2 million customers, aimed at reducing peak electricity demand, increasing customer service and enhancing operational performance.
- ▶ Our employee volunteers on Eco Teams across our U.S. offices implemented eco-efficient office practices.

With our core values at the heart of our business, we take the widest possible view of inclusion and diversity to create an open, equitable environment for all. Our employee resource groups, including those focused on women, ethnicity, military service, Hispanic Americans and LGBT people, offer individuals an opportunity to strengthen their support networks. Last year, we introduced our women's theme, *Defining success. Your way.*, and we are providing our women employees with opportunities to pursue and integrate career and personal goals.

This focus on sustainability and inclusion extends to our supply chain, and last year, 97 percent of the RFPs issued by Accenture Procurement included questions about suppliers' environmental performance, e.g., whether they have set targets for reducing their environmental impact, have been accredited through an environment system like ISO 14001, etc.

We are truly inspired by our progress and achievements over the past year and, along with our 259,000 employees, will continue looking for innovative ways to positively impact our communities, our people and the environment in the year ahead.



Jorge Benitez

Chief Executive, United States and
Senior Managing Director, North America

At the ACE Group, a global insurance company, we recognize our responsibility to provide solutions that help clients manage environmental risks, to reduce our own environmental impact and to make meaningful contributions to environmental causes.

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

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

Our company continues to be focused on reducing our carbon footprint around the world. Since achieving our initial six-year greenhouse gas reduction goal of 8 percent per employee ahead of schedule, we have further decreased emissions, bringing our overall reduction to more than 25 percent per employee since 2006.

Through energy efficiency and other environmental improvements, ACE's Bermuda office building earned LEED Gold certification in 2011, joining our Philadelphia building, which earned LEED certification in 2009. In addition, employees in many of our offices around the world are taking steps to improve the environment, such as powering off office equipment, reducing waste through recycling programs and participating in volunteer cleanup days in their local communities.

The environment is a priority in our corporate philanthropy as well. Grants from the ACE Charitable Foundations are helping to protect more than 300,000 acres of sensitive lands and provide financing to green business entrepreneurs in the U.S.; train farmers to improve agricultural yields in Indonesia; and teach and implement sustainable agricultural techniques in the Peruvian Andes.

In recognition of ACE's environmental efforts, we were one of three companies — and the only insurer — named to all four of the Carbon Disclosure Project's 2012 Leadership Indices: the Global 500 Carbon Performance Leadership Index (CPLI) and Carbon Disclosure Leadership Index (CDLI), and the S&P 500 CPLI and CDLI. Also, the company was ranked 7th in the financial sector and 59th overall in *Newsweek's* 2012 Green Rankings of the 500 largest U.S. companies.

To learn more about ACE's environmental activities, please visit us at www.acegroup.com.



A handwritten signature in black ink that reads "Evan Greenberg". The signature is fluid and cursive, with the first name "Evan" and last name "Greenberg" clearly distinguishable.

Evan G. Greenberg
Chairman and Chief Executive Officer
ACE Limited



www.acegroup.com

*At the ACE Group,
we recognize our
responsibility to provide
solutions that help clients
manage environmental
risks, to reduce our own
environmental impact
and to make meaningful
contributions to
environmental causes.*



www.aes.com

Education, health and well-being have become areas of special interest to AES based on the needs we often encounter in our communities.

With strong adherence to our shared values, the AES mission is to improve lives by delivering safe, reliable and sustainable energy solutions in every market we serve. Our energy and infrastructure solutions not only meet current energy needs in the 25 countries where we operate, but also serve as platforms to meet the growing and changing energy needs of the future.

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

- ▶ Maintaining a safe, reliable and affordable power supply while leveraging scale to secure the best prices and resources;
- ▶ Meeting or exceeding environmental requirements where we operate, with a focus on innovative energy infrastructure solutions;
- ▶ Contributing to the social and economic well-being of the communities we serve; and
- ▶ Creating shareholder value through long-term growth and performance.

As one of the first independent power producers, AES has long been a leader in bringing innovation to generate and distribute electricity. We continue to incorporate state-of-the-art environmental impact mitigation techniques in our projects and we are using lithium-ion battery storage to enhance dispatch and grid stability. In Chile, where we supply more than 20 percent of the country's energy, our AES Gener Angamos coal-hybrid plant incorporates these techniques and won our industry's most prestigious honor, the Edison Electric Institute's International Edison Award. AES businesses also received more than 100 other awards and recognitions in 2012, including being ranked among the 20 model companies for sustainability in Brazil.

Education, health and well-being have become areas of special interest to AES based on the needs we often encounter in our communities. Some of our programs designed to meet these needs include:

- ▶ Providing vocational training and employment opportunities for young people in Latin America and the Philippines;
- ▶ Developing a sustainable reforestation program in Panama; and
- ▶ Proactively investing in long-term programs that educate hundreds of thousands of children in Brazil, Cameroon, Argentina, El Salvador and the United States about how to safely manage electricity.

Finally, our shared values of safety, integrity, honoring commitments, pursuing excellence and having fun through work are the basis of everything we do and a key driver of our sustainability efforts. Our values, together with the energy of our people, will continue to differentiate AES in our industry.



Andrés Gluski
President and CEO

We help people live healthier lives by putting the power of health in their hands. But this simplified description of what we do belies a comprehensive approach to sustainability that is helping us make an often dramatic difference in people's lives.

We believe we can have the greatest impact on sustainability by drawing on our strengths. We help people stay healthy by giving them the support they need, when they need it, to make confident choices and lead healthier lives. Our longstanding sense of social responsibility demands that we more broadly develop a healthier population with a strong sense of responsibility toward the use of our valued health care and environmental resources.

Our multifaceted approach to sustainability begins with helping to promote better health nationally and locally, particularly in under-served communities. Aetna and our philanthropic arm, the Aetna Foundation, awarded \$14.5 million in 2012 to nonprofit organizations focused mostly on better health. Aetna employees, and their Aetna Foundation matching grants, helped bring another \$11 million to charitable organizations.

Our focus helped us advance efforts to tackle poor nutrition among children and their families in Chicago, Philadelphia and Washington, DC; address Latino health inequities in Brooklyn; and help provide free summer camp and family retreats for kids coping with serious chronic conditions.

With a physician shortage looming and a shortage of minority physicians already a reality, we became the founding sponsor in 2012 of the Tour for Diversity in Medicine. This volunteer effort can help diversify the health care profession by giving minority college students advice and tools to help them pursue careers in medicine and dentistry.

Keeping communities healthy also means protecting the environment around us. We are having a measurable impact. For example, our telework program yearly saves 3.7 million gallons of gas and reduces carbon dioxide emissions by over 33,000 metric tons.

Our Sustainable Data Center program has turned energy consumption increases into decreases — a 4.4 percent drop in 2011 and 6.3 percent drop in 2012. We also added solar panels to a second Aetna facility, doubling our annual production of electricity to 518,000 kilowatt hours, the equivalent energy usage of more than 130 homes.

Bloomberg's "Civic 50" survey ranked Aetna fourth in 2012 among S&P 500 corporations for "improving the quality of life in communities where they do business." By helping to improve quality of life for Americans and people across the globe, we have built on our foundational strengths a solid path to a more sustainable future.



A stylized, handwritten signature in black ink, appearing to read 'Mark Bertolini'.

Mark T. Bertolini
Chairman, CEO and President



www.aetnagogreen.com

Bloomberg's "Civic 50" survey ranked Aetna fourth in 2012 among S&P 500 corporations for "improving the quality of life in communities..." By helping to improve quality of life for Americans and people across the globe, we have built on our foundational strengths a solid path to a more sustainable future.



[www.agcocorp.com/
company/sustainability.aspx](http://www.agcocorp.com/company/sustainability.aspx)

*We need to support
agricultural mechanization
in Africa to create better
food security.*

At AGCO, we are committed to turning our vision of providing *high-tech solutions for professional farmers feeding the world* into reality. There are 7 billion people living on Earth today, and approximately 1 billion of them are suffering from hunger on a daily basis. Food security is by no means where it needs to be to face this challenge. In light of a growing global population and increasingly scarce resources, overall global farm productivity will need to improve drastically to meet the growing demand.

Through our innovative technology, AGCO provides solutions to meet the world's critical agricultural development challenges. In 2012 — a record year — net sales were approximately \$10.0 billion, an increase of approximately 13.6 percent compared to 2011. Organic growth and margin improvement will remain our primary investment focus through new products and significant resources to enhance our presence in the Eastern European region, China and Africa.

Africa can make a significant impact to global food security and development challenges. The continent has all of the necessary preconditions for contributing to a sufficient and sustainable food supply for the planet. The United Nations Food and Agriculture Organization has estimated that 15 percent of the world's arable land lies in Africa, though 86 percent of that remains uncultivated.

We need to support agricultural mechanization in Africa to create better food security. We know more modern mechanized farming techniques enhance productivity levels. Higher productivity and efficiency will help African countries become less dependent on imported crops, thus increasing the degree of self-sustainability.

During 2012, we took strategic steps to support agriculture in Africa:

- ▶ We opened a Global Learning Center and Future Farm in Zambia that allows local farmers and dealers to be trained on modern farming technology and learn about the latest farming practices. Farmers can benefit from a wide range of training classes and get access to professional farming equipment.
- ▶ We built a new Parts Distribution Center in Johannesburg to better serve customers in Sub-Saharan Africa and opened a regional office in Cape Town.
- ▶ We established a joint venture operation with local partners in Algeria to manufacture tractors for the African market.

AGCO is among the global partner companies of the World Economic Forum and a proud member of the "New Vision for Agriculture" and the "Grow Africa" initiatives. During the "New Alliance for Food Security and Nutrition" conference at the G8 summit in May 2012, we pledged to invest \$100 million in Africa over the coming years. Our investments will provide food security for all people in a socially and environmentally sustainable way while generating economic growth and opportunity.



Martin Richenhagen

Chairman, President and Chief Executive Officer

At AK Steel, we manufacture flat-rolled steel products that create benefits for our customers and society. Steel is the most recycled material on Earth, and our products promote sustainability in several important ways. For example, our high-efficiency electrical steels reduce energy loss in power transmission and distribution equipment around the world. And our advanced high-strength steel products help automotive customers design lighter vehicles that maintain superior strength upon impact. The reduction in weight helps decrease fuel consumption and enhance vehicle performance without sacrificing occupant safety.

AK Steel also participates in the U.S. government's ENERGY STAR® program, and all of our steel plants have received ISO 14001 environmental management certification. From the paper in our offices to our steelmaking raw materials, we strive to reclaim, reuse and recycle wherever possible. In fact, our operations recycle approximately 800,000 tons of scrap steel each year — keeping everything from old vehicles to appliances out of the landfill. In recognition of our ongoing environmental efforts, our steel plant in Coshocton, OH, previously received the prestigious "Green Factory Environmental Achievement Award" from Honda and "Wildlife at Work Certification" from the Wildlife Habitat Council. Each of those accomplishments reflects our commitment to the environment at all of our steel plants and offices.

In addition, our joint venture, Magnetation LLC, utilizes magnetic separation technology to recover iron ore from existing stockpiles of previously mined material. Utilizing reclaimed iron ore in the steelmaking process eliminates the need for traditional drilling, blasting and excavating and can result in the creation of new wetlands in an environmentally sound manner.

As a responsible corporate citizen, we recognize that the definition of sustainability is not limited solely to environmental stewardship. Strengthening our communities is also important. In that regard, through programs, scholarships and grants, we contribute to the sustainability of every community in which we operate. Along with providing significant support to the United Way and other leading nonprofit organizations, we fund college scholarships for sons and daughters of our employees. In addition, our Matching Gift Program helps our employees increase the value of their personal donations to the charities and nonprofits of their choice. And through our Steel Magnolia Awards Program, we fund grants to local nonprofit organizations selected by each award winner. The Steel Magnolia Award recipients are outstanding women who have overcome obstacles to make a positive difference in the lives of others.



A handwritten signature in black ink that reads "Jim Waincott". The signature is stylized with a large, looping initial "J".

James L. Waincott
Chairman, President and CEO



www.aksteel.com

AK Steel's high-efficiency electrical steels reduce energy loss in power transmission and distribution equipment. And our advanced high-strength steel products help automotive customers design lighter vehicles that maintain superior strength upon impact. The reduction in weight helps decrease fuel consumption and enhance vehicle performance without sacrificing occupant safety.



www.alcoa.com

Long before “sustainability” or “corporate social responsibility” became part of the business lexicon, all Alcoans understood how vital it is for us to earn our social license to operate. Without the trust, dialogue and mutual reinforcement that defines a public-private partnership, Alcoa would not be the thriving global company we are today.

Six decades ago, Alcoa’s leaders established and endowed a nonprofit entity to extend our company’s values from our mines, smelters, mills and plants to the communities where we operate around the world. Long before “sustainability” or “corporate social responsibility” became part of the business lexicon, Alcoa — and all Alcoans — understood how vital it is for us to earn our social license to operate. Without the trust, dialogue and mutual reinforcement that defines a public-private partnership, Alcoa would not be the thriving global company we are today.

In fact, today we are giving back like never before. Alcoa Foundation has forged robust partnerships that improve the environment and educate and prepare individuals for careers in science, technology, engineering, math (STEM) and manufacturing. Going far beyond dollars, we seek ways to strengthen nonprofits and communities by contributing our time, expertise and products. I am proud of the impact Alcoa and our Foundation had in 2012. We:

- contributed \$21.5 million to more than 3,000 nonprofits around the world;
- engaged an astounding 60 percent of our employees in our worldwide Month of Service;
- supported 12,000 Alcoans in group volunteering events that they organized for smaller, community-based organizations;
- directed over \$9 million towards environmental programs that recycled millions of pounds of aluminum, greened communities with a million trees, and taught individuals to reduce their environmental footprint by using less water and energy; and
- dedicated \$4.5 million towards STEM and Workforce Development initiatives that reached 200,000 students and teachers.

Together with fellow Business Roundtable member companies Boeing and General Electric, as well as Lockheed Martin and the Manufacturing Institute, Alcoa is working to sustain and upgrade the U.S. workforce and manufacturing sector. The Get Skills to Work coalition aims to train 15,000 U.S. veterans with the technical skills that they need to qualify for careers in advanced manufacturing. Already prepared with unique leadership skills honed by military service, our goal is to see our veterans fill the talent pipeline, compete for the 600,000 high-tech manufacturing jobs that are open in the U.S., and enhance American competitiveness.

We are sustaining communities, preserving the environment, and strengthening the American workforce and our global competitiveness. Now more than ever, American companies like Alcoa are stepping up and taking a lead role in these important endeavors. We have thrived for 125 years with this approach and look forward to a bright future based on these principles.



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

Klaus Kleinfeld

Chairman and Chief Executive Officer

Altec is committed to sustainability throughout our company — in our business, our people and the environment. Environmental stewardship is not only reflected in the products we build and in the facilities where we build them, but also in the way we do business. For nearly 85 years, Altec has maintained strong values focused on our customers and associates, and we believe it is crucial to protect our shared environment.

As a company, we make conscious business decisions that meet the needs of the present without compromising the future. We consistently strive to contribute to a healthier environment by keeping sustainability at the forefront of engineering and research, production and manufacturing processes, and all other aspects of our business.

Altec is the industry leader for sustainability efforts and is dedicated to listening and creating solutions. That's why we acknowledge the tremendous challenges and opportunities our customers face and aspire to responsibly care for the environment and the communities in which we operate. Altec's allegiance is evident in the development of numerous sustainability initiatives that focus on three vital components:

- ▶ **People.** Customers and associates are our number one priority at Altec. That's why we've developed solutions for our customers through innovative technology and support. And we've implemented environmental management and recycling programs that create a healthier and safer environment for our associates.
- ▶ **Business.** Our Green Fleet product line, which includes lightweight materials, alternative fuels and the Altec Jobsite Energy Management System, decreases fuel consumption and greenhouse gas emissions, while lowering noise pollution. We are excited to continue on the road to developing new technologies that decrease our carbon footprint and improve our environmental impact, while creating solutions for our customers.
- ▶ **Planet.** Each Altec facility has established procedures and environmental management programs and actively engages in recycling steel, copper and aluminum, as well as consumer recyclables. The installation of powder coat and e-coat paint systems has substantially reduced solid waste volume and air emissions, and energy-efficient lighting has replaced traditional lighting in all facilities. In addition, we have implemented wash bays that use 100 percent recycled water.

By creating products and implementing sustainability initiatives and manufacturing processes to reduce our environmental footprint and build a healthier environment, Altec has established a sound environmental protection approach. We support sustainability throughout our products' life cycles and strive to generate environmental stewardship solutions that contribute to sustainable change and economic growth.

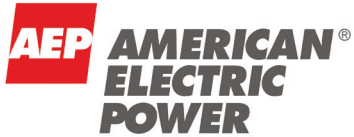


Lee J. Styslinger III
Chairman and CEO



www.altec.com

We are excited to continue on the road to developing new technologies that decrease our carbon footprint and improve our environmental impact, while creating solutions for our customers.



www.aepsustainability.com

Our nation's energy security depends on maintaining a diverse fuel mix. We're advocating for a national energy policy that provides a roadmap for how our country will generate and deliver electricity long term in a reliable, cost-effective way and take full advantage of our nation's vast indigenous resources.

At AEP, sustainability is a core business strategy that enhances our ability to safely generate and deliver reliable, affordable power for the benefit of our customers; fulfill our environmental and social commitments; and reward our shareholders. In 2012, we achieved a key measure of success when our employees completed the year with no fatalities and the best safety performance in company history.

We are transforming our fleet of power plants to meet the energy needs of the future. In 2012, we brought nearly 1,200 megawatts of new, highly efficient generation on line, including a combined-cycle natural gas plant and the first coal-fueled power plant in the United States to use advanced ultra-supercritical technology — placing it among the nation's cleanest, most efficient coal plants.

The development of shale gas resources is a game changer for our industry and is providing an economic boom for much of AEP's service territory. AEP's natural gas consumption has increased approximately 130 percent since 2009. The amount of electricity we generate with natural gas will grow as we retire coal units in the coming years to meet new environmental regulations. We also will continue to rely on nuclear, wind, solar and hydroelectric generation as well as energy efficiency and demand response programs to meet our customers' energy needs.

Our nation's energy security depends on maintaining a diverse fuel mix. We're advocating for a national energy policy that provides a roadmap for how our country will generate and deliver electricity long term in a reliable, cost-effective way and take full advantage of our nation's vast indigenous resources.

The electric power industry needs to invest an estimated \$2 trillion over the next 20 years to refurbish and replace existing infrastructure and build new facilities to meet the country's future energy needs. These huge investments will require us to be as efficient as possible to minimize the impact of electricity price increases on customers.

To that end, we are deploying new smart-grid technologies to improve the efficiency and reliability of our system. Our transmission business is designing new, compact extra-high-voltage transmission lines and installing new "substations in a box," which can be built in half the typical construction time to help meet the needs of fast-developing industries like oil and gas.

At AEP, our focus remains on finding cleaner, more efficient ways to produce and deliver the safe, reliable and reasonably priced energy that powers our nation's economy.



Nicholas K. Akins
President and Chief Executive Officer

The employees of Anadarko Petroleum Corporation firmly believe energy is fundamental to physical existence, along with clean air, water and affordable food. We are committed to finding and producing energy resources that are essential for our world in a safe and sustainable manner which adheres to our core values of integrity and trust, servant leadership, open communication, people and passion, and commercial focus.

As one of *Forbes* magazine's 100 Most Innovative Companies of 2012, we also understand the importance of continuous learning, innovation and technology in improving operations. Also recognizing the world of energy is constantly evolving, we've taken an active role with initiatives aimed at enhancing transparency, cooperation and collaboration, highlighted by the following:

- The Greater Natural Buttes Environmental Impact Statement was heralded as a new model for collaboration among regulators, environmental advocates, tribal leaders and industry. This project will prolong the life of an important natural gas-producing area in northeastern Utah and is expected to produce enough clean-burning energy to meet the daily demands of up to 5.5 million average American homes at peak production.
- The creation of www.fracfocus.org was led by Anadarko. This online registry, where operators publicly share the ingredients used in hydraulic fracturing applications, was a significant step toward greater transparency. Anadarko is the most active participant with data uploaded for more than 3,000 wells.
- Anadarko chaired the National Petroleum Council's Prudent Development Report, which involved multiple stakeholders including academia, environmental advocates, regulatory agencies and industry. It provided a comprehensive look at the opportunities and risks associated with energy development in North America.
- The Appalachian Shale Recommended Practices Group was also chaired by Anadarko and brought together 11 of the largest producers in the Appalachian Basin. These operators developed a model for best practices that can potentially be applied to other areas on a regional basis.

Internationally, as Anadarko advances the development of one of the world's most significant liquefied natural gas projects in Mozambique, we also have established a sustainability and social-investment framework focused on health, education and the environment. This framework is aligned with the priorities identified in Mozambique's Action Plan for the Reduction of Absolute Poverty, the elements identified in the United Nations Millennium Development Goals and the project identified Social Impact Assessment.

In addition to our website, please visit www.youtube.com/anadarkotv for examples of many of our sustainability and community-engagement initiatives.

For Anadarko, sustainability lies in the enduring nature of our values and the objectives of our mission. Acting with integrity and respect, protecting the environment, serving our communities, and remaining ever mindful of the safety and health of those around us are essential as we develop energy resources at a competitive cost for the welfare of a global society.



R. A. Walker
President and Chief Executive Officer



www.anadarko.com

For Anadarko, sustainability lies in the enduring nature of our values and the objectives of our mission. Acting with integrity and respect, protecting the environment, serving our communities, and remaining ever mindful of the safety and health of those around us are essential as we develop energy resources at a competitive cost for the welfare of a global society.



[www.apachecorp.com/
Sustainability/index.aspx](http://www.apachecorp.com/Sustainability/index.aspx)

Our operations are balanced by strong commitments to the environment, health and safety, and community as we search for new and productive ways to enrich the lives of our employees, stakeholders and neighbors.

Apache Corporation is making solid strides in promoting socially responsible business practices while growing a profitable global exploration and production company for the long-term benefits of our shareholders.

Apache explores for and produces crude oil and natural gas on five continents. Our operations are balanced by strong commitments to the environment, health and safety, and community as we search for new and productive ways to enrich the lives of our employees, stakeholders and neighbors.

Apache is at the forefront of discovering and implementing new ways to use natural gas as a replacement for less environmentally friendly fuels. We are the first company to power a hydraulic fracturing job with 12 engines running on natural gas, which is cheap, clean and abundant. Using natural gas to power one of the most energy-intensive processes in the industry has the potential to save the United States millions of barrels of imported oil and significantly cut fuel costs.

We promote the use of compressed natural gas (CNG) as a smart alternate fuel source. We operate 20 CNG fueling stations, with six open to the public. And we are adding CNG fueling dispensers at selected Stripes Convenience Stores in Texas.

Our North Sea and Egypt regions have substantially reduced emissions and costs by replacing fuel oil with clean-burning natural gas.

Apache's safety performance continues to trend positively. In the latest reporting period, recordable and work-related injuries were down 88 and 90 percent, respectively.

In our Permian and Central regions, Apache is at the forefront of using salt and brackish water for well completions. Apache also led initiatives for more transparency in drilling operations, becoming a charter member in fracfocus.org, which serves as a centralized data center for disclosure of chemicals used in hydraulic fracturing.

We continue our support for education and the arts as a benefactor of Fund for Teachers and Springboard: Educating the Future, as well as numerous other charities and foundations sponsored by our local operations and employees.

We planted our 3-millionth tree this year through the company's tree program. Employees and other volunteers have reforested areas damaged by drought, tornadoes and other natural disasters.

Apache takes our environmental and social responsibilities seriously, often leading the way for industry through innovative thinking and technological advancements. We continually look for ways to decrease our use of surface water, reduce greenhouse gas emissions and minimize our developmental footprint as we create value to our operations, help drive economic growth and support the communities where we operate.



G. Steven Farris
Chairman and CEO

There's never been a more important time to make a positive difference. That's why at Arch Coal, we're working hard to build and brighten the world around us. Whether our coal is used to manufacture steel or generate electricity, our 6,500 employees are proud to play an integral role in responsibly powering the working world.

That means working every day to run the safest, most environmentally responsible and lowest-cost coal mines in the world. It also means sharing a common vision for the future, one that includes a healthy economy, great schools and a cleaner environment.

At Arch Coal, our core values form the foundation of all progress. We know that when we are upholding our values and doing good, success follows. Even in times of economic challenge — *especially* in times of economic challenge — doing the right thing must be our bottom line.

As one of the world's largest coal producers, we're here to fuel progress. Our coal provides the essential energy, infrastructure and steel-based products needed to keep our world advancing responsibly. And while we acknowledge there is no perfect energy source, coal continues to do the heavy lifting to reliably fuel economies around the world.

The employees of Arch Coal believe strongly in responsible mining practices, as evidenced by initiatives and achievements such as:

- ▶ A deep-rooted mine safety culture that has created a consistent, peer-best safety record for seven consecutive years;
- ▶ An award-winning environmental program that has earned us the U.S. Department of Interior's recognition for achieving the best surface mine reclamation in the nation;
- ▶ Active partnerships with our local schools and support for top educators through our multistate Arch Coal Teacher Achievement Awards program; and
- ▶ A long-term commitment to cleaner energy that includes participation in the National Carbon Capture Center led by the U.S. Department of Energy.

I invite you to learn more at responsible.archcoal.com and youtube.com/archcoalcares. You'll see that we do well by doing good. By sticking to our core values and seeking out new ways to make continuous improvements, Arch Coal is helping to build and brighten the world around us, day after day and year after year.



John W. Eaves
President and CEO



responsible.archcoal.com

Even in times of economic challenge — especially in times of economic challenge — doing the right thing must be our bottom line.



at&t

www.att.com/csr

Superfast connectivity and cloud technology make it possible to rethink virtually everything — our homes, our cars, our businesses, our lives.

At AT&T, our job is to use the latest communications technology to help people improve their lives and help businesses operate more productively.

Today, we're deploying some of the most powerful communications capabilities ever imagined to take things to a whole new level. Superfast connectivity and cloud technology make it possible to rethink virtually **everything** — our homes, our cars, our businesses, our lives. To make the most of these tools, we're innovating with outside content creators, application developers and solutions providers to get their ideas working on our network faster — all to the benefit of customers and society.

Here are just a few of the ways AT&T is supporting a more sustainable world:

- ▶ **Smarter, More Efficient Health Care.** Our solutions help health care professionals collaborate and consult with patients across long distances. Over the next few years, we will be helping to transform the health care ecosystem by making everything faster, smarter and more efficient — from record keeping, billing and payment to diagnosis, monitoring and ongoing care.
- ▶ **More Efficient Homes.** With our new home security and automation system, homeowners can now remotely control air conditioners, water heaters, sprinklers and other systems from their mobile device or PC. This gives our customers unprecedented control over their energy and water use.
- ▶ **Travel... Without Traveling.** By using our AT&T Telepresence Solution®, a businessperson can meet with customers and colleagues around the world and never set foot on a plane. Productivity goes up, while travel-related carbon emissions go down.

It's a privilege to offer services and solutions that play such a positive role in people's lives. In the same vein, we're committed to helping at-risk high school students succeed in school and prepare for careers through our AT&T Aspire initiative. Our employees and more than one million others also have embraced our efforts to put an end to texting while driving. Our goal is simple: to change behavior and to save lives. Please join us and make this commitment: **Never** text and drive again.



Randall Stephenson

Chairman and Chief Executive Officer

As a leading provider of labeling and packaging materials and retail branding and information solutions, Avery Dennison views sustainability as a key dimension of everything we do. For us, sustainability is an opportunity to collaborate with our customers and suppliers to enhance their brands, create shared value and advance our market leadership.

By thinking in terms of the full value stream, we can help individual users of our materials and solutions reduce not only their own environmental impact, but also that of their respective industries. For example, last year we introduced a label material for plastic bottles with a new, easily removed adhesive that makes the bottle recycling process more efficient, with potential benefits for the entire consumer packaged goods industry. This innovation earned Avery Dennison the Label Industry Green Award for 2012.

Our belief in collaboration led us to become the first supplier of apparel branding and information solutions to join the Sustainable Apparel Coalition. As a coalition member, we're working with more than 80 brands, retailers, suppliers, nonprofits and nongovernmental organizations from around the world to reduce the environmental and social impacts of the apparel and footwear industries. In the same spirit, we worked with the Rainforest Alliance to develop our responsible paper policy.

We are also making our own operations more sustainable. We are on track to reduce our global carbon index 15 percent from 2005 levels and to keep 85 percent of our facilities' waste out of landfills by 2015. Through reduction, recovery and recycling programs, we are targeting to divert 100 percent over the long term. Our employee safety results are among the world's best, and we are making excellent progress in ensuring worldwide compliance with our workplace and supplier standards.

Collaboration extends to the communities in which we work and live. We are working to improve their quality of life through the Avery Dennison Foundation and the extraordinary worldwide volunteer efforts of our employees. The Foundation is partnering with Business for Social Responsibility to advance education and sustainability in Guangzhou, China, and providing university scholarships for promising engineering students in China and India.

Whether it is a new adhesive or label material, a smarter inventory system, a leaner manufacturing process, or a philanthropic grant, sustainability is integral to our vision of making brands more inspiring and the world more intelligent. We invite you to visit www.averydennison.com to learn more.



Dean A. Scarborough

Chairman, President and Chief Executive Officer



Inspired Brands.
Intelligent World.™

www.averydennison.com

*Whether it is a new adhesive
or label material, a smarter
inventory system, a leaner
manufacturing process,
or a philanthropic grant,
sustainability is integral to
our vision of making brands
more inspiring and the
world more intelligent.*



www.ball.com

Strong execution along with further investments significantly benefited our economic, social and environmental impacts — the triple bottom line. As part of our Drive for 10 vision, we are balancing our decision-making and activities related to sustainability to create long-term, shared value for our stakeholders and business.

Ball Corporation had another strong year in 2012, despite a tough economic environment. Strong execution along with further investments significantly benefited our economic, social and environmental impacts — the triple bottom line. As part of our Drive for 10 vision, we are balancing our decision-making and activities related to sustainability to create long-term, shared value for our stakeholders and business.

By focusing our sustainability efforts on areas where we can have the greatest impact, we increase our role as a sustainability leader in our industry:

Innovation

In 2012, we continued to expand into new products and capabilities. For example, we announced a metal technology breakthrough, enabling the use of recycled aluminum in the manufacturing of extruded aluminum aerosol packaging. This metal alloy exhibits increased strength and provides the additional benefit of lightweighting our product.

Operations

We strive to maximize the value in our existing businesses and significantly reduce our environmental footprint. In 2012, we established an internal sustainability award that annually assesses the sustainability performance of each Ball plant around the globe in 10 categories such as energy, water and waste. The facility that achieves the greatest progress wins the award.

Talent Management

Last year, we deployed an integrated global succession planning and talent review process. We also launched our first global employee engagement survey to help us evaluate how we can become the employer of choice. As well, we initiated a global diversity and inclusion plan to support our efforts to embrace diversity of thought as vital to Ball's continued success.

Recycling

Metal cans are the most recycled beverage and food containers in the world. They are infinitely recyclable and represent the most valuable material stream in packaging collection schemes. Ball actively supports existing recycling programs around the world, such as the Curbside Value Partnership in the United States, and creative new programs, such as "MetalMatters" in the United Kingdom.

Supply Chain

Exchanging information and ideas on sustainability issues through collaboration with our suppliers is essential to improving the overall performance of our products. During 2012, we increased our engagement with suppliers on sustainability aspects in a more systematic way.

Community

In 2012, the recently launched Ball Foundation awarded numerous grants to nonprofit organizations in communities where we live and work, supporting programs that create a positive, measurable impact in three key areas linked to our business and strategy: education, recycling and community engagement.



John A. Hayes
President and CEO

Bausch + Lomb is a leading global eye health company that is solely focused on protecting, enhancing and restoring people's eyesight. This focused commitment also extends to business practices that strengthen our communities and help enrich people's lives.

In 2009, we initiated a five-year plan to identify and improve our environmental and social impacts. This included adopting a broad sustainability policy for our business centered on understanding not only the needs of our patients and customers, but also environmental, employee and community needs. This approach has resulted in substantial reductions in our environmental impact, millions of dollars of bottom-line cost savings and a significant improvement in Bausch + Lomb's community capital.

Today, our company is moving to expand sustainability efforts to our value chain. We're escalating our environmental and safety management system certification requirements to all major manufacturing sites to ensure their continual improvement and long-term viability. For example, we're measuring and tracking supplier sustainability, which includes considering improvements to product and packaging design and reducing waste streams across the business.

Other steps we are taking to reduce our environmental impact include:

- ▶ investing in energy-efficient lighting technology that uses a fraction of the electricity of standard lighting fixtures;
- ▶ upgrading existing facilities with technology that conserves energy and water for heating, ventilation and air conditioning systems, and ensuring these technologies are intricate components of new buildings and construction;
- ▶ taking action to minimize the production of waste and divert it from landfills through recycling and reuse programs; and
- ▶ installing electric vehicle charging stations for our employees throughout our U.S. facilities.

Finally, we are finding ways to improve education about sustainability business practices.

- ▶ We have developed academic partnership strategies with local universities that have specific sustainability degree programs.
- ▶ We take the time to educate our employees and our customers on how sustainability can enhance business results, and we provide them the tools to create this success.

Our goal is to become the best global eye health company. Sustainability awareness and action are key ingredients to us reaching that goal and to ensuring both the long-term success of our company and the long-term viability of the communities in which we work and live.



A stylized, handwritten signature in black ink, appearing to read 'Bt S'.

Brent Saunders
Chief Executive Officer

BAUSCH + LOMB
See better. Live better.

www.bausch.com

Our goal is to become the best global eye health company. Sustainability awareness and action are key ingredients to us reaching that goal and to ensuring both the long-term success of our company and the long-term viability of the communities in which we work and live.



150 Years
Science For A Better Life

www.bayer.com

*Our mission, "Bayer: Science
For A Better Life," never
ceases to motivate us.
We work very hard
every day to build on our
position as a world-class
innovation company.*

Our mission, "Bayer: Science For A Better Life," never ceases to motivate us. We work very hard every day to build on our position as a world-class innovation company.

Our scientific achievements help to improve people's lives by addressing some of the great challenges of our time — the growing world population, an aging society and the need to use natural resources more efficiently. Bayer's focus is specifically on health care, agriculture and high-tech materials. Only through commitment to sustainable business and a great sense of responsibility in these areas can we gain societal acceptance for our innovations. Responsible business practices are our obligation, both to people and the environment.

Innovation is Bayer's driving force and the basis for our success. We believe in systematic use of innovative business models and partnerships. This way we provide ever more people with access to our products and open up new markets and growth opportunities, always with our consumers in mind. For example, we are working with the international aid organization U.S. Agency for International Development in Africa to enable women to make use of contraceptives. In the cultivation of vegetables in India we are helping farmers meet increasing quality requirements. We are also developing key areas in sustainable construction and environmentally friendly mobility. And we are setting new standards for resource efficiency through advanced technologies. This includes an innovative process for chlorine production, thereby reducing energy consumption by 30 percent and lowering carbon dioxide emissions and costs.

Bayer is also a founding member of the United Nations Global Compact. This policy initiative for businesses is committed to aligning operations and strategies to meet 10 universally accepted principles in the areas of human rights, labor, the environment and anticorruption.

In our business practices, we attach special importance to the areas of compliance, human resources, product stewardship, employee health, safety and supplier management. Furthermore, for us, sustainable corporate practices include social commitment.

To safeguard the existence of our company in the long term in the face of global challenges, we are working on innovative solutions for the future that drive forward sustainable development and our own business at the same time.

It is especially important to me that we do well by doing good. This is a constant in Bayer's corporate culture and closely linked to our mission.



Marijn Dekkers

Dr. Marijn Dekkers

Chairman of the Board of Management



www.bechtel.com

*We at Bechtel plan
and act for the
long-term good
of our company,
our customers and
our world.*

Our vision is to be the world's premier engineering, procurement and construction firm. We at Bechtel plan and act for the long-term good of our company, our customers and our world. Doing well by doing good reflects Bechtel values that we work on daily — as we have throughout our history. Across the company, we apply innovative approaches that support local supply chains, skills training and economic development, while minimizing our construction footprint and maximizing the efficient use of resources.

For example, we are working with the Government of Gabon to help it develop the plans, systems and infrastructure to meet the needs of Gabon's citizens in implementing the government's *Le Gabon Emergent* vision — a three-pronged strategy aimed at the sustainable development of industry, services and "green Gabon" for the country's economic and social growth.

In Australia, we have introduced one of the largest adult construction apprentice programs in that country's history and, during our recent work expanding the Yarwun alumina refinery, implemented a model indigenous training program.

In our work with the U.S. federal government, our efforts to reduce waste and resource consumption on several projects in which we are involved have been recognized with some 19 sustainability awards.

Looking ahead, we are working closely with our customers to further strengthen stakeholder involvement, local content and community development in our industry. We are leading an effort with the International Business Leaders Forum to bring together international oil companies, contractors and the International Petroleum Industry Environmental Conservation Association to improve the "social performance" of our industry, and we are participating in the Construction Industry Institute research team for sustainability.

Last year, we embarked on new partnerships with five global nonprofit organizations whereby Bechtel volunteers around the world engage with projects that touch the lives of children through science, technology, engineering and math. These programs also offer a way for our employees to give back to their communities, as they are enthusiastically doing in locations such as, among others, New Delhi; Santiago; and Hanford, WA.

In building a better world, creative solutions help communities grow. To accomplish this in a sustainable way requires thought, skill and cooperation — all at the highest level. These are key components of "doing well by doing good," and at Bechtel we strive to do our part every day.



Riley P. Bechtel
Chairman and CEO



www.blackrock.com

*Responsibility is
the ultimate benchmark
at BlackRock.*

Responsibility is the ultimate benchmark at BlackRock.

At the core of our business is a responsibility to help institutions and individuals — parents and grandparents, firefighters, teachers, and people from all walks of life — to achieve a better financial future. We are first and foremost a fiduciary to them, accepting in return for their trust an obligation to put their interests first.

As an investor on behalf of our clients, BlackRock has a responsibility to protect and enhance the value of their assets. We evaluate the environmental, social and governance factors that impact financial performance. We communicate concerns, encourage change and build mutual understanding as a long-term shareholder. Reflecting this commitment, BlackRock was proud to earn an “AA” rating in the 2012 MSCI Research Environmental Social and Governance Industry report, the highest rating among the five largest global asset managers.

Responsibility at BlackRock also extends to the impact of our business on the environment. We recently completed a project to consolidate 28 global data centers into 11. Installing more efficient servers, we cut data center energy use 20 percent. Firm-wide we are using 6 percent less energy. Similarly, we have been managing our facilities to reduce the carbon footprint of some of our largest offices. In London we are certified Building Research Establishment Environmental Assessment Method Excellent. In Tokyo, we are certified Leadership in Energy and Environmental Design (LEED) Gold.

The 10,000 employees of BlackRock around the world also take responsibility for the communities around us. Our volunteer and philanthropy programs emphasize education. We support more than 20,000 young people by investing in innovative programs to boost enrollment and graduation rates and help them obtain life-changing education and skills training:

- ▶ Students in the CollegeSet program we support in the U.S. are six times more likely to get a higher education than their peers.
- ▶ Students in the TeachFirst-HEAPs and IntoUniversity programs we support in the UK are three times more likely to enroll in a university than other students of similar background.
- ▶ Hundreds of students in India — where only 7 percent of those 15–29 years old receive vocational training — benefit from mentoring and job-skills training from BlackRock LABS.

This year marks BlackRock’s 25th anniversary. And as we look ahead to the next 25, we will look to do as we always have done: To find smarter ways to operate even as we measure ourselves against our most significant benchmark — responsibility. That is how we define sustainability.



Larry Fink
Chief Executive Officer

At Blackstone, we invest on behalf of institutional investors around the world, including retirement systems which represent half of all the pensioners in the United States and 37 million pensioners globally. Through our investments we preserve and protect \$210 billion in assets in a diverse range of funds. As careful stewards of capital, we strive to provide solutions that create lasting value for our investors, the companies in which we invest and society at large.

It is well known that stronger, better-run companies generate jobs and strengthen economies. We have a team dedicated to helping the companies in our portfolio become more productive, efficient and valuable. A key element of this effort is developing sustainability initiatives that also deliver cost savings. Our solar initiative, which will install solar systems on the rooftops of select portfolio companies, has the potential to cut energy costs by approximately 10 percent. Blackstone portfolio companies like Hilton Worldwide are developing industry-leading sustainability initiatives like "LightStay," a proprietary sustainability-measurement system that has significantly reduced Hilton's use of energy, water, carbon and waste output.

Because we are a global firm with a footprint on nearly every continent, we can make a difference in communities around the world. We are committed to making our family of companies stronger in ways that can have transformative impacts on local economies. A \$450 million investment to reopen and upgrade a Delaware City Refinery led to rehiring 500 employees and up to 250 contractors, and has the potential to create approximately 2000 additional jobs at suppliers and related industries. Our partnership with the Government of Uganda and the Aga Khan Fund for Economic Development helped build a 250-megawatt Hydroelectric Power Station on the Nile River in Uganda. The project created 3000 jobs during construction and doubled the country's effective generation capacity, eliminating widespread blackouts and driving economic growth for the entire region.

In addition to our responsible business practices, we are directing significant resources through The Blackstone Charitable Foundation towards supporting entrepreneurship globally with the goal of creating new businesses and jobs.

Our commitment to operate with the utmost integrity and publicly minded spirit is a central element of the firm's culture and is reflected in the work that we do. By making companies stronger and better positioned for long-term growth, we can help create good jobs, support local communities and ultimately secure the future of millions of people around the world.



Stephen A. Schwarzman

Chairman, Chief Executive Officer and Co-Founder

Blackstone

www.Blackstone.com

*As careful stewards of capital,
we strive to provide solutions
that create lasting value
for our investors, the
companies in which we
invest and society at large.*



www.bnsf.com

BNSF is one of North America's leading freight railroads operating on 32,500 route miles of track in 28 states and two Canadian provinces. BNSF is a top transporter of consumer goods, agricultural products, low-sulfur coal and industrial goods. BNSF works to continuously improve the safety, service, energy and environmental benefits we provide to our customers and communities.

Rail transportation is critical to the economy, and it has significant environmental advantages over other forms of surface transportation. BNSF is working hard to build on those advantages for the benefit of our customers, the communities we serve and the economy.

The efficiencies created by rail save American consumers billions of dollars each year, while reducing energy consumption, lowering greenhouse gas emissions and reducing highway congestion.

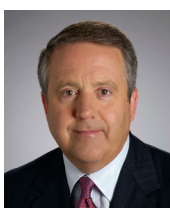
In addition, America's freight railroads generate nearly \$265 billion in total annual economic activity and sustain 1.2 million jobs, including 184,000 in the industry itself.

BNSF's chief contribution to growth and sustainability is our ability to provide our customers with innovative options to ship their products more efficiently by rail. Rail is four times more fuel efficient than trucking, and in 2012, BNSF's intermodal, automotive, industrial products and agricultural products customers reduced carbon dioxide emissions by about 30 million metric tons by moving freight via rail instead of over the road. This is equivalent to reducing the annual fuel consumption and resultant greenhouse gas emissions of more than 6 million passenger vehicles.

We are always looking for improvements in technologies and processes that bring greater fuel efficiency, as well as a reduced carbon footprint. Since the beginning of 2000, BNSF has acquired more than 3,500 new locomotives that are more fuel efficient than the older locomotives they replaced. This effort has yielded one of the industry's newest and most fuel-efficient fleets of road locomotives that are able to pull more freight with less fuel.

According to the U.S. Department of Commerce, every dollar invested in rail systems returns three dollars to the American economy in terms of job creation, business efficiency gains and expansion opportunities. In 2012, BNSF invested \$3.6 billion to improve our network, facilities and operations. For 2013, BNSF's planned capital commitment program is a record \$4.1 billion.

At BNSF, we continue to look at new sources of clean, domestic energy by exploring innovative technologies like liquefied natural gas (LNG) fueled locomotives. We will begin testing LNG-powered, long-haul locomotives in 2013. With a successful pilot and a positive regulatory environment, this could stand to be a transformational change for our railroad, the environment and energy security.



Matthew K. Rose
Chairman and Chief Executive Officer

Five years ago, Boeing set an ambitious goal to reduce our environmental footprint and step up our commitment to communities around the globe while significantly growing our business. And that's what we've done.

Since then, we increased annual revenues to a record \$81.7 billion, raised monthly production by 35 percent and created more than 13,000 new jobs.

At the same time, we reduced greenhouse gas emissions at our operations by 400,000 metric tons, conserved enough electricity to power 40,000 average homes for a year and saved enough water to fill 800 Olympic-sized swimming pools. The U.S. Environmental Protection Agency recognized our progress by naming Boeing an ENERGY STAR® Partner of the Year for 2012 — the third consecutive year we earned the recognition.

Boeing aspires to deliver sustained, world-class business performance through innovation fueled by disciplined execution and productivity. We invest in new technologies such as the fuel-efficient 737 MAX and the Phantom Eye, a high-altitude unmanned aircraft powered by clean-burning hydrogen. These new products meet our customers' demand for precision performance coupled with game-changing environmental improvements.

As a result, we have secured a business backlog nearly five times our current annual revenues — a backlog built on our ability to deliver the world's most fuel-efficient and reliable aerospace products and services. Over the next five years, we remain committed to zero-carbon growth by maintaining our environmental performance while ramping up production — and helping the aviation industry achieve the ambitious goal of carbon-neutral growth by the year 2020.

In addition to reducing our environmental footprint over the past five years, we also increased our investments in communities around the world. In 2012, Boeing, our employees, our retirees and our charitable trust invested a total of \$179 million to build better communities.

Beyond financial support, many of our lasting contributions occur every day as Boeing people share their time and unique skills with their neighbors. From mentoring military personnel transitioning into the private sector, to preparing students for high-tech careers, to helping not-for-profit organizations increase their efficiency and reach, Boeing employees make a positive difference in the lives of others.

In a time of rapid change, Boeing is committed to responsible leadership — to generating sustainable growth and a better future for our industry, our customers and our communities around the world. This year's Business Roundtable report focuses on how companies are sustaining and creating growth by doing good. At Boeing, we view this as an opportunity to build a bigger, better Boeing while also helping to build a better planet.



boeing.com/environment

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

Jim McNerney

Chairman, President and Chief Executive Officer



www.ca.com

Sustainability isn't a business issue or a government issue — it's a human issue. By working together, industry and government can accelerate the pace of innovation and adoption needed to address these global challenges.

CA Technologies has set ambitious goals for sustainability. This reflects our belief that our bottom line is about more than our quarterly financial results. It's about the full range of value we deliver to our stakeholders, including our commitment to sustainable business practices and sustainable communities. While no single company or individual can tackle such global issues as climate change, clean water and sustainable energy, we believe that doing our part can help make a big difference.

We also believe in the power of information technology to address these issues. For example, we created Energy and Sustainability Management software solutions to provide business insights for our customers so they can manage their resources more efficiently, reduce energy use and lower operational costs. CA Technologies relies on these solutions internally, enabling us to drive measurable results globally.

We launched an aggressive corporate sustainability program to ensure we are doing our part to reduce our environmental footprint as well as to motivate employees, increase collaboration with customers and partners, and expand our community involvement. By pursuing strategies that reduce energy use and waste, we are cutting costs at our offices around the world. Our commitment is evident in our target to reduce greenhouse gas emissions by 35 percent by 2020 (using a 2006 baseline). This year, our largest customer event, CA World, is the first in the industry to be carbon neutral.

To meet these goals and to spur innovation we rely heavily on an engaged workforce. We have empowered our employees to help define and implement sustainability solutions by creating employee-led Green Teams, which represent more than half of our employees worldwide. We are also hosts to a sustainability innovation challenge and incorporate sustainability into our training and employee on-boarding.

Our progress has been recognized by third parties like *Newsweek* and the Dow Jones Sustainability Index. We also take a leading role in a variety of partnerships, industry associations and sustainability organizations, including Ceres, BICEP, ENERGY STAR® Service and Product Provider Partner, and The Green Grid.

Sustainability isn't a business issue or a government issue — it's a human issue. By working together, industry and government can accelerate the pace of innovation and adoption needed to address these global challenges.



A handwritten signature in black ink that reads 'Michael P. Gregoire'.

Mike Gregoire
CEO

Caesars Entertainment recognizes that our employees are critical to the success of both our business and sustainability initiatives. That's why, at any given moment across the company, you'll find our employees offering world-class customer service, exploring unique ways to reduce our environmental impact and volunteering as HERO ambassadors in their communities.

We engage our employees' passion for the environment through a company-wide sustainability program called CodeGreen. The program's long-term strategy focuses on the sustainable use of resources (energy and water), reducing carbon emissions and waste sent to landfills, and engaging guests and communities around the world in environmental stewardship. Since the program's inception, we have added our international properties to the domestic casino resorts we include in measuring our carbon footprint, increased the staffing of our core CodeGreen teams and expanded the metrics on which we report.

Highlights of Caesars Entertainment's corporate social responsibility efforts include:

- ▶ **Environmental Targets** — Based on projects initiated in 2011, we anticipate recurring annual energy savings of 13.1 million kilowatt hours. That equates to an annual reduction of 7,600 metric tons of greenhouse gases. We are committed to achieving Green Key certification by the end of 2013 for all of our properties. Over the past nine years, we have invested nearly \$70 million in energy efficiency measures and we have updated targets for energy conservation, carbon emissions, fossil fuel use, renewable energy, alternative fuels, water consumption and waste diversion. We have replaced 50,000 halogen bulbs with LEDs across our U.S. properties and raised nearly \$6 million for the nonprofit ONE DROP through a World Series of Poker tournament, The Big One for ONE DROP.
- ▶ **Transparency** — Caesars Entertainment is the first company in the gaming entertainment industry to publish three consecutive annual sustainability reports, including our third Carbon Disclosure Project submission.
- ▶ **Employee Wellness** — Our Wellness Rewards program encourages employees to proactively manage their health care while it provides them with lower medical premiums, which have remained flat over the past five years. The program includes a biometric screening, an annual physical, and a consultation with an onsite nurse or wellness coach. Employees at our Las Vegas region properties also have access to workout centers and personal trainers. All of these services are free.
- ▶ **Employee-Community Involvement and Philanthropic Giving** — Caesars employees devote over 125,000 volunteer hours to their communities each year to support nonprofit groups including Meals on Wheels Association of America, Second Wind Dreams, National Park Trust, Green Chips, Nevada Conservation League and The Public Education Foundation's Teacher EXCHANGE. Caesars employees raised \$156,000 for the American Cancer Society during the 2011 Relay for Life events and collected more than 110,000 pounds of soaps at resort casinos for the nonprofit Clean the World, which works to reduce disease and mortality rates in communities worldwide.

Our sustainability goals could not have been achieved without the enthusiastic support of our employees. I am inspired by the way their dedication and innovation continue to make our planet a healthier, cleaner place to live and play.



Gary Loveman
Chairman, President and CEO



www.caesars.com

Our employees are critical to the success of our business and sustainability initiatives. We engage our employees' passion for the environment through a company-wide sustainability program called CodeGreen. It focuses on the sustainable use of resources, reducing carbon emissions and waste while engaging guests and communities globally in environmental stewardship.



www.campbellsoupcompany.com/csr

Campbell's integration of corporate responsibility and business strategy ensures our efforts create value for our business and society and provides us with a framework for better business decisions.

Campbell Soup Company is known around the world for our iconic Campbell's condensed soup, along with many brands that are near and dear to our hearts: Pepperidge Farm Goldfish crackers, Milano cookies, V8 beverages, and Arnett's Tim Tam biscuits, to name a few. For the more than 140 years since we started making soup in our hometown of Camden, NJ, Campbell has been committed to strengthening the communities where we live and work.

Our corporate responsibility strategies focus on nourishing the lives of our consumers, neighbors and planet by engaging our employees to advance nutrition and wellness, focus on sustainability and give back to the community.

While we are proud of our past, we are focused on our future. Campbell's *Corporate Imperative CSR 2020 Agenda* is anchored in our core competencies, fueled by our employees' innovation and driven by four key destination goals:

- ▶ Continue to provide consumers with nutrition and wellness choices in our product portfolio;
- ▶ Measurably improve the health of young people in our hometown communities;
- ▶ Leverage corporate social responsibility and sustainability as key drivers of employee engagement in our culture; and
- ▶ Cut the environmental footprint of our product portfolio in half.

We continue to make progress in pursuit of these goals. This year, we:

- ▶ Recycled more than 85 percent of the waste we generated;
- ▶ Reduced water use by more than 8 percent and energy use by 3 percent;
- ▶ Provided more than 400 hours of nutrition education and 100,000 hours of physical activity for children in Camden, NJ, through the Campbell's Healthy Communities Program;
- ▶ Distributed \$1.56 million through the Campbell Soup Foundation; and
- ▶ Ranked first in the food and beverage sector and eighth Best Corporate Citizen in the Russell 1000 and were named to the Dow Jones Sustainability Indexes and the Global 100 Most Sustainable Corporations in the World.

Campbell's integration of corporate responsibility and business strategy ensures our efforts create value for our business and society and provides us with a framework for better business decisions. I am proud of our progress so far, but recognize we still have many opportunities ahead of us to leverage Campbell's distinct capabilities to become one of the most sustainable consumer products goods companies in the world.



Denise Morrison
President and CEO

The people of Cardinal Health believe that working in health care is a privilege, but also a responsibility. That responsibility fuels our commitment to collaborating with patient care providers, suppliers and manufacturers to improve health care and to improve the health and well-being of our workplace, our employees and the communities we serve. Just a few examples of these efforts include:

- ▶ **Developing vital and healthy communities:** Since 2001, Cardinal Health and the Cardinal Health Foundation **have contributed more than \$150 million in cash and product donations** to nonprofit organizations, domestically and abroad. This work is saving precious health care dollars and, most importantly, impacting lives. For example, our **Generation Rx** initiative has educated thousands of Americans about the dangers of prescription drug abuse. Similarly, our **E3 Competitive Grant Program**, which each year contributes \$1 million to help hospitals improve health care efficiency, effectiveness and excellence, has delivered an 11:1 return on investment.
- ▶ **Fostering a healthy, inclusive and diverse workplace:** We consider our talent to be our company's most powerful competitive edge. We have created innovative programs that support employee well-being, promote talent development, foster diversity and inclusion and cultivate a workplace governed by our values. Our approach is working. We have been named one of the 2013 Top 25 **"Best Companies for Leaders"** by *Chief Executive* magazine, a 2012 **"100 Best Companies"** by *Working Mother* magazine and one of the **Top 50 Companies for Executive Women** by the **National Association of Female Executives** from 2011 to 2013. And from 2009 to 2012, we earned a **100 percent ranking on the Human Rights Campaign Corporate Equality Index**, which nationally benchmarks corporate policies related to gay, lesbian, bisexual and transgender employees.
- ▶ **Environmental sustainability:** We aim to minimize the impact of our operations, products and services on the environment focusing on four key areas:
 - o Pollution prevention;
 - o Energy efficiency, use and sourcing;
 - o Designing products, packaging and services in environmentally friendly ways; and
 - o Promoting environmental engagement among our employees.We've been included in the Dow Jones Sustainability Index since 2006, we're a founding member of the Healthcare Plastics Recycling Council, and we're a partner in the U.S. Environmental Protection Agency's SmartWay Program.

I thank our 32,000 employees for their dedication and service to our customers, our environment, our communities and one another. And I look forward to continuing to see what we can accomplish together.



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

George S. Barrett
Chairman and CEO



www.cardinalhealth.com

Since 2001, Cardinal Health and the Cardinal Health Foundation have contributed more than \$150 million in cash and product donations to nonprofit organizations, domestically and abroad. This work is saving precious health care dollars and, most importantly, impacting lives.



www.cnh.com

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

Case New Holland (CNH) is a global, full-line manufacturer in both the agricultural and construction equipment industries with 2012 revenues in excess of \$20 billion and a network of around 11,500 dealers in approximately 170 countries.

As a majority-owned subsidiary of Fiat Industrial S.p.A., CNH is part of Fiat Industrial Group's comprehensive approach towards sustainability for all of its sectors. At Fiat Industrial, the integration of economic decisions with those of a social and environmental nature constitutes a commitment which is fundamental to the creation of value over the long term. To fulfill this commitment, the company has adopted a robust sustainability governance model.

In September 2012, Fiat Industrial Group ranked as Sector Leader for the second year running in the Dow Jones Sustainability World and Europe Indexes. It received a score of 85/100 compared to an average of 51/100 for all companies in its sector (industrial engineering). In addition, for the second consecutive year, Fiat Industrial Group was included in the Carbon Disclosure Leadership Index Italy 100 with a score of 91/100.

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

Ongoing research into innovative solutions enables CNH to design and manufacture equipment that is efficient, productive and respectful of the environment. In 2012, CNH's brands, thanks to research carried out with its sister company FPT Industrial, further expanded their offering of Tier 4A/Stage IIIB compliant models, confirming their commitment to offer eco-compatible products with low carbon dioxide emissions and fuel consumption levels, and improved performance. Furthermore, the company has also designed a wide range of products to operate on natural gas, hydrogen, as well as biofuels.

CNH continually seeks to reduce the environmental impact of its global operations and is committed to the safety of its employees — as demonstrated by a decreased injury frequency rate over the last three years — and to their professional development.

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



Richard J. Tobin
President and Chief Executive Officer

For more than 85 years, Caterpillar Inc. has been making sustainable progress possible and driving positive change globally. With 2012 sales and revenues of \$65.875 billion, Caterpillar is the world's leading manufacturer of construction and mining equipment, diesel and natural gas engines, industrial gas turbines, and diesel-electric locomotives. The company also is a leading services provider through Caterpillar Financial Services Corporation, Caterpillar Remanufacturing Services and Progress Rail Services Corporation. More information is available at www.caterpillar.com.

At Caterpillar, we believe sustainable progress is made possible by developing better systems that maximize life-cycle benefits while minimizing the economic, social and environmental costs of ownership. We are putting innovation and technology to work to develop those systems, helping our customers operate more efficiently with less impact on the environment.

We invest considerable resources in the development of innovative new products with advanced powertrains, such as advanced hybrid technology, to reduce fuel consumption; products that are powered by more diverse fuel options, such as natural gas and renewable fuels; and electronic components and worksite management solutions that will enable customers to increase efficiency and improve safety performance.

Caterpillar is leveraging innovation within our own operations, including alternative power through co-generation facilities, harnessing and reusing waste energy and process improvements to reuse more material in remanufacturing.

We strive to be leaders in ensuring resources are used efficiently. The Caterpillar business model focuses on improving efficiency throughout the value chain, including product selection by our customers, manufacturing of products with systems that prevent waste and maximize quality, product support and maintenance through our dealer network, recovery of valuable components at the end of product life, and remanufacturing and rebuilding to start the cycle over again. We're also focused on helping our customers advance their sustainability performance by improving jobsite safety, increasing material and energy efficiency, and reducing greenhouse gas emissions.

We are committed to protecting the long-term health and safety of everyone at Caterpillar as well as the environment and communities in which we operate. By focusing on safety and efficiency, we save money, reduce our environmental impacts and improve employee satisfaction.

Increasing efficiencies, reducing waste and profitably growing the business creates value for our customers, investors, employees, suppliers and other stakeholders. Our focus on innovation and technology will be paramount in order to fully achieve sustainable development solutions that meet the needs of our enterprise, customers, communities and planet.



A handwritten signature in dark ink, appearing to read "Doug Oberhelman".

Doug Oberhelman
Chairman and Chief Executive Officer



www.caterpillar.com/sustainability

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www.cbre.com/sustainability

As the world's largest manager of commercial buildings CBRE has both a responsibility and an opportunity to influence the way buildings are responsibly and sustainably managed. Accordingly, CBRE developed the Real Green Research Challenge, a four-year, \$1-million commitment to finding solutions to sustainability issues specific to the real estate industry.

Create.

CBRE creates sustainability strategies for commercial property owners and occupiers around the globe and for operational excellence in our more than 300 offices worldwide. CBRE recognizes that a thoughtful approach to sustainability and its application to the built environment can create positive impact on our business, the communities in which we live and work, and the health of the planet.

CBRE was among the first commercial real estate services firms to offer a wide range of sustainable client solutions, including energy management, green leasing, and carbon/building assessment and certification. We also were among the first to commit to sustainability in our own operations.

Grow.

Over the past six years, we have grown our client service commitment significantly, including:

- ▶ managing the Leadership in Energy and Environmental Design (LEED) certification process of 201 buildings in our U.S. management portfolio;
- ▶ benchmarking and registering nearly 1,400 buildings in the U.S. Environmental Protection Agency's ENERGY STAR® program;
- ▶ engaging 722 MSF of our global management portfolio in Earth Hour 2012; and
- ▶ achieving 482 LEED Accredited Professionals and 534 Green Professionals globally.

In 2012 CBRE refined our corporate commitment by developing a new Environmental Sustainability Policy that focuses on 11 key areas of environmentally sound performance, including resource management, occupancy, communications and training, public policy, and procurement. The policy provides best practices, programs and benchmarks that strengthen CBRE's own environmental commitment, reflect the best environmental practices we help clients adopt in their own real estate, and provide vital training and education to our professionals.

Sustain.

As the world's largest manager of commercial buildings CBRE has both a responsibility and an opportunity to influence the way buildings are responsibly and sustainably managed. In response to this leadership imperative, CBRE developed the Real Green Research Challenge, a four-year, \$1-million commitment to uncovering meaningful solutions to climate change issues specific to the real estate industry. The Real Green Research Challenge is an academic and scientific competition through which we are funding research and development ideas for the real estate market and our managed portfolio. Potential focus areas include carbon mitigation, energy efficiency technologies, building rating systems and sustainable capital schemes, among others. A breakthrough in any one of these areas could transform our industry and have a significant, sustained impact on our clients and environment.



Bob Sulentic
President and CEO

CF Industries participates in an industry whose mission is fundamental to human survival: putting food on the world's table. By providing plant nutrients to farmers, we feed the crops that feed the world. The food produced in the fields our products nourish is as essential to human life as air and water. We are proud of the role our company plays in fulfilling this increasingly challenging mission.

Global trends are converging to raise the bar for participants in all aspects of food production. The world's population has surpassed 7 billion and is on its way to 8 billion by 2035 and 9 billion by 2050. While the growing world population spurs the need for more food, there is a finite amount of land available to grow crops. This combination of factors challenges the world's farmers to become ever more efficient, yielding more food per acre each growing season.

A growing population is a daunting challenge to participants at every stage of the global food supply chain. The 2,500 employees of CF Industries meet this challenge through the safe and efficient production and distribution of more than 15 million tons of nitrogen and phosphate fertilizer annually. By conservative estimates, the amount of food production attributable to farmers' use of our annual production of plant nutrients is enough to feed 150 to 200 million people each year.

Farmers use our fertilizer to replace nutrients that are lost at each harvest. We encourage them to use our products in a responsible, sustainable way by applying the right fertilizer at the right rate at the right time in areas known to need the specific nutrients. This practice ensures that crops receive the nutrients vital to food production while minimizing adverse effects on the environment.

To expand CF Industries' ability to supply vital plant nutrients to farmers, in 2012 we began work on a \$3.8 billion program to increase our production capacity at two of our existing U.S. production sites. Upon completion in 2015–2016, these projects will increase our overall nitrogen nutrient production capacity by 25 percent, enabling us to serve our customers better and to create new, good-paying jobs in our local communities.

We are proud to be in a position to use a U.S. commodity (shale gas) to create increased U.S. supply of nitrogen fertilizer to help U.S. farmers feed the world. And we are proud of our direct role in sustaining life on our planet.



Stephen R. Wilson
Chairman and Chief Executive Officer



www.cfindustries.com

We are proud to be in a position to use a U.S. commodity (shale gas) to create increased U.S. supply of nitrogen fertilizer to help U.S. farmers feed the world. And we are proud of our direct role in sustaining life on our planet.



www.ch2m.com/corporate/services/sustainable_solutions/default.asp

Many people look at sustainability challenges and see gaps in infrastructure, adaptation, and power and water supplies. CH2M HILL sees opportunities to create solutions that blend engineering and nature. It takes action by all of us — individuals, organizations, and government — to create a more sustainable world.

The North Hudson Sewerage Authority (NHSA) serves four cities in New Jersey, and all of them felt the full wrath of Hurricane Sandy as it made landfall in October 2012. CH2M HILL has provided operations management services to NHSA for 23 years, with a staff of 42 employees operating two waste water treatment plants. During that time, we have witnessed the renaissance of the Hudson River waterfront, thanks in large part to the cleaner water. Hurricane Sandy caused nearly 10 feet of storm surge to engulf the Hoboken treatment plant, flooding and disabling equipment. The team got the plant back online fast and repaired the extensive damage throughout the NHSA system in record time.

When we do our jobs well — design and build infrastructure, revitalize cities, restore damaged land, or operate water and waste water treatment systems — nobody notices our work, and that is when it is most transformative. When people interact seamlessly with what we create, our work is a stable platform that sustains and enriches our global society.

Climate change and events like Hurricane Sandy will continue to stress global infrastructure. From dealing with storm events to supplying clean water and energy, we are called upon to create new solutions that rely less on concrete and steel, and more upon natural systems. For example, in Singapore, we worked with our partners to convert waterways from concrete channels that could no longer contain floods to restorative wetlands and parks that develop economic opportunity.

Doing well by doing good extends to how we manage our own footprint, our work with partners such as Water For People and Engineers Without Borders, and our support for science, technology, engineering and math education. Many people look at sustainability challenges and see gaps in infrastructure, adaptation, and power and water supplies. We see creativity in solutions that blend engineering and nature. This challenge of resilience brings out the best in our people, and I feel privileged that our business helps formulate solutions for today and tomorrow.



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

Lee McIntire
Chief Executive Officer

Affordable, reliable energy is key to advancing our energy security and improving standards of living here in the U.S. and around the world. Growing demand for energy, fueled by global population growth and rising living standards, is expected to increase by 25 percent in the next 20 years. Shale gas development is one example of how Chevron is meeting our commitment to produce this vital energy safely, reliably and in an environmentally responsible and sustainable manner.

Natural gas from shale is fueling an energy renaissance in the United States that is reinvigorating our economy and supporting hundreds of thousands of jobs. Our ability to develop this resource depends upon reassuring the public and policymakers that it can be done in a safe and environmentally responsible fashion. Chevron's operating practices reflect our commitment to protecting people and the environment. One example of this commitment is how Chevron designs and constructs our wells to ensure protection throughout the life of the well and takes multiple steps to monitor and verify well integrity.

Beyond preventive measures built into our well design, Chevron is focused on protecting our natural resources including water, land and air. Our operating practices manage risk and reduce the impact on the communities in which we operate. In our Marcellus Shale operations, we are working to capture and reuse 100 percent of the flowback and produced water, thereby reducing freshwater consumption as well as truck traffic. In addition, we design, construct and operate our wells to reduce air emissions.

Public confidence in our operations is critical, and transparency and engagement are essential components to that end. In all our operations we promote open communication with the communities where we live and operate. Chevron supports meaningful disclosure of chemical use through such mechanisms as FracFocus.org. We engage with communities to learn about local concerns and share information by establishing community advisory boards, participating in community meetings and maintaining a community hotline. We also work within industry groups to promote best practices.

Chevron is constantly striving to develop and use better technology. Our research and technology adaptation looks to further reduce our footprint, including minimizing the size of our pads, using alternatives to fresh water and creating green fluid systems.

This country has a tremendous opportunity with natural gas from shale but its development is a big responsibility. Chevron takes this responsibility very seriously and we are working every day to deliver on the promise of shale gas safely, responsibly and sustainably — now and for decades to come.



John S. Watson
Chairman and CEO



Human Energy®

www.chevron.com

Natural gas from shale is fueling an energy renaissance in the United States that is reinvigorating our economy and supporting hundreds of thousands of jobs. Our ability to develop this resource depends upon reassuring the public and policymakers that it can be done in a safe and environmentally-responsible fashion.



www.cigna.com

*Cigna embraces the future
and is eager to help shape
it for the better. And for us,
that future is global...
As a leading global
health service company,
we know that healthy growth
depends on making creative
connections with people
in every community where
our presence is felt.*

At Cigna, our focus is on people — their energy, their passion and their hopes — and the power they have to build a healthy future.

Creating Healthy Opportunities. We start with our people. We have created a number of unique opportunities for the 35,000 individuals who make up our global team to get involved in their communities.

- ▶ Our **Community Service Program** enables employees to devote up to eight hours of paid time per year to volunteer.
- ▶ Our **Healthy Lifestyle Grants** make the connection between personal health and community health by allowing employees to direct Cigna Foundation grants to their preferred charities when they participate in organized physical activities.
- ▶ Our unique **Community Service Homepage** offers every employee a personalized portal where they can pursue their own volunteer activities or enlist their colleagues in team projects.

Growing Healthy Connections. Through our support of initiatives such as ChildObesity180 and organizations like the Alzheimer's Association, we bring together people who share the drive, vision and expertise to make a positive difference in the critical health-related areas of child wellness, senior care, health literacy and health equity. This approach defines the vision of our new corporate responsibility platform, **Cigna Connects**.

Sustaining Healthy Communities. When it comes to reducing our environmental footprint, our people again lead the way. Our volunteer employee **GreenSTEPS** program taps the natural "green-thusiasm" of our colleagues with activities such as our employee-tilled-and-tended organic vegetable garden in Cigna's Bloomfield, CT, corporate headquarters. By annually donating their harvest — which totaled 208 pounds last year — to a local food bank, our people demonstrate their commitment to sustainability and community. And our nine Leadership in Energy and Environmental Design (LEED) certified locations demonstrate Cigna's commitment to providing them working environments worthy of their efforts.

Cigna embraces the future and, for us, that future is global. Our people have joined hands with their neighbors in China and Thailand on Habitat for Humanity building projects. We've supported Water for People as it builds clean water infrastructure in Indian villages, which villagers can maintain themselves. Our sponsorship of the Global Healthy Workplace Awards & Summit underscores our belief in sharing best practices of employers worldwide to ensure healthy outcomes for people everywhere.

As a leading global health service company, we know that healthy growth depends on making creative connections with people in every community where our presence is felt — and we're dedicated to making those connections happen.



David M. Cordani
President and Chief Executive Officer

Cisco's approach to corporate social responsibility (CSR) is to combine technology networks with human networks to multiply our impact on people, communities and the planet.

We combine the same technology, partnerships and expertise we use to help our customers succeed, collaborating to address such pressing global issues as lack of access to health care, underperforming education systems and climate change.

Cisco is using both our products and partnerships to help improve access to specialty **health care**, particularly in underserved communities. We partnered with Lucile Packard Children's Hospital at Stanford University to use Cisco telehealth technologies to enable true-to-life clinical interactions between specialists there and patients in Monterey County, 83 miles away. With the Jordanian government, we implemented such solutions at two rural hospitals, connecting patients with specialists at a distant urban hospital. No longer faced with costly travel to obtain specialty care, these patients can now have face-to-face consultations in their own communities.

We support **economic empowerment** by connecting the unconnected to workforce training, employment and economic opportunities. In sub-Saharan Africa, Cisco has partnered with governments and nonprofits to create a network of Community Knowledge Centers where people can access locally relevant information on health, education, jobs, finance and more. Now, communities that once had no connection to the rest of the world at all are taking courses on technology, entrepreneurship and language skills.

Cisco provides solutions to improve business productivity and reduce costs while decreasing **energy consumption and reducing greenhouse gas emissions**. Energy management technologies enable more capable and efficient electric utility grids. New network protocols enable energy monitoring and operational control using the power of the network. Remote collaboration — whether to avoid employee commuting or business travel — increases productivity, improves employee work-life balance and job satisfaction, and reduces greenhouse gas emissions. Hosted cloud solutions more efficiently utilize the latest generation of network equipment.

We recognize **education** is vital to long-term, sustainable economic growth and quality of life. Through Cisco Networking Academy, we deliver an information and communications technology (ICT) curriculum to 1 million students worldwide each year. Cloud technology enables us to deliver scalable, high-quality ICT education that prepares students for entry-level ICT roles and provides skilled networking professionals to support local economies.

Cisco's true value is not in what we make, but in what we make possible. Our business innovation underpins our CSR strategy, creating shared value for our business as well as for society and the environment.



www.cisco.com/go/csrreport

Cisco's true value is not in what we make, but in what we make possible. Our business innovation underpins our CSR strategy, creating shared value for our business as well as for society and the environment.



A handwritten signature of John T. Chambers in black ink.

John T. Chambers
Chairman and CEO



www.coca-colacompany.com

We're committed to creating value for every stakeholder we touch while improving the quality of life for people around the globe and helping preserve the extraordinary natural environments of the communities we're so privileged to serve.

Today, as nations, businesses and institutions all over the world seek the formula for growth, a large part of the solution lies in sustainability-driven innovations.

At The Coca-Cola Company, we believe the most profound and impactful innovations over the next decade and beyond will emerge at the intersection of sustainability and our vast global value chain — the suppliers, retailers, technologies, people and infrastructure that bring our beverages to market every day around the world.

For this reason, we're working to embed sustainability-minded innovations into every aspect of our business, from sourcing ingredients to increasing beverage options to aspiring to be water neutral and recovering packages for recycling.

As we pursue our 2020 Vision for growth — a systemwide plan to double the size of our business over the course of this decade — we're intensifying our efforts across the sustainability spectrum.

We've laid out ambitious, but achievable, goals to grow our business. We're committed to creating value for every stakeholder we touch while improving the quality of life for people around the globe and helping preserve the extraordinary natural environments of the communities we're so privileged to serve.

With that said, we realize we can't do this alone. And we don't believe for a moment that we have all the answers.

Partners, in this day and age, are an absolute must. The scope and scale of today's challenges demand cooperation across what we like to call the golden triangle of government, business and civil society.

We work with partners every day to enhance the well-being of the people whose lives we touch, to enhance the well-being of the communities we serve, and to steward and replenish the natural resources upon which we and our communities depend.

We have great stories to share today, but our journey is far from complete. The truth is, it will never be complete. But with an unyielding determination, a restless culture of innovation and continued work with many powerful partners, it's our hope that The Coca-Cola Company can continue to be a strong and enduring force for progressive growth and positive change for generations to come.



Muhtar Kent

Chairman of the Board and Chief Executive Officer

Cognizant's culture is built upon an enterprising spirit and a passion for working together to create solutions for our clients' most pressing business challenges and most promising opportunities. At the same time, we believe in applying our spirit and passion to the sustainability issues facing our communities, society and planet.

We focus on three aspects of sustainability where Cognizant and our people can have the most impact: striving to **create** educational opportunity, to **grow** and develop human capital, and to **sustain** our environment.

Education: The quality and accessibility of education is the fundamental sustainability issue of our time. Only by investing in intellectual resources can we grow businesses, create jobs, and tackle problems in health care, poverty, the environment and human rights. In the U.S., our Making the Future program aims to improve science, technology, engineering and math (STEM) education. We plan to launch 25 after-school and summer STEM programs in 2013, up from 10 in 2012. Through our Outreach program, employees in India devoted more than 200,000 volunteer hours last year to teaching and mentoring children. Our Cognizant Foundation invests in education in India, while also supporting local health care programs.

Human Capital: As a knowledge-based business, we rely on talented people to drive customer solutions, business performance and shareholder value. We offer professional development through *Cognizant Academy*, promote diversity via programs such as *Women Empowered* and *Completely Cognizant*, and ensure safe and healthy working conditions. Last year, these efforts led to the highest employee satisfaction scores in our history and enabled us to attract 19,000 new associates.

Environment: Stewardship of natural resources is both a responsibility that we owe to future generations and a business imperative. Our Go Green program has produced a 32 percent reduction in per capita carbon emissions, a 47 percent cut in per capita energy consumption and 60 percent less paper usage since 2008. We are proud that Cognizant was 13th on *Newsweek's* U.S. Green rankings for 2012.

Sustainability also entails the highest standards of business conduct, both at Cognizant and across our supply chain. We embrace relevant guidelines and performance indicators of the Global Reporting Initiative and disclose our results in an annual Sustainability Report.

A focus on sustainability is critical to Cognizant's position as a valued business partner, an employer of choice, a sound investment for shareholders and a global corporate citizen. We will continue to apply our spirit and passion to the challenges and opportunities of sustainability.



A stylized, handwritten signature in black ink that reads "Francisco D'Souza".

Francisco D'Souza
Chief Executive Officer



www.cognizant.com

The quality and accessibility of education is the fundamental sustainability issue of our time. Only by investing in intellectual resources can we grow businesses, create jobs, and tackle problems in health care, poverty, the environment and human rights.



www.comcast.com

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

Comcast and NBCUniversal bring together the technology, innovation and reach of many of the world's most well-known and respected entertainment and news brands to inform, entertain, connect and inspire our consumers. We believe that the power of partnership and diversity, coupled with our media and distribution resources, can bring visibility to important issues, connect people, and spur positive and substantive change in all of the communities we serve.

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

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

- ▶ Comcast was part of the cable industry's initiative to adopt comprehensive energy management strategies impacting cable system operators, programmers and vendors.
- ▶ The cable industry, including Comcast, has pursued an initiative to reduce energy use by set-top boxes. By the end of this year, 90 percent of our boxes will meet or exceed EnergyStar® Version 3 standards.
- ▶ We operate the 10th-largest hybrid vehicle fleet in the U.S.
- ▶ We have implemented consumer programs to reduce fuel consumption (self-installation) and paper waste (online eco-billing).
- ▶ Our Xfinity Home platform now offers an energy management application to give our customers greater awareness and control of their energy use.
- ▶ Comcast headquarters in Philadelphia is one of the tallest Leadership in Energy and Environmental Design (LEED) Gold certified buildings in the U.S.

NBC Universal's Green is Universal initiative brings an environmental perspective to all aspects of the business.

- ▶ During NBC Universal's dedicated Green Week, we provide more than 300 hours of programming across 50 on-air, online and mobile platforms that inform and educate audiences about environmental topics.
- ▶ Universal Studios Home Entertainment has switched to a DVD case with 20 percent less plastic than standard cases. To date, a total of 155 million of the new DVD cases have been used representing a 1,600-ton reduction in plastic consumption.
- ▶ Our television asset center houses well over 100,000 items, allowing us to reuse and recycle production sets.

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



Brian L. Roberts

Chairman and Chief Executive Officer



www.conocophillips.com

We are building a new ConocoPhillips that combines our legacy strengths with the focus and culture of an independent company. Our SPIRIT Values (Safety, People, Integrity, Responsibility, Innovation and Teamwork) guide our actions globally and provide the foundation for our commitment to sustainable development.

The date that this report was issued closely coincides with the first anniversary of a big day in ConocoPhillips history. On May 1, 2012, we spun off our downstream assets and became the new ConocoPhillips, the world's largest independent exploration and production company based on production and proved reserves.

While we've consolidated lines of business, we remain committed to sustainable development. In fact, we keep improving how we manage the economic, environmental and social aspects that shape our company, our industry and our world. For example, we recently:

- Published and began reporting on the ConocoPhillips Global Onshore Well Operating Principles, which outline our environmental and social actions throughout resource development, from site selection to restoration — including hydraulic fracturing, among many other activities;
- Completed numerous energy and product-efficiency projects worldwide, reducing greenhouse gas emissions by approximately 600,000 metric tons and yielding ongoing benefits;
- Integrated sustainable development more clearly into the Health, Safety and Environment Management System for further progress on quality and consistency in our approach;
- Conducted biodiversity risk assessments at most of our operations around the globe; and
- Held an interactive best-practices workshop on social and environmental issues for more than 100 ConocoPhillips sustainable development practitioners worldwide.

In January, we launched an innovative sustainable development learning module to promote employee awareness and understanding. This creative video makes it clear that ConocoPhillips considers sustainable development smart business. As expected, employees are watching the video, discussing sustainability issues and, most importantly, incorporating sustainable development into daily decision-making.

ConocoPhillips was honored to be recognized in 2012 for sustainable development success. We were named one of the 100 Best Corporate Citizens by *Corporate Responsibility Magazine*. We also made the Dow Jones Sustainability North America Index for the sixth consecutive year. And we earned a much better environmental disclosure and performance score from the Carbon Disclosure Project.

ConocoPhillips is making steady progress in practicing sustainable development. Stay tuned for more developments as we press ahead with our climate change action plan, advance our work on stakeholder engagement and human rights, and continue improvements to operations excellence, water and land management, and much more.

We are building a new ConocoPhillips that combines our legacy strengths with the focus and culture of an independent company. Our SPIRIT Values (Safety, People, Integrity, Responsibility, Innovation and Teamwork) guide our actions globally and provide the foundation for our commitment to sustainable development.



Ryan M. Lance
Chairman and Chief Executive Officer



www.convergys.com

We recognize that it is critical for our business practices to be tightly integrated with our social responsibilities and our stewardship of the environment. Our Corporate Responsibility program demonstrates our commitment to these values and to our shareholders, clients and employees.

Convergys Corporation, a global leader in customer management, employs 77,000 people in 70 contact centers around the world and is guided by seven core values: unparalleled client satisfaction, teamwork, respect for the individual, diversity, shareowners' trust, corporate citizenship and integrity. These values drive the actions of our employees, the development of our products and delivery of our services, our commitment to generate a strong return for our shareholders, and importantly, the active advancement of social and environmental issues in the communities in which we live and work around the world.

We recognize that it is critical for our business practices to be tightly integrated with our social responsibilities and our stewardship of the environment. Our Corporate Responsibility program demonstrates our commitment to these values and to our shareholders, clients and employees.

Convergys' commitment to corporate citizenship is a value that has been proudly embraced by employees since the formation of our company. Through the Convergys Community Action Network (CAN), we support a wide range of philanthropic initiatives that promote educating the workforce of tomorrow; removing barriers to education, including poverty and illness; and supporting healthy communities where educational opportunities thrive.

Our employees dedicate countless hours, in-kind donations and financial contributions to give back to our communities — individually and through Convergys CAN, which targets investments that enhance community stability and prosperity by improving literacy and enabling workforce readiness. Convergys contributes approximately a half million dollars a year in the communities where we live and work. In 2012, 12,882 hours were spent giving back to our communities, and 14,253 volunteers participated in CAN activities.

Convergys is also committed to helping sustain our environment. Our working environments are designed to optimize performance and efficiency while reducing energy consumption, waste and pollution. This is done by using ENERGY STAR® products for workstations, LCD computers and high efficiency lighting; maintaining an active corporate recycling program; reusing water; providing group transportation; and developing energy-efficient client solutions where we conserve precious resources and strive to minimize negative environmental impact.

We have more than 3,500 full-time equivalent employees working from home, which enables Convergys to minimize our impact on the environment by:

- ▶ Reducing exhaust emissions
- ▶ Lowering energy, fuel and other natural resource consumption
- ▶ Decreasing our contribution to landfills

Convergys will continue to seek opportunities to demonstrate our dedication to sustainable business practices in 2013 and beyond.



Andrea Ayers
President and CEO

At Covidien, our sustainability mission is to be a global leader in promoting a healthy world through the responsible use of environmental, economic and social resources.

To achieve this vision, we are committed to:

- ▶ Maintaining a meaningful dialogue and engaging with **our customers**, healthcare professionals and their patients, recognizing the diversity in expectations of Covidien;
- ▶ Creating and delivering healthcare solutions to improve patient outcomes, while continually seeking environmental improvements across the life cycle of **our products**;
- ▶ Ensuring the health and safety of **our employees**, promoting fair employment practices, and providing competitive pay and benefits in an inclusive, respectful and innovative culture;
- ▶ Improving the health and well-being of **our communities** by contributing to the availability of quality, affordable healthcare and to prevention awareness; and
- ▶ Protecting the **environment** through efficient and responsible operations across our entire value chain.

As a global manufacturer of healthcare products, we continually strive to lessen our impact on the environment, conserve natural resources and lower operating costs for ourselves and our customers. We continued to make good progress in 2012 on our key environmental goals: increasing the use of renewable resources; reducing energy use by 2 percent annually; expanding the use of renewable energy in our facilities; and improving our employee health and safety metrics. We are proud of the progress we've made since becoming a public company and have set aggressive goals for the future. Reducing our environmental impact is a fundamental consideration in our decision making and part of our overall sustainability strategy, designed to benefit all Covidien stakeholders — patients, customers, healthcare professionals, employees, neighbors and investors.

We can help preserve the resources that people everywhere need to live longer, healthier lives. Further, we're striving to improve the quality of life in the communities where we operate and where our employees and customers work and live.

COVIDIEN CARES, our global giving and community outreach program, promotes health and well-being working side by side with the people and communities we serve. COVIDIEN CARES provides financial resources, employee expertise and healthcare products, working closely with organizations in more than 25 countries that together reach millions of people in need. Improving the health and well-being of communities in need reflects the values and philanthropic spirit of our Company and our employees. Our goal is to not only increase access to healthcare, but also to provide sustainable solutions for future generations.



José E. Almeida

Chairman of the Board, President and Chief Executive Officer



COVIDIEN

www.covidien.com/socialresponsibility

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www.csxcsl.com

Efficient transportation remains an integral part of supporting economic growth while meeting environmental objectives. CSX, one of the nation's leading freight transportation companies, transports essential goods to and from manufacturers, ports and consumption centers throughout the eastern United States.

As we face the needs of a growing population and increasingly connected global supply chains, efficient transportation remains an integral part of supporting economic growth while meeting environmental objectives. CSX, one of the nation's leading freight transportation companies, transports essential goods to and from manufacturers, ports and consumption centers throughout the eastern United States. As our role in the global movement of goods increases, CSX remains committed to investing in transportation infrastructure to benefit key stakeholders including customers and the communities in which we operate.

Sustainable business for CSX means consistently and safely bringing more efficient and flexible transportation solutions to our customers. In 2012, CSX representatives visited our nearly 5,000 customers to brainstorm how to work better together. This year, CSX expects to invest approximately \$2.3 billion into the network and to utilize the company's Select Site customer facility certification program to promote local economic development and environmental stewardship. We have reached the midway point of the first phase of the National Gateway, a public-private partnership creating a more efficient and environmentally friendly freight rail route between Mid-Atlantic ports and Midwestern markets using double-stack trains. We're also investing in high-tech terminals and other projects to meet expected growth in transportation and logistics.

We believe in supporting the communities in which CSX employees live and work every day. Last year, the company provided \$14 million in financial assistance to local and national organizations that are equally committed to making a difference. In addition, CSX employees logged more than 26,000 volunteer hours through Beyond Our Rails, the company's program to make life safer, greener, healthier and more rewarding for communities throughout our 21,000-mile network. As the largest on-site sponsor, CSX provides thousands of volunteer hours to City Year's Care Force team.

Serving communities also includes helping to reduce the transportation industry's environmental footprint. Setting ambitious goals, supporting carbon reduction projects and implementing sustainable energy solutions across new and existing facilities are examples of the company's commitment. From receiving the Environmental Protection Agency's 2013 Climate Leadership Award to being the only railroad listed on the Dow Jones Sustainability Index, we are proud to be an industry leader in environmental protection. In 2012, we announced another ambitious goal: to reduce greenhouse gas emissions intensity by 6 to 8 percent by 2020. As part of that effort, we are continuing to incorporate high-efficiency, low-emission locomotives throughout our network.

None of these achievements would be possible without the hard work and commitment of CSX's employees. Their vision and dedication mean that CSX is ready — now more than ever — to meet the challenges of a changing and growing world, helping to move the American economy today and tomorrow.



Michael Ward

Michael J. Ward
Chairman, President and CEO



www.cummins.com/sustainability

At Cummins, we believe our company is only as strong as the communities where our employees live and work and that stronger communities lead to attracting and retaining the best talent and ultimately to more robust markets for our products and services. The theme of this year's Business Roundtable sustainability report fits well with our company's mission that "everything we do leads to a cleaner, healthier, safer environment."

Our actions demonstrate a commitment to "doing well by doing good." We have grown as a company by meeting increasingly tough emissions standards around the world and by developing technologies that reduce the fuel consumption of our engine systems. The result is cleaner air, lower greenhouse gas emissions and fuel savings for our customers. That's a win-win-win. Other areas of focus important to our company's success include:

- ▶ Advocating for the first-ever U.S. greenhouse gas and fuel efficiency standards for heavy- and medium-duty engines finalized in mid-2011 and being the first manufacturer to certify our engines to the new regulation;
- ▶ Expanding our product line into more alternative-fueled options such as the development of a new 15-liter heavy duty natural gas engine for on-highway applications; and
- ▶ Utilizing landfill gas as a renewable energy source in a recent project to serve several nearby end-customers through a combined heat and power system developed by our power generation business.

Our commitment to environmental sustainability extends to our facilities and operations, where we are reducing energy use, striving for zero landfill status and reducing water consumption. This important work not only helps improve the environment, but it has saved our company millions of dollars, leading to a more profitable business.

We also "do well by doing good" through our corporate responsibility efforts, which allow employees to make long-lasting environmental impacts in our global communities. In recent years, Cummins employees have used their skills and talents to bring power to remote villages in India and clean up one of China's largest freshwater lakes.

In short, our mission that "everything we do leads to a cleaner, healthier, safer environment" will continue to guide our company to ensure our stakeholders' success and ultimately our company's success.



Tom Linebarger
Chairman and CEO

We have grown as a company by meeting increasingly tough emissions standards around the world and by developing technologies that reduce the fuel consumption of our engine systems. The result is cleaner air, lower greenhouse gas emissions and fuel savings for our customers. That's a win-win-win.



www.cvscaremark.com

*Our purpose as a company
is to help people on their
path to better health.
And this is what drives us
to understand the factors
that influence people's
health and to create
solutions and opportunities
that enable and encourage
people to live healthier lives.*

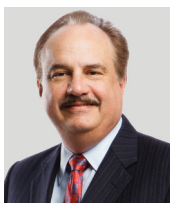
Through our 75,000 pharmacists, pharmacy technicians and nurse practitioners, CVS Caremark is serving more than 5 million people every day at our 7,400 CVS/pharmacy stores and more than 600 MinuteClinic retail medical clinic locations. We also serve more than 60 million members through our pharmacy benefit management business.

With all the touch points we have with patients, we appreciate the deep concern they have about the high cost of health care and prescription drugs, and the lack of access to affordable care. We also see other forces that will play a role in the future of health care. For example, 16 million baby boomers will become eligible for Medicare benefits over the next six years. And in the shorter term, there will be 30 million newly insured Americans as a result of the Affordable Care Act. The demand for medical services and medications will undoubtedly rise as more people gain coverage and benefits. But this comes at a time when the number of primary care physicians is not keeping up. This is made even more complicated by the prevalence of chronic diseases, from diabetes to heart disease and asthma, which is expected to rise and could affect nearly half of all Americans within the next 20 years.

As a pharmacist, I worry about the consequences of another issue that drives health care costs up higher and affects health outcomes: non-adherence to prescribed medications. When patients with chronic diseases don't take their medications as prescribed, they can end up in the hospital or, worse yet, die prematurely from complications. We believe there is a strong need to coordinate care of these individuals in order to improve health outcomes and lower cost. It starts with getting people the medications they need and then helping them stay on the prescribed course of therapy.

I believe CVS Caremark is making and will continue to make a big difference in the health and well-being of patients and the long-term sustainability of our health care system. There are several ways we are contributing to solutions. First, we understand that pharmacy care has always been one of the most accessible parts of the health care delivery system. Our pharmacists are trusted resources to their patients, and they are in a unique position to counsel patients, especially those with chronic diseases, and to encourage them to stay on their medications so complications can be prevented. Secondly, we are expanding the number of MinuteClinic locations and offering additional services there, including some diagnostic and monitoring services needed for chronic disease management. The MinuteClinic model is designed to provide patients better access to affordable care and serve as an alternative to higher cost sites, such as emergency rooms. The data clearly shows that MinuteClinic is lowering costs while delivering high-quality care.

Our purpose as a company is to help people on their path to better health. And this is what drives us to understand the factors that influence people's health and to create solutions and opportunities that enable and encourage people to live healthier lives.



Larry J. Merlo
President and CEO

"People, Planet & Plate" exemplifies the full breadth of Darden Restaurants' sustainability efforts, reflecting our investments in our culture, restaurants and supply chain. Our vision is to be a company that positively affects our guests, employees, communities and business partners — quite simply, we want to be a company that has a larger purpose in what we do.

Comprised of Red Lobster®, Olive Garden®, LongHorn Steakhouse®, Bahama Breeze®, Seasons 52®, The Capital Grille®, Eddie V's® and Yard House®, Darden is the world's largest full-service restaurant company. While one single company cannot change the global forces affecting sustainability, we are taking proactive steps within our own operations and using our scale and influence with our suppliers to help find global solutions.

In 2009 we set an ambitious goal that we call "15x15 over Zero," committing to reduce our per-restaurant energy and water use by 15 percent by 2015 and, over time, sending zero waste to landfill. We have already exceeded our water goal, are almost halfway to achieving our energy goal and have significantly expanded our recycling and landfill diversion.

We know that simply focusing within our own four walls is not enough. Given the unique connection between food and natural resources, sustainability requires working from "farm to fork." This includes our Darden Direct program aimed at minimizing the environmental impact of the distribution of our supplies; our global efforts to protect, enhance and educate others about precious ocean ecosystems; and our leadership in food safety.

We also focus on efforts to broaden our sustainability to create value for people and society.

- ▶ Since 2003, we've donated more than 62 million pounds of food for hunger relief through our Darden Harvest program;
- ▶ Since 1995, we've awarded nearly \$65 million to charities focused on access to postsecondary education, preservation of natural resources and good neighbor grants; and
- ▶ Since 2012, our Leadership in Energy and Environmental Design (LEED) Gold-certified Restaurant Support Center has generated 20 percent of its power from the state of Florida's largest private solar array.

Beyond the environmental and social benefits, our investments in sustainability have a clear business impact. We have saved nearly \$18 million and estimate saving an additional \$10–12 million over the next four years, which we can reinvest in our growth and continued job creation. It's exceedingly clear to us that sustainability furthers our core purpose: to nourish and delight everyone we serve.



A handwritten signature in black ink, appearing to read "Clarence Otis, Jr." with a stylized flourish at the end.

Clarence Otis, Jr.
Chairman and CEO



www.darden.com/sustainability

While one single company cannot change the global forces affecting sustainability, we are taking proactive steps within our own operations and using our scale and influence with our suppliers to help find global solutions.



www.davita.com

At DaVita, we believe in continuously improving environmental policies. While our sustainability program will continue to evolve and grow over time, our commitment to environmental leadership will never waver.

As the dialysis division of DaVita Healthcare Partners Inc., DaVita strives to improve patients' quality of life by providing innovative, integrated clinical care — and as a responsible, global citizen, we also strive to model environmental stewardship within the healthcare industry.

We aggressively pursue solutions that reduce our environmental footprint without compromising patient care. Each year, we raise the bar on conservation, stewardship and sustainability measures in our more than 1,900 dialysis facilities and offices. We believe that our ability to grow our business while creating and sustaining effective environmental programs proves that companies can, indeed, do well by doing good.

In late 2011, more than 3,000 DaVita teammates (employees) voted to select the five environmental goals we are committed to achieving by 2015:

- ▶ Reducing energy consumption by 15 percent;
- ▶ Decreasing business office paper consumption by 20 percent and operating paperless clinics;
- ▶ Decreasing water consumption by 10 percent;
- ▶ Increasing environmentally preferable procurement by 15 percent; and
- ▶ Increasing teammate awareness of sustainability initiatives by implementing one new program per year.

Since that time, we have made significant strides toward accomplishing those goals. In 2012, we completed construction on and opened our new world headquarters building in Denver, CO. The Leadership in Energy and Environmental Design (LEED) Gold-certified building diverts 95 percent of waste through composting and recycling efforts, provides 98 percent of teammates with exposure to direct sunlight in their workspaces, and boasts a "living wall" in our cafeteria that grows the herbs that chefs use to prepare teammate meals during the spring and summer.

Also last year, DaVita launched the first ever dialysis clinic to use solar-thermal technology. We installed a microturbine in a Daly City, CA, clinic that produces power from a waste water discharge line. Today, this microturbine produces enough power to offset the electrical consumption for the clinic's emergency and parking lot lighting. We're exploring options to expand the pilot program to multiple locations in the coming months.

Throughout 2012, we gave teammates the knowledge and resources to launch their own environmental improvements. For instance, more than 500 teammates in Tacoma, WA, learned about the environmental impact of the food supply chain and sustainable purchasing options — then received complimentary vegetable starts so they could create food-producing gardens at home.

At DaVita, we believe in continuously improving environmental policies. While our sustainability program will continue to evolve and grow over time, our commitment to environmental leadership will never waver.



Kent J. Thiry
Co-Chairman and CEO

For more than 175 years, John Deere has provided the tools and technologies that make our customers more efficient and productive. We're proud that our heritage includes such a longtime commitment to protecting the environment and supporting our communities.

Our history has given us a strong foundation to help meet two of the world's most pressing challenges: feeding a population growing in size and affluence, while developing the infrastructure required to support massive urbanization.

In doing so, we must balance the growing need for food, shelter and infrastructure with concern for the environment and limited natural resources. John Deere continues to introduce innovative products that help our customers operate in an environmentally responsible way. Some examples:

- The advanced John Deere 644K Hybrid Wheel Loader generates electric power from its diesel engine, giving customers a productive yet quieter machine with lower emissions and fuel savings of as much as 25 percent.
- The John Deere 4940 Sprayer features integrated technologies that make loading and applying material easier for high productivity and less environmental impact.
- The John Deere 748H Forestry Skidder makes it easier for customers to move more wood, more reliably, on less fuel. A transmission option selects the optimum gear, reducing fuel use.
- John Deere Water, one of the world's largest agricultural-irrigation operations, helps growers make every drop of water count. The new D5000 Flow Regulated Drip (Irrigation) Line can be installed below field surfaces to provide water and nutrients directly to the root zone.

While our products are designed with the environment in mind, our employees are also making a difference in their communities.

In 2012, thousands of employees celebrated the company's 175th anniversary through volunteer activities such as planting trees, river clean-up projects, remodeling schools and assisting local food banks. Employees enthusiastically embraced the company's recently launched volunteerism initiative, recording more than 40,000 hours of volunteer service. To further encourage employees to give back, a program was introduced that makes cash grants to charitable organizations at which individual employees devote at least a week of time annually.

The company's sustainability and citizenship efforts are paralleled by those of our dealers and suppliers, two groups that share our values.

John Deere's higher purpose is to support improved living standards for people everywhere by serving those linked to the land. We are proud of our efforts and believe they are contributing to a more prosperous and sustainable world.



JOHN DEERE

www.JohnDeere.com

*John Deere's higher purpose
is to support improved
living standards for people
everywhere by serving
those linked to the land.*



Samuel R. Allen
Chairman and Chief Executive Officer



www.dell.com

As we deliver innovative technology and services, we're creating new possibilities for our customers, partners, neighbors, team and planet.

At Dell, we are putting our technology and expertise to work where it can do the most good for people and our planet. We work to strengthen communities, preserve the environment, engage a diverse workforce and ensure supply chain responsibility.

We call our corporate responsibility platform "Powering the Possible." But this is more than a statement about our commitment to being a good corporate citizen — it's the truth about technology and what it's enabling in the world. We are amazed every day by the innovative ways in which our customers use technology to achieve great things, making possible today what was impossible yesterday.

Our commitment is seen in the continual evolution of the Dell portfolio, which we've built to help customers achieve their goals through end-to-end solutions that span from devices to the data center to the cloud — and everything in between. At the same time, we're innovating and executing best practices on behalf of our people, our communities and the planet we share.

We're working to minimize our own environmental footprint while developing new solutions and programs that make "green" easy for our customers. For example, our cloud and data center solutions raise the bar for energy efficiency, adding fresh air technologies to an entire line of equipment that can run at 113 degrees Fahrenheit without energy-intensive coolers.

Packaging is another area where we've achieved ambitious goals. We've not only reduced the amount of packaging we use, but based more of it on recycled and renewable materials. We are also helping to develop the world's first sustainable packaging made from mushrooms, and we're piloting it in our server shipments today.

Dell recycled more than 192 million pounds of end-of-life computer equipment last year, and we're well on our way to meeting our goal of recycling 1 billion cumulative pounds by 2014. And for the fourth consecutive year, Dell was ranked in the top five of *Newsweek's* Greenest Companies in America.

We strive to be a global leader in every aspect of our business, and to do so with the utmost integrity and ethics. As we deliver innovative technology and services, we're creating new possibilities for our customers, partners, neighbors, team and planet.



Michael Dell

Chairman and Chief Executive Officer

At Deloitte, we believe business has the skills, talents and resources necessary to make an impact on significant issues that affect the strength of our country.

As the largest professional services firm in the United States, we actively invest in our communities with our time and resources, to the tune of \$110 million since 2009. We believe business has a powerful role to play in transforming our communities.

Deloitte professionals set aside one day every June to lend their strength to nonprofits nationwide by volunteering at more than 800 events. We call it IMPACT Day and it has become both a symbol of and a testament to, the way we support our communities throughout the year. But we recognize that volunteering one day a year is not enough and strive to do more through our pro bono projects.

We are particularly proud of the quality, pro bono services we provide. Every day, we help companies across America solve complex challenges. And we do the same for not-for-profits. At Deloitte, we believe that the private sector can make our greatest contribution when we leverage our intellectual capital, our talent.

Among our many engagements, we advocate making college the norm for everyone, working through a national nonprofit program called College Summit, and we seek to end childhood hunger through our collaboration with Share Our Strength. We also support A Billion+Change, a national effort to encourage other organizations to increase their pro bono efforts. A Billion+Change is raising the bar for corporate commitment to pro bono and skilled volunteerism and we are proud to participate in their efforts.

Childhood hunger is a critical social and business issue for our country. With Share Our Strength, Deloitte looked at the impact breakfast has on children's success and developed several frameworks connecting outcomes from the School Breakfast Program with long-term benefits. We found that a well-nourished student population is critical to helping children thrive in the classroom and helps remove a barrier that blocks future innovators of our global workforce.

All that we do, we do it through the lens of impact. We ask ourselves: "what do we want to achieve for our communities?"; "is this the best use of our resources?"; and "are we making a difference?" It's all part of a journey we welcome taking together in an effort to make America stronger.



A handwritten signature in black ink that reads "Joe Echevarria".

Joe Echevarria
Chief Executive Officer

Deloitte.

www.deloitte.com/us/crreport

At Deloitte, we believe business has the skills, talents and resources necessary to make an impact on significant issues that affect the strength of our country. We believe business has a powerful role to play in transforming our communities. We are particularly proud of the quality, pro bono services we provide.



directv.com/sustainability

DIRECTV is committed to the communities in which we live and work. That means sustainably managing our business in a way that's good for our customers, our employees, our shareholders and our society by focusing on our carbon footprint, waste we generate, efficiency of our products and consumer recycling.

DIRECTV is committed to the communities in which we live and work. That means sustainably managing our business in a way that's good for our customers, our employees, our shareholders and our society. As a sustainability leader in the pay-TV industry, we're working hard every day to do even better.

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

Reducing Our Carbon Footprint

- ▶ We measured our carbon footprint for the first time in 2012 and reported the results to the Carbon Disclosure Project. Our efforts were rewarded with a disclosure score of 91 out of 100, the highest score by a first-time CDP respondent in 2012.
- ▶ From making our facilities more efficient to operating alternative fuel vans to pursuing Leadership in Energy and Environmental Design (LEED) certified buildings, we are aggressively working to reduce our carbon footprint.

Delivering Efficient Products to Our Customers

- ▶ Since 2009, DIRECTV has deployed more than 40 million ENERGY STAR®-qualified receivers to customers' homes. Using ENERGY STAR® metrics, the electricity savings from the receivers deployed in 2012 alone equals more than 900 million kilowatt-hours annually.
- ▶ Our latest multi-room whole-home HD-DVR product is 30 percent more efficient than a comparable three-room HD-DVR setup and we are continually focused on making this equipment even more efficient.
- ▶ Our efficiency efforts have earned us awards from both the Alliance to Save Energy and ENERGY STAR®.

Reducing Waste, for Our Company and Our Customers

- ▶ We are focused on significantly increasing the amount of waste we divert from landfills by recycling. In fact, during 2012 we increased our diversion rate by nearly 10 percent in a single year through better waste management and innovative solutions.
- ▶ Our customers also benefit from these reductions efforts: millions of them are now utilizing our paperless billing option.

Responsibly Recycling Electronics

- ▶ DIRECTV refurbishes or responsibly recycles every receiver that our customers send back. We refurbished more than 8 million receivers in 2012 and our R2-certified recycling partner responsibly recycled nearly 10 million pounds of electronic scrap.

You can learn even more about what we are doing at directv.com/sustainability.

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



Mike White
Chairman, President and CEO

Dominion is one of the nation's largest electric power and natural gas companies, serving almost 6 million utility and retail energy customers in 15 states. Our company is built on a proud legacy of public service, innovation and community involvement. In addition to our core energy production, transportation and storage businesses, we strive to create sustainable value by investing in the communities where we live and work and by practicing responsible environmental stewardship wherever we operate.

Our four sustainability focus areas are designed to help grow the economy, create jobs, engage our stakeholders and reduce environmental impacts.

Investing in the technologies of tomorrow

Affordable and reliable electric supply depends on a proper balance of all types of generation: nuclear, clean coal, biomass, natural gas, hydro-power, wind and solar. To expand our diverse portfolio, we are currently developing two state-of-the-art natural gas combined-cycle facilities, and we recently announced the addition of our first generation-scale solar project to our energy mix.

Reducing our environmental footprint

Dominion invested more than \$3 billion in capital to improve the environmental performance of our generation fleet between 1998 and 2012. We continue those improvements with the conversion in 2013 of three coal-fired facilities to biomass, a renewable fuel. The conversions will reduce the company's emissions of sulfur dioxide, mono-nitrogen oxides, particulate matter, carbon dioxide, and mercury.

Providing green opportunities for our customers and communities

Dominion offers electric customers in Virginia and North Carolina the opportunity to participate in green power programs. We are committed to meeting the renewable portfolio standards of those states. On the demand side, the company's portfolio of energy efficiency and conservation programs is expected to reduce peak demand by approximately 820 megawatts and lower customer energy use by approximately 3,400 gigawatt hours by 2027.

Engaging our employees and stakeholders

Dominion's commitment to sustainability starts at the top. Our executive-level Sustainability Council provides strategic direction, but our sustainability commitment is broad based, with staff-level sustainability teams in place. Dominion employees donated about 130,000 hours of volunteer service in 2012, and Dominion's charitable foundation provided more than \$21 million in financial support to a wide range of organizations where we do business.

Dominion is committed to responsible performance and corporate citizenship that serves the social, economic and environmental well-being of people and communities. We will continue to invest where we live and work and partner with our stakeholders to shape solutions to the sustainability challenges of our time.



Thomas F. Farrell II

Chairman, President and Chief Executive Officer



www.dominioncsr.com

Dominion is committed to responsible performance and corporate citizenship that serves the social, economic and environmental well-being of people and communities. We will continue to invest where we live and work and partner with our stakeholders to shape solutions to the sustainability challenges of our time.



www.dow.com/sustainability

Being a sustainable enterprise is no longer an opt-in or opt-out choice made by individuals. It is a sweeping mandate for everyone. That is when sustainability is no longer a noun but an adjective: sustainable operations, sustainable business, sustainable solutions, sustainable profits, sustainable planet.

Dow's transformation from a commodity chemicals company to an advanced materials innovator is emblematic of an industry that is broadening its base and extending its reach. We are now bringing the magic of 118 chemical elements to bear in concert with the other sciences — finding new intersections through collaborations that tackle problems in bold new ways.

Imagine chemistry married with photovoltaic science to create a solar shingle — a roofing tile that harnesses the sun's energy. That reality is being rolled out in markets across the United States.

We have also bridged genetics, chemistry and nutrition science to create Omega 9 Oils — cooking oils that have virtually no trans fat and have removed more than a billion pounds of bad fats from North American diets since we brought them to market in 2005.

This evolution is becoming revolution.

When we appreciate that all sciences are within our domain — that the power of chemistry is the linchpin for everything imagined and everything manufactured — then we redefine what “chemistry” means and what the chemical industry can help the world achieve.

Then we arrive at the next intersection of opportunity — the intersection of business, government and civil society. Where growth and prosperity happen. Where jobs are created, lives are improved and communities are lifted.

Indeed, being a sustainable enterprise is no longer an opt-in or opt-out choice made by individuals. It is a sweeping mandate for everyone. That is when sustainability is no longer a noun but an adjective: sustainable operations, sustainable business, sustainable solutions, sustainable profits, sustainable planet.

Dow's collaboration with The Nature Conservancy is a case in point. We are working together to value ecosystems services and biodiversity in our operations and then share those models and practices with the world. What is the value of water? The value of air? The value of trees? The value of a wetland?

We need to put a price on these things every time we put something in the ground. Because the long-term cost of ownership and our right to operate should be the mindset that not only this generation of leaders leads by, but also future generations as well.

Financial performance is of course important. But in the end, it will be these innovations and partnerships — and the social and economic progress they create — that drive all measures of success.



Andrew N. Liveris
Chairman and Chief Executive Officer

It's a new day at Duke Energy. Our 2012 merger with Progress Energy has made us a stronger company, better able to meet the challenges of today's energy landscape — and tomorrow's.

Our new logo represents our combined strength and joint commitment to innovation, energy efficiency and sustainability. Now, as the largest U.S. electric utility, we are even more determined to “do well by doing good” for our customers, communities, investors, employees and the environment.

Delivering cost savings and other benefits to our customers was a driving force behind the merger — particularly in light of the rising cost of electricity. Our core mission is to provide affordable, reliable, increasingly clean energy — in safe and sustainable ways — to our customers 24/7.

Both companies have a tradition of community support, through philanthropy, volunteerism and civic leadership. We also foster job creation and economic growth. In 2012, Duke Energy and Progress Energy helped bring more than \$3.5 billion in capital investment to our service areas, along with approximately 13,000 jobs.

The Duke/Progress combination has also created value for our shareholders. From the merger announcement in January 2011 through the end of 2012, Duke Energy's total shareholder return was approximately 32 percent.

Our employees help us improve, adapt and innovate for the future, guided by our values: safety, integrity, accountability, respect, communication, inclusion and teamwork. As a larger company with greater geographic reach, we're able to offer even broader career opportunities and attract the next generation of talented, diverse employees.

Post-merger, our company has a more balanced, diversified power generation fleet that is becoming cleaner and more efficient. Duke Energy and Progress Energy have reduced U.S. sulfur dioxide emissions by 83 percent and nitrogen oxide emissions by 64 percent since 2005. And we're expanding our renewable energy portfolio — during 2012, our commercial business completed five new wind farms and three new solar farms.

I will retire from Duke Energy by the end of 2013, after 25 years as a CEO in the energy industry. The “grandchildren's test” has long been my standard for sustainability: Decades from now, when our grandchildren look back at the decisions we made, will they believe we did the right thing?

Duke Energy is making sound, responsible decisions with that long view in mind. I am proud to have had a part in this great new beginning for Duke Energy and the people who count on us.



A handwritten signature in black ink that reads "James E. Rogers".

Jim Rogers

Chairman, President and CEO



sustainabilityreport.duke-energy.com

The “grandchildren’s test” has long been my standard for sustainability: Decades from now, when our grandchildren look back at the decisions we made, will they believe we did the right thing?



www2.dupont.com/Sustainability/en_US

DuPont is collaborating with customers, governments, nongovernmental organizations and thought leaders to find solutions to some of the most serious global challenges.

Every year population growth creates new challenges for people, the environment and the complex systems that weave it all together. With the global population estimated to surpass 9 billion people by 2050, we need to anticipate what this will mean for us so we can begin taking action today.

As a science company, we believe that innovation is an inclusive process. DuPont is collaborating with customers, governments, nongovernmental organizations and thought leaders to find solutions to some of the most serious global challenges: providing enough healthy food for people everywhere, decreasing dependence on fossil fuels, and protecting life and the environment.

To this end, DuPont is investing in a network of Innovation Centers to stimulate out-of-the-box thinking and facilitate powerful interactions. We currently have 10 Innovation Centers up and running, five of which were opened outside the United States in the past year — in Geneva, Brazil, India, Korea and Thailand. We plan to open more Innovation Centers this year.

The DuPont Innovation Centers introduce a new approach to innovation and collaboration. The Innovation Center model offers customers and other stakeholders the potential to interact in real time with any of our 10,000 scientists and engineers at our 150 research sites globally. They are designed to help strategic partners collaborate with DuPont scientists and engineers to solve both regional and global issues. They also enable the identification of unmet local needs, the anticipation of market trends and the rapid development of innovative solutions.

Inclusive innovation supports the goals and objectives of specific businesses and local communities along with the hopes and dreams of the people who live in them. We believe solutions developed this way have the greatest likelihood of being sustainable.

DuPont science is meeting demands around the world working in partnership with others to find solutions to global challenges. We are committed to working to make lives better, safer and healthier for people everywhere.



A handwritten signature in black ink that reads "Ellen Kullman".

Ellen Kullman

Chair of the Board and Chief Executive Officer

The DuPont Oval Logo is a trademark of DuPont or its affiliates.

Eastman's corporate strategy is focused on delivering consistent, superior value for all our stakeholders. We see new demands driven by the global macro-trends of a rising middle class, energy efficiency, and health and wellness. And as a specialty chemical company, we use a sustainability lens to develop innovative products and technologies to meet these demands.

Being in an energy-intensive industry, we continually focus on reducing our greenhouse gas (GHG) emissions. Last year, we were awarded Environmental Protection Agency's ENERGY STAR® Partner of the Year designation as a result of our significant improvements in managing our energy program and improving our energy efficiency. We were recently honored with the 2013 ENERGY STAR® Partner of the Year award for continuing to build upon our sound energy management foundation.

In addition to reducing our own emissions and improving efficiencies in our manufacturing operations and supply chains, we are developing innovative products that enable GHG emission reductions when used by consumers or other industries. For example, we have a range of performance films that make buildings more energy efficient. These films use advanced glass insulation technology that integrates low-emissivity performance with a near-invisible appearance, providing four-season window insulation. The business has set an ambitious goal to cut down GHG emissions per unit of product by one-fourth by 2020 — a reflection of our unwavering commitment to sustainability and energy savings.

As a result of our membership in the World Business Council for Sustainable Development, we are collaborating on an "Avoided Emissions" initiative to use life-cycle assessments and avoided emissions calculations to provide a more comprehensive view of product systems beyond environmental compliance.

Our Eastman Scholar Mathletes is one example of strengthening our communities through socially responsible business practices. We have completed the sixth consecutive year of a two-week professional development program for elementary school math teachers, having trained approximately 370 local teachers with an investment of over \$1 million. Early "teacher-effect" data indicates increased student math scores on standardized tests while teachers affirm greater confidence and effectiveness in their instruction skills.

So, Eastman is focused on both responding to and creating demand for sustainable solutions that satisfy the needs of a changing world — from addressing educational needs in a way that enhances a child's future, to developing sustainably advantaged products that save energy and reduce waste for consumers. We know that what we are doing matters not just to us, but to the next generation.



James P. Rogers
Chairman and Chief Executive Officer

EASTMAN

www.eastman.com/sustainability

We see new demands driven by the global macro-trends of a rising middle class, energy efficiency, and health and wellness. And as a specialty chemical company, we use a sustainability lens to develop innovative products and technologies to meet these demands.



Powering Business Worldwide

eaton.com

Eaton's innovative products help improve the environment, save lives and conserve resources. We're reducing the carbon footprint of our operations worldwide, and our employees are reaching out to make communities better places to live.

Eaton's simple but fundamental commitment of "doing business right" guides our company in meeting the needs of our customers, employees and communities. Eaton's innovative products help improve the environment, save lives and conserve resources. We're reducing the carbon footprint of our operations worldwide, and our employees are reaching out to make communities better places to live.

As a leading power management company, Eaton's sustainable products include electrical power distribution and circuit protection, backup power protection, lighting and security, and control systems for the safe and efficient use of power in buildings and homes. Our portfolio also includes hybrid powertrains that boost fuel economy and reduce emissions in commercial vehicles; hydraulic aircraft systems that reduce weight and save fuel; automotive superchargers for enhanced fuel economy; electrical and hydraulic products for solar and wind systems; and much more.

In 2012, our 5P, 5PX and 9PX Uninterruptible Power Systems (UPS) models became ENERGY STAR®-qualified, following stringent third-party testing and verification of energy efficiency requirements. Eaton offers the largest selection of ENERGY STAR® UPS for server, storage and network protection applications, which help customers reduce electrical usage and carbon footprints.

Also in 2012, our acquisition of Cooper Industries reinforced our commitment to sustainability. Cooper's technologies and solutions enhance our portfolio of electrical offerings and place Eaton in an even better position to help our customers address the megatrend of rising costs and environmental impact of the world's growing energy use.

At our manufacturing plants, we are reducing emissions with innovative upgrades and re-lighting projects, which will help achieve our goal of reducing greenhouse gas emissions by 25 percent, indexed for sales, by 2015. We are also building new facilities that reduce our carbon footprint. We recently completed Eaton Center, a state-of-the-art office complex in Beachwood, OH, which features many of Eaton's energy-saving products.

Eaton's commitment to "doing business right" extends beyond our plants. We are helping to build sustainable communities by investing time and resources in local programs. Our employees in Lakeland, CO, recently helped renovate the Denver Rescue Mission homeless shelter. Eaton volunteers led the effort to replace aging mechanical and electrical systems which will lower operating costs and conserve energy. This type of involvement is repeated worldwide in communities where we operate.

These efforts, and those of our fellow Business Roundtable members, help remind us that by doing well as companies, we can do much good in our communities.



Alexander M. Cutler

Chairman and Chief Executive Officer

Edison International is the parent company of Southern California Edison (SCE), one of the nation's largest electric utilities. To prepare for the transformative changes we believe will sweep across the electric power industry, we are working with policymakers, regulators and other market participants to achieve balanced policies that will enable us to provide customers with affordable, reliable power for years to come.



www.edison.com

Building a Sustainable Future

As we make necessary upgrades to keep our system reliable, we are making it even smarter by incorporating digital technologies. Our smart-grid system will be designed to not only support traditional power generation, but also interconnect with intermittent renewables. We are investing approximately \$1 billion a year to upgrade our transmission grid; this will help California meet its 33 percent Renewables Portfolio Standard by 2020. In 2012, SCE delivered 15.01 billion kilowatt hours of renewable electricity, equal to 20 percent of our power portfolio.

Empowering Customers to Save Energy

At the end of 2012, we completed the installation of 5 million smart meters. The \$1.6 billion Edison SmartConnect program will provide customers with new tools to better understand and manage their electricity use. SmartConnect will be able to communicate with smart, in-home appliances and devices.

Preparing for the Age of Electric Vehicles

To help ensure the success of the electric vehicle market, SCE has an industry-leading Plug-in Readiness program. SCE is helping customers who choose electric cars prepare their homes for fueling with electricity and informing them about their electric vehicle rate plan options. SCE is working closely with automakers, car dealerships, electrical contractors and local cities to help get home charging equipment installed as quickly as possible.

Protecting the Environment

SCE's 174-acre artificial kelp reef off the coast of San Clemente, CA, designed to restore the marine habitat, is the largest U.S. environmental remediation project of its kind. Additionally, all new SCE buildings are designed and built to U.S. Green Building Council specifications for Leadership in Energy and Environmental Design (LEED) certification.

Promoting Diversity, Investing in the Community

Edison International is making investments in both our business and the diverse communities we serve to support economic growth. We are creating thousands of direct and indirect jobs with our \$4.2 billion 2013 infrastructure investment program. SCE spent more than \$1.5 billion with diverse business enterprises in 2012, representing 38 percent of our total expenditures for material and services. In addition, Edison International shareholders in 2012 contributed more than \$19 million to community organizations.



Theodore F. Craver, Jr.
Chairman, President and CEO

To prepare for the transformative changes we believe will sweep across the electric power industry, we are working with policymakers, regulators and other market participants to achieve balanced policies that will enable us to provide customers with affordable, reliable power for years to come.



www.lilly.com

*That's why we subscribe
to the concept of the triple
bottom line: that society,
the environment and
business depend on one
other for their longevity.
How we operate our
business today can have
a long-lasting impact.*

What we do today matters tomorrow. At Lilly, we believe there's a relationship between a healthy environment and healthy people. **That's why we subscribe to the concept of the triple bottom line: that society, the environment and business depend on one other for their longevity. How we operate our business today can have a long-lasting impact,** so we're committed to reducing our environmental footprint. Our goals include:

- ▶ **Energy and greenhouse gas (GHG) emissions — 15 percent improvement** (per square foot of facility space). Since 2007, we've improved energy efficiency by more than 17 percent and reduced GHG emissions by more than 16 percent. With lower energy consumption through greater energy efficiency, we have avoided almost \$32 million in energy costs from 2008 to 2011. The difference in energy consumed between 2007 and 2011 is equivalent to the amount consumed annually by about 24,000 average U.S. homes.
- ▶ **Water intake — 25 percent reduction.** We've reduced our water intake by more than 32 percent over the past five years and achieved an 11,000 million liters/year reduction, which is equivalent to a city serving over 81,000 people.
- ▶ **Waste to landfill — 40 percent reduction.** Our waste to landfill has been reduced by more than 66 percent from 2007 to 2011. This equals the amount of waste generated by almost 108,000 U.S. residents each year. Ten of our sites around the globe report being zero-landfill.
- ▶ **Overall, we've saved an estimated \$100 million** in reduced energy, waste and water use over the past four years. When we conserve resources, that's good for the environment, our business, and the communities in which we work and live.

Our commitment to communities where Lilly people live and work is also reflected in our annual Global Day of Service. Each October, about 20,000 Lilly employees complete various projects from improving green spaces to helping schools to promoting good health. Since the program launched in 2008, employees in more than 40 countries have given nearly 500,000 hours through Global Day of Service initiatives, making it one of the largest single-day volunteer programs in the world.

Learn more about our goals and performance through our 2012 Corporate Responsibility Report on www.lilly.com. We also share our results with independent, internationally recognized agencies like the United Nations Global Compact, Carbon Disclosure Project, and UK Carbon Trust. And we'll continue to partner with Business Roundtable members to share and leverage best practices along the way.



John C. Lechleiter, Ph.D.
Chairman, President and Chief Executive Officer



www.EMC.com

As a company intent on creating lasting value for our customers, employees, investors and communities, we must determine how we can and should shape those aspects of the changing world that we can influence and prepare to adapt to those we cannot.

At EMC, sustainability means recognizing that the decisions we make today will impact the choices available in the future for ourselves, our company and our children. The world in which we live and work is evolving at an unprecedented pace. As a company intent on creating lasting value for our customers, employees, investors and communities, we must determine how we can and should shape those aspects of the changing world that we can influence and prepare to adapt to those we cannot.

But sustainability is not just for the long term — embedding principles of sustainability into every aspect of our business is making us an even stronger company *today*. Our efforts are generating operational efficiencies and saving money. Our customers are looking for business partners who share their sustainability vision. And our employees are designing even more innovative and efficient products and solutions.

EMC's sustainability priorities are focused where we can have the greatest impact: energy consumption; electronic waste; supply chain responsibility; science, technology, engineering and math education; preservation of cultural heritage; and human rights throughout our value chain. We know we cannot do it alone and are partnering with peers, suppliers and nongovernmental organizations (NGOs) to scale our impact. For example, in 2012, we:

- ▶ Worked with an education NGO to provide technology and training to schools in developing countries including Ethiopia, Tanzania, Kenya, Zambia and Jamaica.
- ▶ Partnered with Environmental Defense Fund to crowd-source solutions for tracking eWaste.
- ▶ Established the Blue Sky Award for sustainable suppliers to encourage exchange and adoption of innovative approaches to sustainable practices.

As a global leader in enabling businesses to transform their IT infrastructure, EMC's strategic focus on three of the most important drivers in information technology is shaping the future far beyond the boundaries of our own business:

- ▶ The adoption of cloud computing is reducing costs, creating resource efficiencies, and improving resilience and agility in a dynamic world.
- ▶ The ability to analyze vast quantities of data is informing smarter decisions and enabling us to tackle problems previously considered intractable in health care, public service delivery, environmental sciences and more.
- ▶ The securing of information is required to protect organizations, infrastructure and individuals in a world where everything is interconnected.

We are proud of our work at EMC and optimistic about our future. Last year, we said "we are on a mission," and indeed we are: to transform ourselves, our industry and our world to build a sustainable future.



Joseph M. Tucci
Chairman and Chief Executive Officer

Executive engagement has a profound impact. If the C-suite and the board are indeed on board and promote sustainability, then that message manifests itself throughout the organization.

There's a groundswell happening: increasingly, top leadership is driving sustainability. This engagement at the top drives companies to do well by doing good, a trend reflected in this year's Business Roundtable report, *Create, Grow, Sustain: How Companies are Doing Well by Doing Good*.

Executive engagement has a profound impact. If the C-suite and the board are indeed on board and promote sustainability, then that message manifests itself throughout the organization.

It's apparent in the news and supported by the numbers. A recent survey of corporate sustainability professionals conducted by Ernst & Young and GreenBiz Group revealed some convincing data. We found that when the CEO drives sustainability and reports progress to the board, 86 percent of companies embed sustainability into strategic planning and capital budgeting. They also weave social and environmental issues into their mission statements (70 percent) and regularly discuss risks and opportunities with investors and other stakeholders (68 percent).

When leadership possessed information on their company's exposure to environmental, social and governance risks and opportunities, an overwhelming 90 percent of them said senior executives frequently or occasionally sought out that information. And of that majority, a full 47 percent categorized such inquiries as happening frequently. An overwhelming 90 percent of survey respondents say senior executives frequently or occasionally sought out information that leadership possessed on their company's exposure to environmental social governance risks and opportunities. And of that majority, a full 47 percent categorized such inquiries as frequent.

Of all companies surveyed, 79 percent say their CEO reviews sustainability reports. In companies where the CEO is the driver and reports progress to the board, the percentage grows to 88 percent. Such strong percentages indicate top leadership's growing interest in sustainability.

Companies aren't simply complying with leadership; they're answering the charge because employees throughout the organizations are realizing that sustainability makes good business sense. That's true at Ernst & Young, as the title of our first-ever Americas Area corporate sustainability report suggests — *Patterns of progress: how our people are shaping our sustainability journey*. Leadership's focus on sustainability plays an important role to our corporate strategy, but it's more than that: it's critical to our success.

As the Chairman and CEO of Ernst & Young, I'll continue to champion sustainability, maintaining our commitment from the top. It's a commitment echoed throughout our firm. We are proud to be out in front, with so many other organizations, in moving forward on this path.



A handwritten signature in black ink, reading "James S. Turley". The signature is fluid and cursive.

James S. Turley
Chairman and CEO

At Exelis, our values — “Respect, Responsibility and Integrity” — are more than words on a poster or website. They guide us in making business decisions; governing our organization; improving the environment and the communities where we live and work; and caring for our employees.

As a leading aerospace and defense company, Exelis creates technologies that enable environmental sustainability efforts around the globe.

- ▶ Our composite aerostructures make aircraft lighter, stronger and more fuel efficient.
- ▶ Instruments such as our Cross-track Infrared Sounder, the first in a series of advanced instruments that provide more accurate atmospheric temperature and moisture observations, are critical for weather and climate monitoring.
- ▶ The Automatic Dependent Surveillance Broadcast system, the backbone of the Federal Aviation Administration’s NextGen transformation, will allow aircraft to fly more direct routes and reduce maneuvering before landings. An independent study from Deloitte indicates that the corresponding reduction in fuel usage would eliminate 29 million tons of carbon emissions each year.
- ▶ Waste reduction and recycling programs implemented at the U.S. military base complex in Kuwait, which is operated by Exelis, delivered nearly \$1.1 million in savings to the customer in 2012 alone.

In addition to providing our customers with technologies that support sustainability, Exelis is also committed to reducing our operational environmental impact. Recently, we set a goal of reducing the total energy consumption, electricity usage and water usage at our facilities by 5 percent per year. In just our first year, we have met or exceeded those goals by reducing both our company-wide electricity consumption and total energy usage by 9 percent, while cutting water use by 3 percent.

Pursuit of internal sustainability goals yields benefit to the bottom line and strengthens our bonds with the communities where we live and do business. At our Rochester, NY, facility this year, electronics recycling efforts open to the local community collected 10,000 pounds of material that might have otherwise ended up in a landfill. We’re also further activating the power of our people through the Exelis Action Corps, a five-year, \$5 million partnership with Points of Light to foster volunteer projects with local organizations benefitting veterans, military families and other worthy causes.

In today’s world, companies can no longer choose between responsible business practices and delivering value. Our shareholders and customers expect us to set an example by balancing both to “do well by doing good” — and I am confident that Exelis employees around the world are up to that challenge.



David F. Melcher
CEO and President

Pursuit of internal sustainability goals yields benefit to the bottom line and strengthens our bonds with the communities where we live and do business.

At our Rochester, NY, facility this year, electronics recycling efforts open to the local community collected 10,000 pounds of material that might have otherwise ended up in a landfill.



www.express-scripts.com

We improve the use of prescription drugs by building better pharmacy solutions, which reduce the cost of health care and create better patient outcomes. Express Scripts employees remove waste in health care and in the environment as we become a greater champion for sustainability.

For more than 25 years, our primary mission at Express Scripts has been to make the use of prescription drugs safer and more affordable. During that time — on behalf of thousands of clients and tens of millions of members — we have also worked to drive out costly pharmacy waste.

We improve processes to reduce the misuse of prescription drugs and gain insight from data to build better pharmacy solutions. By doing so, we reduce the cost of health care and create better patient outcomes.

In addition, we work to protect our environment. Express Scripts employees remove waste in all of its forms and help our company become a greater champion for sustainability. We have made significant strides recently in improving sustainability:

Harnessing Solar Power to Reduce Energy Use: Express Scripts shares a campus with the University of Missouri—St. Louis (UMSL), creating one of the country's largest public company/university collaborations. In 2012, Express Scripts funded solar panels for select buildings at UMSL. As part of an overall strategy to reduce energy use, the roof of UMSL's Mark Twain building is now equipped to produce electricity. We applied the same concept to the Missouri Botanical Gardens, helping to install 100 rooftop solar panels which will generate an estimated 870,000 kilowatt hours of power and is expected to displace 800 tons of carbon monoxide over a 30-year lifespan.

Building for Environmental Excellence: Our Leadership in Energy and Environmental Design (LEED) certified buildings reduce greenhouse emissions and feature white roofing materials and low-flow plumbing to reduce the use of energy and natural resources. Almost all of the steel, carpet-tile backing and other building materials are recycled or renewable.

Driving Out Pharmacy Waste: Our employees continually analyze data from hundreds of millions of prescriptions and they apply their insights to new solutions that benefit clients, members and the environment. For example, we learned that packaging for prescription drugs was not optimal, so we took the lead in using smaller bottles in our home delivery pharmacy. By using the right bottle for a specific prescription, we reduced material use and fuel needs, saving money and resources.

Every member of the Business Roundtable has different goals, but we can all agree on the importance of working together to improve our environment. I'm proud of our employees, who consistently exhibit the courage, commitment and care to improve sustainability.



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

George Paz
Chairman and Chief Executive Officer

Access to reliable, affordable energy is vital to creating and sustaining economic development, and to securing a better standard of life for a growing global population.

ExxonMobil is addressing the sustainability challenge — the balancing of economic growth, social development and environmental protection — so that future generations are not compromised by the actions we take today in search of this energy. We integrate sustainability into every facet of our business through a commitment to responsible operations, careful risk management, efficient use of energy and resources, continuous improvement, and ongoing innovation.

Our innovation takes many forms. In recent years, we've employed enhanced technologies for drilling multiple wells from a single location, reducing surface footprint and impacts. We've developed stronger-yet-lighter advanced petrochemicals and lubricants that can improve efficiency in our customers' applications and, ultimately, lower emissions for us all. We also invest in a broad portfolio of longer-term, potentially game-changing technologies to reduce greenhouse gas emissions, such as carbon capture and storage and new fuel-efficient engines.

However, deploying and investing is not enough. To be sustainable, we must enable our society to cultivate the innovators of tomorrow.

That's why a few years ago ExxonMobil and other companies launched the **National Math and Science Initiative** (NMSI). NMSI has enrolled 462 schools in 18 U.S. states in the **Advanced Placement Training and Incentive Program™**. Studies show that when students take and pass an Advanced Placement (AP) course in high school, they are significantly more likely to graduate from college. Through expansion of AP courses in high school and incentives for teacher training in AP courses, those schools have increased test scores in math and science by 160 percent.

Another NMSI effort, **UTeach**, is on track to train 10,000 specialized math and science teachers in this decade. Since its inception, 45 percent of UTeach graduates have gone to work in high-need schools, and retention is significantly higher than the national average.

We also support the **Mickelson ExxonMobil Teachers Academies**, which have enrolled more than 3,500 elementary teachers to date; the **Sally Ride Science Academy™**, which has helped train 8,000 teachers since its inception; and the **Bernard Harris Summer Science Camps**, which promote diversity in technical professions.

Initiatives such as these will help ensure that a new generation of scientists and engineers can lead the way in developing the energy technologies for future generations to sustain growth and protect the environment.



A handwritten signature in black ink that reads "Rex W. Tillerson".

Rex W. Tillerson
Chairman and CEO

ExxonMobil

www.exxonmobil.com

*To be sustainable, we must enable our society to cultivate the innovators of tomorrow. That's why a few years ago ExxonMobil and other companies launched the **National Math and Science Initiative** (NMSI).*



about.fedex.com

At FedEx, we've seen the great results of connecting people and possibilities around the world and realize the success of communities and companies are intertwined. That's why we put such emphasis on the social responsibility connection... We also see social responsibility as an engine of innovation.

At FedEx, we've seen the great results of connecting people and possibilities around the world and realize the success of communities and companies are intertwined. That's why we put such emphasis on the social responsibility connection: through it, we can drive positive change in our cities, marketplaces and society at large. Plus, it's good business and a wise investment in the future of FedEx.

We also see social responsibility as an engine of innovation. Working toward greater sustainability and citizenship has led us to develop myriad new programs and processes that deliver greater opportunities for our customers, our communities and our planet. Innovation in social responsibility is also a way to inspire our team to think "glocally" and ignite big ideas into smaller, local applications.

Energy Innovation

As a big consumer of oil, FedEx committed years ago to monitor our footprint across the industry and the globe. We continue to lead the charge through a focus on electricity, natural gas and alternative jet fuels.

We've been a bold voice in national energy policy. Through FedEx advocacy, we were instrumental in establishing new fuel-efficiency standards for commercial vehicles. We've advocated for new aviation technologies that improve safety and reduce fuel consumption. We've worked to develop new national policies for highway investments and better truck fuel efficiency.

At the same time we've committed to a lighter environmental footprint as a company. Five years ago, we committed to improve the overall fuel efficiency of the FedEx Express vehicle fleet by 20 percent by 2020. We've already surpassed that goal, and so are targeting a 30 percent improvement in fuel efficiency for our global vehicle fleet by 2020. We also intend to achieve a 30 percent reduction in aircraft emissions by the same year.

Grassroots Savvy

While we are proud of the broad changes we kindled as a company, we realize our sustainability efforts don't just come from the top of the organization. We have plenty of grassroots champions. Some 300,000 FedEx team members worldwide are a creative impetus. They enrich our problem solving through their diverse outlooks and great ideas. For example, a FedEx team in Brazil worked with a university program to reuse motor and cooking oil. To date, they've recycled nearly 4,000 liters of oil.

What's on the horizon for FedEx?

From an advocacy standpoint, we will champion additional research of more efficient automobile batteries and more practical applications of natural gas. We'll recommend more streamlined permitting processes for major energy projects. And we'll urge funding for the development of advanced biofuels. In fact, FedEx will be collaborating with the Nature Conservancy to help us create a biofuels roadmap for the long-distance transportation sector.

We will continue collaborating with sectors such as utilities, manufacturing, transportation and government to expand the range of all-electric and biofuel alternatives. Most important, our entire FedEx team is committed to higher standards of global citizenship and to delivering more possibilities for people everywhere.



Frederick W. Smith

Chairman, President and CEO



www.firstsolar.com/sustainability

With the combined environmental, social and economic benefits, there is a clear business case for following sustainability principles as a matter of practice. Sustainability is integral to First Solar as we deliver on our promise of providing the world with a clean, affordable energy solution.

First Solar is a leading provider of photovoltaic (PV) solar energy solutions whose mission is to create enduring value by enabling a world powered by clean, affordable solar electricity. Energy security, fuel price volatility, and the need for carbon dioxide emission (CO₂e) reductions are driving global demand for solar PV. First Solar's integrated PV power plant solutions provide an economically and environmentally compelling alternative to fossil fuels.

The seven gigawatts of First Solar modules installed worldwide displace seven metric tons of CO₂e per minute, the equivalent of removing two cars and saving more than 5,000 gallons of water every minute.

At First Solar we define sustainability as our "capacity to endure and scale." To achieve this, First Solar balances environmental, economic and social impacts throughout our business. Our sustainability mindset enables us to achieve long-term growth and lower energy costs while upholding social contracts with communities and partners and following environmentally responsible practices.

First Solar's PV power plants have the smallest carbon footprint and fastest energy pay-back time in the solar industry. We are dedicated to minimizing the environmental impact of our products and utility-scale solar projects across their life cycles. We are continuously reducing the energy and water intensity of our manufacturing processes, implementing responsible land use practices and biodiversity protection during construction, and providing recycling services for end-of-life solar modules. In 2012, First Solar set a goal to reduce our greenhouse gas (GHG) emissions intensity by 35 percent for 2016 from a 2008 base year. Since 2008, First Solar reduced our carbon intensity by more than 20 percent through improved module efficiency and energy conservation projects. This translates into significant cost reductions. Our Malaysia facility has already achieved savings of more than \$1.8 million or 11,000 tons of CO₂e since 2010.

As part of our commitment to social responsibility, we engage in the communities where we manufacture, construct power plants or have other business interests. These communities benefit from local job creation, economic activity and training. First Solar is creating more than 40,000 global jobs throughout the value chain. We also engage with stakeholders such as governments and nongovernmental organizations, and we externally report on our sustainability performance.

With the combined environmental, social and economic benefits, there is a clear business case for following sustainability principles as a matter of practice. Sustainability is integral to First Solar as we deliver on our promise of providing the world with a clean, affordable energy solution.



James Hughes
CEO



www.fluor.com

*We believe we improve
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we complete a project.*

Fluor looks ahead to 2013 with optimism.

We envision a year during which progress has true potential both at home and abroad — and sustainable solutions are engrained in the design and construction of the projects we undertake.

A core belief of our company has been that ***“we believe we improve the lives, create jobs and initiate growth that can sustain itself well after we complete a project.”*** That applies to every project we undertake. It also reinforces our purpose that what we leave behind is something that is real, positive and productive and something that was not there before — but is designed and constructed to be there for a long, long time.

Our business conduct fits well within the theme of the Business Roundtable’s 2013 report, ***Create, Grow, Sustain: How Companies Are Doing Well by Doing Good.***

Sustainability can be found throughout business and industry in many meaningful ways. For Fluor it begins with engineering design — creating sustainable design solutions for the everyday challenges faced by an ever-growing world and building structures and facilities that can withstand the most serious challenges, environmental or otherwise.

We see sustainability and ***doing well by doing good*** in the design and construction of the San Francisco Oakland Bay Bridge — replacing the structure badly damaged in the 1989 earthquake with a structure that will survive seismic activity in one of the world’s most active areas.

We see ***doing well by doing good*** in employing state-of-the art construction techniques to reduce waste and minimize environmental impact through greater use of strategically located construction fabrication assets.

And we live the theme of ***doing well by doing good*** in the practices we follow to achieve the vision of our company — leading the way in safety processes and providing business leadership on a global basis for anticorruption and ethics.

Sustainability is a practice and a core belief of our company that is intrinsic in our business actions around the world. We are proud of that.



David Seaton
Chairman and Chief Executive Officer

FMC Corporation fully embraces the Business Roundtable's goals of *creating, growing and sustaining* a better world. In fact, **doing well by doing good** is the theme we adopted two years ago when we chose to bring sustainability to the forefront of our corporate consciousness and make it an explicit part of our decision process.

As a leading specialty chemical company, we are looking ahead with fresh eyes and a new way of thinking. We looked closely at the five market-shaping shifts in today's world to ensure we can grow our business and meet societal needs. This past year we adjusted our business process to increase innovation around these market trends in environmental consciousness, scarce resources, climate change, land competition and food and health expectations. By 2015, at least 50 percent of FMC's total R&D spending will focus on these areas.

Several of our businesses are already addressing the sustainability of our food supply by increasing crop yields, advancing animal nutrition, enhancing the stability of foods and improving food safety. In crop protection, we are developing biological-based products from natural, renewable sources to shield against plant diseases. We have expanded our network of food laboratories to meet the rising demand for more nutritious foods in rapidly developing economies. We are also increasing our platform of natural, biopolymer-based products for food, pharmaceutical and biomedical uses.

This past year, we created a new business platform to apply our technologies to air pollution control, water treatment, and soil and groundwater remediation. And our antimicrobial products and expertise are now being applied to aseptic packing solutions and to safeguard meat processing facilities.

We know that a stronger, more sustainable future needs better science. We search for and support programs and projects that focus on science, technology, engineering and mathematics to foster the next generation of innovators. We welcome partnerships that support secondary and higher education for children and young adults. FMC also enriches our communities through support of health and human services and arts and culture as well as projects that protect and preserve natural resources.

The challenges are great. But, together with our fellow companies in the Business Roundtable, we can help answer many of these challenges and build a brighter future.



Pierre Brondeau

President, CEO and Chairman of the Board



www.fmc.com/sustainability

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*As we remain well positioned
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The metals that Freeport-McMoRan produces are essential to the world's economies. Our metals are also critical to a rising standard of living on a global scale as population growth and urbanization continue. As we remain well positioned to respond to increased demand for our products, we do so with an eye toward delivering positive benefits to our many stakeholders.

We believe that effective community development requires openness and trust in working with our partners — local leaders, nongovernmental organizations, host governments and our own employees. Informed by robust local stakeholder engagement and guided by formal criteria, we have invested over \$1 billion in local communities since 2007. These significant expenditures are part of our responsiveness to local issues and assist us in building strong partnerships with residents and host countries. Through our engagement activities, we know that consistent access to clean water is a critical concern to stakeholders near many of our operations and we are collaboratively working toward long-term solutions.

Our Cerro Verde operation plans to construct a waste water treatment plant for the city of Arequipa, Peru, should we proceed with plans for a large-scale expansion. This plant would improve regional water quality, enhance the value of local agricultural products and reduce waterborne illnesses, while providing water for an operational expansion in a region where clean water availability is so critical and where our mining operation is so economically important. This project follows on the recent significant development of an expandable water treatment facility that now provides local residents 24-hour access to potable water.

In Chile, we have constructed a desalination plant that, together with the effluent from a recently constructed waste water treatment plant, will eliminate the need for water from a depleting aquifer for our operations. Importantly, this project afforded the opportunity to transfer potable quality water rights to the local water utility for residential uses. In the Democratic Republic of Congo and Indonesia we continue to install clean water wells for villages near our operations.

To maximize the opportunities mining can offer we continuously advance our sustainable development performance so that we can provide economic and social benefits and facilitate programs to help communities remain vibrant well after our operations cease. Whether the need be access to clean water or basic fundamental education, we have a role as a leading resource company that will last long into the future to be a significant contributor to sustainable development.



Richard C. Adkerson
President and Chief Executive Officer

Broadband technology is a catalyst for economic growth and innovation; it has changed how we work, play, learn and communicate. High-speed Internet access translates into jobs, global competitiveness, enhanced educational and health care options, economic development, and a more sustainable and connected world. This Internet connectivity wasn't always available for many rural communities. As smart technology became the norm throughout urban America, rural communities and their economies, schools, medical facilities, homes and government offices were often left behind.

No more.

Frontier Communications is the largest communications services provider focused on rural America. We are deploying high-speed, high-capacity broadband infrastructure throughout our rural service areas. As of December 31, 2012, 6.2 million households in Frontier markets had broadband availability and capability. We continue to invest — pushing telecommunications infrastructure deeper into our networks, enhancing transport capabilities, and expanding our data backbone. These investments create employment opportunities, benefit customers, reward shareholders and help sustain rural America.

A Sustainable Frontier

At Frontier, we use resources wisely. We seek to act in ways that are good for both business and the Earth. We conserve energy, reduce waste, recycle and pursue green initiatives. We do this because it is our moral responsibility to leave the planet in better shape for our children and their children.

Changes do not have to be seismic to make a difference. Small things done right every day by more than 14,000 employees mean big improvements over time. So we turn out the lights and switch off computers and desktop printers. We don't travel when videoconferencing and teleconferencing allow meetings at our desks. We monitor our facilities, owned and leased, to achieve higher levels of energy efficiency and more environmentally friendly practices. Our corporate headquarters has earned the Environmental Protection Agency's prestigious ENERGY STAR®, the national symbol for superior energy performance.

Throughout Frontier's 27-state service area, newer, more energy-efficient trucks and automobiles are replacing older fleets of vehicles and paper use is decreasing thanks to electronic alternatives. Less paper equates to reduced landfill waste and improved expense control.

Frontier employees are innovative and we value continuous improvement. As Frontier continues to deliver broadband to the markets we serve, we remain committed to using all resources wisely. We know the health and well-being of our planet, our company and our communities are at stake.



A stylized, handwritten signature in black ink, appearing to read 'Maggie Wilderotter'.

Maggie Wilderotter
Chairman and CEO



www.frontier.com

*As Frontier continues
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GANNETT

www.gannett.com

At Gannett, being a good corporate leader is a core value and we have taken many steps over the years to reduce our environmental impact and underscore our commitment to sustainability.

At Gannett, being a good corporate leader is a core value and we have taken many steps over the years to reduce our environmental impact and underscore our commitment to sustainability.

We've been an industry pioneer in using environmentally friendly press products and citrus-based press cleaners. All colored inks and many black inks we use are soy-based rather than petroleum-based. Waste ink is recycled and we significantly reduced water usage by switching to dry methods of photo and plate processing.

Gannett helps minimize green house emissions by using newsprint vendors that practice sustainability, switching to lightweight newsprint, reducing the size of the newspapers printed and using recycled and Forest Stewardship Council-certified newsprint where available.

We are focused on being energy efficient as well, with our headquarters building receiving the Leadership in Energy and Environmental Design (LEED) EB certification. We've also relocated many employees to more energy-efficient offices and installed more energy-efficient HVAC systems and appliances in many of our facilities, significantly reducing our electricity use.

Many of our media organizations cover environmental and sustainability issues and inspire action. A prime example is *USA TODAY*, which was recognized for "Ghost Factories: Poison in the Ground." The series won four national awards, including the Alfred I. duPont-Columbia Award from the Columbia Journalism School. The investigative report uncovered hundreds of forgotten lead factories and the toxic lead left behind. The series drew calls for action from seven U.S. senators and led the Environmental Protection Agency to re-examine health risks at 464 sites nationwide.

Make A Difference Day, created by *USA WEEKEND*, is the nation's largest day of volunteering with millions of people across the U.S. helping to change their communities. This year, one of the award-winning projects was Operation Lorax: 100 people, half of them children, planted 1,000 trees in a fire-damaged area of Ellensburg, WA.

The Gannett Foundation does its part, too. Through its Community Grant Program, the foundation supports non-profit activities in the communities in which Gannett does business and contributes to a variety of charitable causes. One of the foundation's community action grant priorities includes environmental conservation.

We've made great progress in our commitment to environmental sustainability and I know we'll make even greater strides as we continue to put consumers, advertisers and our communities at the heart of all we do.



A handwritten signature in black ink that reads "Gracia C. Martore".

Gracia C. Martore
President and CEO

As a 130-year-old technology company, GE has proven we're a resilient and sustainable entity. We are committed to finding solutions to benefit the planet, its people and the economy. It is embedded not only in our business strategy, but in our culture.

Many communities face substantive challenges — shortage of natural resources such as water and lack of infrastructure to transport goods or access to critical services such as health care. We feel that it is incumbent upon businesses to contribute to society in order to meet these needs. In fact, we think that goes hand-in-hand with our, or any company's, ability to grow and sustain economies across the world. Solving problems is good business.

The key to optimizing natural resources, increasing efficiency and reducing cost of products, and providing access to needed services is innovation. GE continues to expand our ecomagination, healthymagination and Industrial Internet portfolios in order to provide new solutions and continue our success as a valued, sustainable entity. GE Ventures Healthymagination Fund invests and partners with companies that are working to improve the quality, access and affordability of health care. Recently, the GE healthymagination fund invested in NanoString Technologies, a company that demonstrates, through gene expression analysis, disease subtypes for breast cancer that respond differently to therapy. This information allows doctors to target more impactful treatment that is personalized to the patient. The company's breast cancer test is marketed as Prosigna and was launched in the European Union in February 2013.

To innovate, of course, you need talent, and we believe businesses must also help develop people. GE's business is fundamentally about people — our employees, customers, investors, and the communities in which we live and work. We rely on skilled and empowered people, whether it is to build state-of-the-art products, partner with our customers to reduce cost and natural resource usage, or provide hands-on support in our communities. That's why we have joined with other Business Roundtable members in supporting governors across the country to implement Common Core State Standards in our educational system. These standards will help American students compete anywhere in the world.

Companies like GE are poised to provide solutions to global needs. We take great pride in working on things that are hard, things that matter. We listen, reflect and respond. You can see that in the products we make, how we make them and the impact our people make in communities around the world.

Building, powering, moving, curing. It's what the world needs. It's what we do.



A handwritten signature in black ink that reads "Jeffrey R. Immelt". The signature is fluid and cursive.

Jeffrey R. Immelt

Chairman of the Board and Chief Executive Officer



www.ecomagination.com

*Solving problems
is good business.*



www.generalmills.com

Our sustainability mission centers on conserving and protecting the natural resources on which our business depends. To achieve this mission, we focus on two key areas: reducing resource usage in our operations and increasing sustainable sourcing across our supply chain.

For over a century, sustainability has been an integral part of General Mills' business.

Our sustainability mission centers on conserving and protecting the natural resources on which our business depends. To achieve this mission, we focus on two key areas: reducing resource usage in our operations and increasing sustainable sourcing across our supply chain. Both are key to operating sustainably and supporting our business for the long term.

Currently, our sustainable sourcing strategy focuses on 10 priority ingredients, since that's where we can have the largest impact. Through our work with industry groups, we are helping to move the raw material supply chain toward more sustainable solutions.

Let me give you a few examples:

- ▶ Water is critical to food manufacturing. We've made significant progress in reducing our water usage throughout our manufacturing facilities. In the past five years, we have reduced our water usage by 11 percent — halfway to our 2015 goal of 20 percent. However, approximately 99 percent of the water needed to create and distribute our products exists outside our operations. Therefore, we worked with the World Wildlife Fund to map potential water risks in our supply chain and recently launched a global water stewardship strategy with the Nature Conservancy to improve the sustainable use of water throughout our value chain.
- ▶ In Madagascar, we are working with our vanilla supplier, humanitarian organization CARE and a local nongovernmental organization to establish a program that will improve the lives of smallholder vanilla farmers. Our objective is to help farmers capture a greater part of the value chain. The program will involve building a vanilla curing and storage facility that can also be used to boost food security through rice storage. In addition, General Mills will have a more reliable supply of high-quality vanilla.
- ▶ In 2010, we made a commitment to source 100 percent of our palm oil from responsible and sustainable sources by 2015. I am pleased to report that we are well on our way to achieving that goal. Although General Mills is a relatively minor user of palm oil, we acknowledge that responsible users of even small amounts of ingredients can impact issues through principled purchasing practices.

We are proud of our progress, but realize there is still much more to do. We are committed to making further strides. Our business requires it and future generations depend on it.



Ken Powell
Chairman and CEO

At Grainger, we are proud to participate in the Business Roundtable's goal to *Create and Grow* a more sustainable world. As a leading, global distributor of maintenance, repair and operating products, Grainger supplies millions of businesses with the products they need to help keep their facilities safe and efficient. Our goal is to be a partner that solves problems by utilizing our people, products and expertise. We do this by not only providing products and service of the highest standards, but also by our commitment to corporate social responsibility.

Grainger ensures our business practices and workplaces continually meet the same high standards that guide us when serving customers. Our relationships are built on trust and we are committed to operating with integrity in everything we do. At Grainger, we view effective corporate governance as an integral component of our company's overall performance. Equally important is creating a great workplace. Grainger's team members are at the heart of our success and our goal is to ensure they are all engaged, inspired and safe every day.

Grainger is taking action *today* to ensure that future generations will live and work in a healthy and sustainable world. In addition to providing our customers thousands of products to help them maintain their facilities in an environmentally responsible manner, Grainger is committed to operating our buildings according to the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) standards. Grainger was the first industrial distributor to have LEED-certified facilities and we are building on this progress. We know that LEED-certified facilities reduce energy costs, water usage and overall impact on our environment. We are committed to achieving LEED certification for all new construction projects worldwide. To help measure our progress, in 2012, Grainger reported our greenhouse gas emissions and climate change strategies through the Carbon Disclosure Project (CDP). Having established our baseline emissions from our U.S. operations, we plan to extend our reporting to include our full, global footprint in the upcoming years. Grainger was the first industrial supplier to publicly disclose our carbon footprint through the CDP.

We know that contributing to a more sustainable world begins with how we run our own business. For 85 years, Grainger has grown by delivering exceptional service to our customers and investing for the long term. This commitment extends into our local economies through the 22,000 Grainger team members who help build strong, safe and viable communities everywhere we operate. We are steadfast in our dedication to service and our responsibility to ensure future generations benefit from the work we do today.



James T. Ryan

Chairman, President and Chief Executive Officer



www.graingercsr.com

*Grainger's team members
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www.grantthornton.com

*At Grant Thornton,
making a difference is at
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Caring for the environment
is core to this pursuit.*

At Grant Thornton, making a difference is at the heart of what we do. As part of an engaged and dynamic global organization, we have a mission to make a difference to our colleagues, our clients, our profession and our communities. Caring for the environment is core to this pursuit.

The people of Grant Thornton are committed to sound environmental sustainability, personally and as a matter of firm policy. The firm's ExperienceGreen initiative, launched in 2001, is our commitment to environmental and corporate social responsibility. The initiative amplifies our efforts through ongoing employee education, a host of charitable programs across the country, firm-wide recycling and conservation requirements, and the successful pursuit of Leadership in Energy and Environmental Design (LEED) certification in office locations.

In more than 50 locations around the country, local office champions ensure the firm remains steadfast in our commitment to environmental stewardship, punctuated by our successful program to commit 20,000 Acts of Green as both individuals and a firm.

In addition, the firm's ExperienceGreen initiative has transformed our supplier network to ensure we are doing business with organizations that share our commitment to the planet. In addition, investments in video conferencing leveled our travel needs, while our IT investments continue to focus on the most cost effective and environmentally responsible solutions.

Across the country — and in the efforts of member firms in more than 100 countries around the world — we tap into the passion of our people, creating an expectation of environmental responsibility throughout the firm. This commitment extends to client relationships where the expectation to “do well by doing good” is a fundamentally sound business principle.

Our own journey in environmental stewardship is shared by many of our clients, whom we serve with pride. Sustainability is now core to any enlightened business strategy, and something we will continue to embrace on our own and with our clients. At Grant Thornton we look forward to supporting the ongoing efforts of the Business Roundtable to create, grow and sustain a better planet for generations to come.



Stephen M. Chipman
Chief Executive Officer

At HARMAN, we recognize and share the concerns of scientific experts regarding the future health of our planet and its inhabitants. Our business strategy is built on principles that are both environmentally and socially effective and economically sustainable — resulting in policy and program decisions that are good for business and beneficial to society.

Our mission to create value includes a deliberate focus on reducing our company's environmental footprint, pioneering new technologies that also advance the science of sustainability, and giving back to the communities where we work and live. We see many opportunities to develop and deliver innovations that benefit society and the safety of the planet, as we profitably serve the evolving needs of socially-responsible customers around the world.

HARMAN's close relationships within the global automotive industry offer a powerful catalyst. Our customers have made significant advances in reducing vehicle weight and power consumption, while incorporating new technologies to further improve fuel efficiency. We are committed to supporting these efforts with ancillary technologies that save energy, reduce carbon emissions and further contribute to planetary health.

Among the innovations deployed toward this effort are energy-efficient HARMAN GreenEdge™ audio and infotainment systems, which cut weight in half while doubling the power efficiency of predecessor systems and still deliver great technical performance. We have also introduced technologies to support the growth of electric and hybrid vehicles, such as our HALOSonic™ sound-management solutions, which improve both safety and comfort. Our large-scale professional audio systems for public venues now consume a fraction of the electric power once required.

HARMAN has taken decisive steps to reduce energy usage and carbon emissions across its global value chain. Following a successful pilot program at several facilities, we have extended the goal to achieving an additional five percent savings at all sites worldwide. Our businesses have developed new packaging designs that significantly reduce the amount of material consumed, and manufacturing sites have been repositioned to save transportation costs, fuel and environmental emissions. Our corporate outreach programs, focused on music, education and the arts, underline the principle that giving back is good for business.

Any successful global effort toward sustainability must be embraced by stakeholders from every industry and every nation. We are committed to participating in this effort, we are partnering aggressively with our customers and we encourage others to join us as we work to ensure a safe, sound planet for present and future generations.



A stylized handwritten signature in black ink, appearing to read 'D. Paliwal'.

Dinesh C. Paliwal
Chairman, President and CEO



www.harman.com/sustainability

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THE HARTFORD

www.thehartford.com

*For The Hartford,
practicing sustainability
is an expression of our
core values and drive for
continuous improvement.*

In business for 203 years, The Hartford — a leader in property and casualty insurance, group benefits and mutual funds — takes the long view of success and strives to operate in a way that benefits all stakeholders. We are committed to being a sustainable company and determined to reduce energy use and contribute to a cleaner environment.

Reflecting the company's sound environmental practices, during 2012 *Newsweek* magazine ranked The Hartford the greenest financial services firm in America for the second year in a row. For the fifth consecutive year, the independent, nonprofit organization, Carbon Disclosure Project, placed the company on the S&P 500 Carbon Disclosure Leadership Index. We are also listed on the Dow Jones Sustainability Index.

The Hartford has reduced overall greenhouse gas emissions by more than 31 percent between 2007 and 2012. To reduce the amount of paper sent to customers and used within the company, The Hartford installed a managed print system several years ago. As a result, the volume of paper used has fallen by more than 4 billion pages so far. According to our managed print vendor, which calculates the amount of paper that companies use each year, The Hartford ranks in the top quartile among financial services firms for least paper usage. We are also reducing electronic waste. Working with a vendor, the company ensures that all electronic equipment we replace is either refurbished, resold or recycled — none goes to landfill.

Each year we invite employees to participate in a survey to assess their commuting practices and think about ways to reduce their environmental footprint. The Hartford also holds company-wide eCycling drives and offers employees free access to electric vehicle charging stations on our three Connecticut campuses.

To help customers "go green," the company has a range of insurance solutions that include a premium discount for owners of electric vehicles as well as a renewable energy insurance practice, which serves the wind, solar, biomass and fuel cell industries.

For The Hartford, practicing sustainability is an expression of our core values and drive for continuous improvement.



Liam E. McGee

Chairman, President and Chief Executive Officer

At Hertz, sustainability is driven by a global vision we call Living Journey. It's our commitment to deliver smart mobility and sustainability solutions at work, in the community and on the road.

Technology has changed how businesses operate, how we connect on a global scale and get from place to place. It has also raised customers' expectations of service, convenience and value. So we're working to give communities and businesses the mobility tools they need to succeed in a clean technology-based society. This includes ensuring every rental is fast, easy and sustainable.

Hertz is using innovative solutions, such as on-demand rentals available 24/7 and mobile apps to give customers access to vehicles, whenever and wherever needed. Our commitment to smarter mobility includes providing fuel-efficient and alternative-fuel vehicles, such as hybrids, electric vehicles and clean diesel vehicles on a global scale. Hertz' fleet is also the most fuel efficient in the rental industry, with 74 percent averaging 28+ miles per gallon (mpg) and nearly 60 percent achieving 32 mpg or better.

Sustainability isn't limited to our cars. It's part of our daily operations and business model to ensure the long-term success and viability of Hertz. For example, we've implemented a global energy management program which includes improving the energy efficiency of our buildings and producing over 2,500,000 kilowatt hours of solar energy annually. Additional sustainability best practices at Hertz locations include:

- ▶ 80 percent of car wash water recycled
- ▶ More than 688,000 gallons of used oil recycled annually
- ▶ Zero landfill policy for used tires
- ▶ Leadership in Energy and Environmental Design (LEED) building and construction standards

We also recognize that sustainability is a journey, a long-term process of improvement and that there are always opportunities to do more. As such, we are working to expand the scope of our sustainability program around reporting, supplier management and employee engagement.

Above all, we hope our sustainability efforts will provide value to our stakeholders and help ensure the long-term health and productivity of the communities we serve. Equally important, it's another good reason we can all take pride in working for Hertz.



Mark P. Frissora

Chairman and Chief Executive Officer



www.HertzLivingJourney.com

At Hertz, we're working to give communities and businesses the mobility tools they need to succeed in a clean technology-based society. This includes ensuring every rental is fast, easy and sustainable.



honeywell.com

Nearly 50 percent of our portfolio is dedicated to energy efficient products and services. In fact, the use of Honeywell technologies could reduce energy demand in the United States by 20 to 25 percent if they were immediately and comprehensively adopted.

Honeywell takes our commitment to corporate citizenship, protection of our global environment and creation of sustainable opportunity seriously everywhere we operate.

Honeywell's sustainable opportunity policy is based on the principle that by integrating health, safety and environmental considerations into all aspects of our business, we protect our people, our communities and the environment; achieve sustainable growth and accelerate productivity; drive compliance with all applicable regulations; and develop technologies that expand the sustainable capacity of our world.

By applying the same rigor and business tools we use in the workplace, Honeywell also builds community programs that deliver results we can quantify. We combine outreach and focused leadership with financial support and volunteerism to address core needs in areas where we have unique expertise.

Our commitment to be more efficient and responsible is reflected in the extensive work we do to make our businesses more environmentally friendly, safer and more sustainable. In 2011, we met greenhouse gas and energy efficiency objectives for our internal operations, reducing our greenhouse gas emissions by more than 30 percent and increasing our energy efficiency by more than 20 percent since 2004. Annual goals will continue to reduce greenhouse gas emissions rates and increase energy efficiency. Since 2010, more than 1,200 projects, including building automation/controls, lighting and mechanical upgrades, have been implemented by our facilities globally.

In 2013, Honeywell also will be implementing water-conservation projects at sites that are significant water consumers in areas that are experiencing "water stress" as defined by the World Resources Institute.

Honeywell is committed to integrity and compliance in everything we do, as set forth in our Code of Business Conduct. As part of this commitment, Honeywell requires suppliers to comply with our code.

A sustainable environment is also a safe environment. Our safety products and corporate-wide core processes promote a culture of safety excellence. Honeywell has a safety record that is in the top quartile for large companies, based on a weighted average for the sectors in which we operate.

Nearly 50 percent of our portfolio is dedicated to energy efficient products and services. In fact, the use of Honeywell technologies could reduce energy demand in the United States by 20 to 25 percent if they were immediately and comprehensively adopted.

Environmental performance, sustainable economic growth and social responsibility are important to our long-term growth and essential to meeting the demands of an expanding global economy.



David M. Cote
Chairman and Chief Executive Officer

At Humana, our dream is to help people achieve lifelong well-being. Our commitment to corporate social responsibility (CSR) and our CSR platform — *Healthy People, Healthy Planet, Healthy Performance* — is helping bring our dream to life.

Inspiring health is one of our values at Humana — for our 44,000 associates and our 12 million health plan members. For our associates in 2012, we created the first *Humana Well-Being Report*, which measures their engagement in well-being programs and health-improvement outcomes, giving us a snapshot of Humana employees' overall health and well-being. The report — which we're updating twice annually — also enables us to track the progress we're making on improving associate well-being. In the first report, for instance, we included data about the percentage of our associates who are overweight or obese, along with Humana resources available to these associates to help them lose weight.

For Humana's health plan members, we made considerable progress in 2012 helping them improve their health. Through unique programs such as HumanaVitality, we're encouraging and rewarding people for taking small steps that can have a significant impact on their health and productivity. Meanwhile, Humana's focus on providing an Integrated Care Delivery Model for our members is helping them get the right care in the right settings at the right time.

Through innovative partnerships, we have embarked on a multiyear campaign with the nonprofit KaBOOM! to build 50-plus multigenerational playgrounds; and with MicroClinic International on "Team Up 4 Health" — a program focused on helping people in our home state of Kentucky leverage social networks in an effort to live healthier lives.

Humana also published our first Global Reporting Initiative-compliant CSR report, making us the first U.S. health benefits company to do so. In the report, we detailed Humana's commitment to social responsibility, highlighting key company initiatives, such as setting targets to reduce building energy consumption, greenhouse gas emissions and annual energy expenses by 10 percent each by the end of 2012.

Our inclusion and diversity endeavors continue to expand through the establishment of new Network Resource Groups and inclusive-leadership training opportunities. We also recently announced that we surpassed our goal of hiring 1,000 U.S. military veterans and/or their spouses by mid-2014, a commitment we made in 2011 as part of President Obama's challenge to U.S. employers. We are now working to hire 1,000 additional veterans.

While we are excited about our accomplishments to date, we recognize that our CSR journey is far from over. We look forward to continuing to share it with you.



A handwritten signature in dark ink that reads "Bruce Broussard".

Bruce D. Broussard

President and Chief Executive Officer

Humana®

www.humana.com

Humana also published our first Global Reporting Initiative-compliant CSR report, making us the first U.S. health benefits company to do so. In the report, we detailed Humana's commitment to social responsibility, highlighting key company initiatives...



www.ibm.com

IBM applies its research, technology, expertise and global reach to help our clients and the world become more efficient, sustainable, prosperous and progressive. ... As we continue to help build a Smarter Planet, we have increasingly found that our business and citizenship strategies are not merely “linked,” they are one.

For more than 100 years, IBM has applied its research, technology, expertise and global reach to help our clients and the world become more efficient, sustainable, prosperous and progressive. As our former CEO Thomas J. Watson, Jr. put it in the 1960s, “We serve our interests best when we serve the public interest.” Today, this same commitment is expressed in one of the three core Values defined by IBMers themselves: “Innovation that matters — for our company and for the world.” And it is also integral to our agenda for building a Smarter Planet.

IBM’s research and strategic growth Initiatives provide many examples of this value and this agenda in practice. They include:

IBM Research: IBM’s nearly 3,000 researchers around the world are creating innovative solutions for cities, the environment, businesses and individuals. Examples range from monitoring energy and water desalinization in the deserts of the Middle East, to creating new technologies to advance solar energy and using polymers to fight drug-resistant bacteria. And ‘Watson’ — IBM’s Jeopardy!-winning supercomputer — is now directing its analytical capabilities to the world of medicine, helping to diagnose and assess treatments for lung cancer.

IBM’s Strategic Growth Initiatives: As we seek to unlock the opportunities for growth that come from building a Smarter Planet, we have increasingly found that our business and citizenship strategies are not merely “linked,” they are one.

- ▶ For example, our Smarter Planet solutions achieved more than 25 percent growth in 2012, including those devoted to helping cities around the world improve public safety and social services; make transportation more efficient; increase the availability of renewable energy; make buildings and operations more energy efficient; and grow competitiveness through businesses that are becoming more agile and productive.
- ▶ In addition, IBM is investing in more than 100 emerging market countries, helping to build IT infrastructures in support of economic growth, develop strategic industries and respond to accelerating urbanization. Again, we are enabling more effective and sustainable growth for these nations and their people, while also creating value for IBM and our investors. In 2012, IBM’s growth market revenue outpaced that in major markets by nine points.

In all this, we pursue a century-long model of continual innovation. Our goal remains to keep moving to higher value — for our investors, our clients, our partners, our employees, and the countries, communities and people of the world.



Virginia M. Rometty

Chairman, President and Chief Executive Officer

At Ingersoll Rand, we understand the unique role sustainability has in helping us deliver continuous improvement and operational excellence. In 2012, improvements in our sustainability performance resulted in higher rankings from the Carbon Disclosure Project and placement on the Dow Jones Sustainability World and North America Indexes for the second year in a row. And while we are proud of these recent achievements, we continue to embed sustainability across our enterprise.

Our enterprise mission is to advance the quality of life by creating and sustaining safe, comfortable and efficient environments around the world. Our market leading brands — including Club Car, Ingersoll Rand, Schlage, Thermo King and Trane — help our customers and communities meet critical needs for clean and comfortable air, secure homes and buildings, and transportation of safe and fresh perishables. Ingersoll Rand's Center for Energy Efficiency and Sustainability works collaboratively with our brands to address global issues, such as energy efficiency, by providing best practices and supporting initiatives that deliver results.

In 2012, we took major steps forward to formally embed sustainability into our innovation processes. Moving forward, development of all new solutions and services will incorporate best-in-class sustainable product design and life cycle planning to minimize resource use and improve energy efficiency for customers. By providing new products that offer greater energy efficiency, we provide tangible bottom-line savings to help customers remain competitive. For example, our Thermo King brand launched the Precedent platform to address regulations for engine emissions. Precedent set an industry standard in both fuel savings and lower life cycle costs.

Behind these successes are thousands of engaged employees who are focused on sustainability. Last year, we doubled the number of our volunteer green teams to 110. These teams are led by employee volunteers, working at a grassroots level, who serve as role models and ambassadors to encourage sustainable behavior in the company. Across our global sites, more than 6,700 employees contributed to 450 unique energy saving and waste reduction projects.

With a focus on sustainability, enabled by passionate employees, Ingersoll Rand is well positioned to grow our business and deliver on our vision of sustainable progress and enduring results.



A stylized, handwritten signature in black ink, appearing to read 'M. Lamach'.

Michael W. Lamach
Chairman and Chief Executive Officer



www.ingersollrand.com

*With a focus on sustainability,
enabled by passionate
employees, Ingersoll Rand is
well positioned to grow our
business and deliver on our
vision of sustainable progress
and enduring results.*



www.intel.com/go/responsibility

Intel has an ambitious vision: Create and extend computing technology to connect and enrich the life of every person on Earth. We believe that technology will play a fundamental role in finding solutions to the world's toughest environmental and social challenges, from energy and water to health care and education.

Intel has an ambitious vision: Create and extend computing technology to connect and enrich the life of every person on Earth. We believe that technology will play a fundamental role in finding solutions to the world's toughest environmental and social challenges, from energy and water to health care and education. Our strategic objectives support this vision, including our objective to "Care for our people, care for the planet, and inspire the next generation."

Care for our people.

Our success rests on our employees' ability to create and innovate — in technology, in business and in their communities. We invest significant resources in our employees through employee training and development, great place to work initiatives and programs that empower employees to give back to our local communities. Over the past five years through our Intel Involved program, our employees have donated more than 5 million hours of service in the communities where we operate around the world.

Care for the planet.

We are committed to leadership in environmental responsibility not only in our manufacturing operations, but also in our products and supply chain. Since 2008, Intel has been the largest purchaser of green power in the U.S., according to the Environmental Protection Agency, and we have partnered with third parties to complete more than 15 solar electric installations at Intel sites. We estimate that energy-efficient Intel technology will enable the billion PCs installed between 2007 and 2014 to consume half the energy and deliver 17 times the compute capacity of the first billion PCs and servers (installed between 1980 and 2007.) We also are committed to driving accountability and improved performance in our supply chain on environmental, health and safety factors.

Inspire the next generation.

We believe that the health of local economies depends on access to technology and quality education. Intel and the Intel Foundation invest approximately \$100 million annually in education programs around the world to improve teaching and learning. In 2012 we also helped launch the Stay With It™ campaign to help connect engineering students to each other and to experienced engineers, role models and influencers to encourage them to stay with engineering as their field of study.

I have been honored to work with the employees of Intel, who deliver extraordinary results every day to make our company's vision a reality. Continued innovations in technology will be the key to improving lives, ensuring environmental stewardship and sustaining business value in the years to come.



Paul S. Otellini

President and Chief Executive Officer

For nearly 115 years, responsible forestry and good citizenship have been our hallmarks at International Paper. Our commitments to the environment, to our employees and to the communities where we operate have built International Paper's foundation for integrity. In our view, however, sustainability goes far beyond the forests. It touches our facilities, our supply chain, our products, our customers (from Fortune 500 companies to small businesses) and our 100,000 global suppliers. International Paper's products are made from renewable materials, many of the products we make are recyclable, and our global presence helps foster positive change wherever we operate.

We expanded on a long-standing tradition of letting our actions speak for themselves by publicly announcing in 2011 International Paper's sustainability goals. The goals set specific, quantifiable targets for 2020 in areas ranging from reducing carbon emissions and waste water discharge from our mills to sourcing more certified fiber for our products.

Already, we've achieved key successes. In 2012, International Paper was proud to be one of 20 organizations, and the only forest products company, to win the Environmental Protection Agency's inaugural Climate Leadership Award, as we were recognized for achieving voluntary fossil fuel greenhouse gas reductions of more than 40 percent from 2000 to 2010.

We are mindful, however, that working together with all parties is the only way to solve today's sustainability challenges.

To that end, International Paper has launched new collaborations to help our company implement and refine our sustainability agenda. We became a voluntary member of the U.S. Department of Energy (DOE) Better Plants program, working with DOE on cost-effective energy efficiency improvements and committing to reduce energy intensity 25 percent over 10 years across our U.S. facilities. We also stepped up efforts to help landowners certify their land as sustainably managed and to increase global fiber certification through organizations such as the Sustainable Forestry Initiative® and the Forest Stewardship Council™. Additionally, we joined the World Business Council for Sustainable Development as part of their Forest Solutions Group and announced a major donation to, and collaboration with, the National Fish and Wildlife Foundation. We have also embarked on groundbreaking relationships with a number of global and regional nongovernmental organizations, working together to advance sustainable forestry.

In the year ahead we expect to make significant progress against our tough but doable 2020 sustainability goals. In so doing, we will start to shape the latest chapter in International Paper's story on sustainability and provide additional environmental, social and economic benefits to the communities in which we operate.




John V. Faraci
Chairman and CEO

For nearly 115 years, responsible forestry and good citizenship have been our hallmarks at International Paper. Our products are made from renewable materials — many of the products we make are recyclable — and International Paper's global presence helps foster positive change wherever we operate.



Interpublic Group

www.interpublic.com

As a company that creates many of the world's most iconic advertising and marketing campaigns, Interpublic has an extra responsibility to make sure the messages we communicate and how we deliver them are in sync with the long-term health of the environment.

As a company that creates many of the world's most iconic advertising and marketing campaigns, Interpublic has an extra responsibility to make sure the messages we communicate and how we deliver them are in sync with the long-term health of the environment. Sustainability in all of its forms — environmental responsibility, good corporate citizenship and socially responsible business practices — is an increasingly important part of the way we do business. It drives growth and creativity and promotes retention of our best talent.

Environmental Responsibility

We see sustainability as an opportunity for growth, understanding that efficiently managed resources drive employee innovation as well as financial profitability. Our sustainability policy outlines areas where we can make the greatest impact — energy usage, recycling, travel and green building practices. And we have made strides in these areas, with a 23 percent reduction in square feet per employee from 2004 to 2012 and a furniture recycling program that has saved the company \$3.0 million from 2007 to 2012. We also had a 12 percent reduction in IT power consumption when we centralized our data centers starting in 2008. For more information, visit www.interpublic.com/about/sustainability.

The Workplace

Interpublic views diversity and inclusion (D&I) as a key component of our corporate citizenship. Understanding that diverse teams are more creative and productive, and that our workforce must reflect our ever-changing consumer base, we have committed to being among the world's most inclusive companies. We have tied senior-level compensation to our diversity goals and instituted a cross-agency CEO diversity council. Our D&I group provides mentoring opportunities as well as internships with a host of organizations that help us find and promote diverse talent. Since we began our formal D&I programs in 2005, IPG has seen an improvement of more than 20 percent within every ethnic/race group in the Officials and Managers category in our Equal Employment Opportunity Commission workforce numbers. For more information, visit www.interpublic.com/diversity.

Citizenship

Our corporate citizenship program is multifaceted and includes traditional cash donations, employee volunteerism and pro bono work, as well as senior leadership on not-for-profit boards. Examples of the work we have done include a promotional campaign supporting the education of girls in developing countries; an initiative that helps women in Africa establish their own businesses; a celebrity PSA campaign to help raise funds for rebuilding in the aftermath of Hurricane Sandy; and many others. Visit a special section of our website entitled IPG Gives Back: www.interpublic.com/about/gives-back.

At IPG, we view sustainability in its broadest sense, encompassing all aspects of our corporate citizenship. These multifaceted programs contribute to our success as a company and to the well-being of our larger community.



Michael I. Roth
Chairman and CEO

ITC reached our 10-year milestone this year as a leader in the development of a 21st-century power grid. We will continue to grow our business while demonstrating socially responsible business practices in our facilities, operations and communities.

In our facilities:

- ▶ The U.S. Environmental Protection Agency presented its SF6 Team Leadership Award to ITC last year in recognition of our continued commitment to sulfur hexafluoride emission reductions. Since our founding in 2003, ITC's management and reduction of SF6 emissions has resulted in a significant decrease in emission rates from our facilities.
- ▶ Our volunteer ITC Green Team's latest initiative is to achieve zero landfill waste from the Novi headquarters facility by the end of 2016. This effort builds on a successful waste reduction program launched at the company's Belleville, MI, warehouse in 2011 and expanded to our Iowa City, IA, and Wayland, MI, warehouses in 2012.

In our operations:

- ▶ ITC has an ISO 14,001-based environmental management system across our operations. It provides a framework for setting goals for environmental improvement; developing policies, procedures and work practices to meet those goals; and evaluating performance, developing corrective and preventive actions, and performing management reviews.
- ▶ We include environmental assessments for wetlands, threatened and endangered species, and other sensitive habitats as part of the transmission planning process. By including these factors in a transmission line route analysis, ITC can adjust the placement of the line and structures to avoid or limit the impact.
- ▶ ITC works with the U.S. Fish and Wildlife Service, U.S. Forest Service, Michigan Department of Environmental Quality, Iowa Department of Natural Resources, Kansas Department of Wildlife and Parks, Minnesota Department of Natural Resources and various other state and federal agencies to ensure our projects are meeting regulatory compliance with the respective agencies.

In our communities:

- ▶ Our operating companies in Michigan and Iowa have been recognized as Tree Line USA utilities in partnership with The Arbor Day Foundation. The designation is awarded to companies that encourage thoughtful practices that help preserve community trees in the course of their operations.
- ▶ The Michigan Department of Natural Resources (DNR) honored ITC with its Partners in Conservation Award in February 2013 for the company's commitment to conservation, natural resource management and assisting the DNR in carrying out its mission.

With a strong sense of corporate responsibility, ITC will continually improve our environmental performance while pushing to make all energy options accessible and affordable in the regions we serve.



www.itc-holdings.com

ITC has an ISO 14,001-based environmental management system across our operations. It provides a framework for setting goals for environmental improvement; developing policies, procedures and work practices to meet those goals; and evaluating performance, developing corrective and preventive actions, and performing management reviews.



A handwritten signature in dark ink that reads 'Joseph L. Welch'. The signature is written in a cursive, flowing style.

Joseph L. Welch

Chairman, President and Chief Executive Officer



www.itt.com/citizenship

We're providing technologies that help customers and consumers achieve their — and our — sustainability goals, including copper-free brake pads that reduce carbon emissions, PumpSmart® monitoring and control systems that save energy and increase efficiency, connector solutions for hybrid vehicles, and industrial shock absorbers that use organic rather than hydraulic fluids.

In 2012, ITT completed our first year as a diversified global industrial company following our successful spin-offs of our defense and water businesses. As a more focused company, we are committed to creating long-term sustainable value for all of our stakeholders while maintaining our commitment to our people and our values of respect, responsibility and integrity.

This goal is reflected in The ITT Way, our sustainable growth strategy for the future, which reflects our guiding principles of leading with technology, differentiating with customers and optimizing our work. We know our success in achieving these goals will be enhanced by operating at their intersection with sustainability, and we have made good progress in a number of areas.

Today, more than ever, we're providing technologies that help customers and consumers achieve their — and our — sustainability goals, including copper-free brake pads that reduce carbon emissions, PumpSmart® monitoring and control systems that save energy and increase efficiency, connector solutions for hybrid vehicles, and industrial shock absorbers that use organic rather than hydraulic fluids.

At the same time, we know a focus on sustainable practices within our operations is crucial to optimizing our work, and our facilities are exploring new ways to reduce our global energy, water and waste footprint.

In addition to initiating Lean Transformation across our sites to improve overall efficiency and eliminate waste, our facilities are taking a variety of approaches to integrating sustainability into their operations. For example, our India facility introduced a successful water recycling initiative in 2012, and ITT facilities in the United States, Mexico and Italy assessed their energy consumption and installed more efficient lighting that reduced power consumption by 12, 8 and 8.5 percent, respectively. Similar efforts are underway this year.

And, in the environment, safety and health areas, we reduced injury frequency by almost half by continuing to assess our sites and implementing targeted support programs such as ergonomic stretching exercises, while also introducing online tools that help us maintain a safe and healthy workplace and enhance environmental performance.

While we're pleased with our progress, we recognize sustainability is a journey, so we will continue to seek opportunities for sustainable growth that benefit all our stakeholders. We're looking forward to our next chapter and to differentiating ourselves through our technologies, our customer relationships and our operations, while creating a positive enduring impact for generations to come.



Denise L. Ramos
CEO and President

Seventy years ago, General Robert Wood Johnson wrote Our Credo, defining our first responsibility at Johnson & Johnson to “the doctors, nurses and patients, to the mothers and fathers, and all others who use our products and services.” Our Credo also outlines our responsibilities to employees, communities and finally to shareholders, believing that if we take care of our first three responsibilities, shareholders will realize a fair return. Our success over time is proof that a company can, indeed, do well by doing good.

Today, we are the largest health care company in the world with a uniquely broad base, from pharmaceuticals to devices and diagnostics to consumer products. This broad base gives us a unique perspective on the needs, wants and hopes of people everywhere. We are 129,000 people in 275 operating companies doing business in 150 countries, touching the lives of over a billion people every day. We are united by a single purpose: caring for the world, one person at a time.

We believe providing accessible, affordable and sustainable health care is one of the most difficult and important challenges for every nation. For us, this is the ultimate meaning of sustainability. At Johnson & Johnson, we work every day to find new ways to meet this challenge and help people to live longer, healthier and happier lives.

We remain at the forefront of efforts to improve the lives of women and children and continue to make progress toward our five-year comprehensive pledge to the United Nations’ Millennium Development Goals. We are among the largest corporate donors, giving nearly \$1 billion in cash and gifts to 650 programs in 50 countries in 2012. Our diverse partners are aligned with our mission of making life-changing, long-term differences in human health.

We have partnered with 12 other companies to attack neglected tropical diseases in developing countries, allowed generics companies to make and distribute copies of one of our HIV medicines in sub-Saharan Africa and received an accelerated approval from the U.S. Food and Drug Administration for the first new tuberculosis therapy in 40 years.

We think, too, of our impact on the environment. Across our businesses and our supply chain we work to reduce complexities and consistently produce, market and sell high-quality products, while reducing inefficiency and waste. We strive to use materials that carry the least negative impact on the environment, sustainably design and market products, and hold supply chain partners and vendors to high standards.

All of us at Johnson & Johnson feel privileged to put our purpose to work every day in so many ways, in so many places and for so many people.



A handwritten signature in dark ink, appearing to read 'Alex Gorsky'.

Alex Gorsky

Chairman and Chief Executive Officer



www.jnj.com/responsibility

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www.johnsoncontrols.com

Recognition we receive for being a good corporate citizen is due to the dedication and commitment of our 170,000 employees around the world. Our commitment to sustainability is expressed every day in each of our businesses.

Johnson Controls is a global leader in sustainability and social responsibility. We continue to receive recognition for helping to protect our planet. In 2012, Johnson Controls was named #5 among the "100 Best Corporate Citizens" by *Corporate Responsibility* magazine. In addition, we were ranked #3 on the Maplecroft Climate Innovation Index for our carbon disclosure practices and as one of the "World's Most Ethical Companies" for the sixth consecutive year by *Ethisphere Magazine*.

This recognition is due to the dedication and commitment of our 170,000 employees around the world. Our commitment to sustainability is expressed every day in each of our businesses. For example:

- ▶ In our Power Solutions business, we proudly opened our first battery recycling center in the United States last summer in Florence, SC. The center will recycle 132,000 metric tons of lead per year — the equivalent of 14 million batteries per year.
- ▶ In our Building Efficiency business, we're partnering with educational institutions across the U.S. to reduce energy and operating costs. For instance, the George Washington University is using our expertise to help fulfill its pledge to be carbon neutral by 2040.
- ▶ Our Automotive Seating business is developing the ComfortThin Automotive Seat. This dramatically thinner seat offers vehicle occupants unrivaled support while cutting seat weight 5 to 20 percent and replacing conventional urethane foam pads with a 100-percent recyclable alternative.

In addition, we are committed to strengthening communities, improving education and enriching lives.

- ▶ All over the world, our employees make a difference for their communities and people in need. In 2012, our employees volunteered nearly 170,000 hours on social service, education and environmental projects.
- ▶ We have given more than \$50 million over the past four years to organizations that measurably improve our communities.
- ▶ Our Conservation Leadership Corps program offers more than 1,800 students annually a life-changing experience in environmental stewardship and leadership development through hands-on conservation projects in local communities. The program seeks to create the next generation of environmental stewards in seven countries across three continents.
- ▶ We recognize our role in lending a hand when disasters strike. We are a proud member of the American Red Cross Annual Disaster Giving Program, providing the highest level of support to disaster relief efforts globally.

We are committed to our vision of creating a more comfortable, safe and sustainable world.



Stephen A. Roell

Chairman, President and Chief Executive Officer

At Kindred Healthcare, we are committed to doing the right thing for our employees, patients, residents, and the communities in which we work and live.

Kindred recognizes that our greatest strength is the 78,000 dedicated employees who create a culture of caring and our strong reputation for quality. Taking care of our employees includes a commitment to their health and well-being, a culture of safety designed to make our work sites as safe as possible, and their professional development.

Through our health benefits, we provide programs and opportunities that encourage and provide tools that will lead to a healthier, smoke-free workforce.

As part of our commitment to deliver on our promise of hope, healing and recovery for our patients, we place a high value on improving the clinical practice and leadership of our caring professionals. By providing training, sharing recognized best practices and offering top-rated educational opportunities, we enable our healthcare team to create better tomorrows for our patients and their families.

An essential part of the Kindred mission is to also take care of each other. Since 2005, the HOPE (Helping Others Persevere through Emergencies) Fund has provided \$3.6 million in assistance to 3,387 employees facing challenging and catastrophic life events.

As the nation's 103rd largest nongovernment employer, we believe it is our responsibility to improve our communities and the environment. Kindred's support of charitable organizations is an example of this good corporate citizenship.

Through the Kindred Foundation, we have strong national and regional partnerships with the American Lung Association, the American Heart Association and the Alzheimer's Association. We believe in raising funds and awareness for the diseases and conditions that most affect our patients.

Kindred is committed to providing a healthful workplace and encouraging the well-being of employees, patients and their families. Effective April 1, 2013, we are tobacco free at all of our hospitals and nursing centers and our support center. Being tobacco free is a logical extension of our mission, given that many of the patients and residents we serve have illnesses related to tobacco use.

Likewise, we are committed to doing our part to help reduce energy use. In 2010, Kindred officially signed onto the Kentucky Save Energy Now program. In 2011, Kindred reduced energy consumption from the 2009 baseline by an amount equivalent to the annual greenhouse gas emissions from 191 passenger cars or the carbon dioxide emissions from the electricity use of 122 homes for one year.



A stylized, handwritten signature in dark ink, appearing to read 'Paul J. Diaz'.

Paul J. Diaz
Chief Executive Officer



www.kindredhealthcare.com

*At Kindred Healthcare,
we are committed to
doing the right thing
for our employees,
patients, residents,
and the communities in
which we work and live.*



www.kpmg.com/sustainability

*By engaging learners at
transformative stages of
their academic lives —
and exposing them to fields
they may not have otherwise
considered — we are helping
them succeed as students,
and increasing the chances
they will become true
contributors to the
growth of our economy
and our country.*

After more than 100 years in business, KPMG understands the true value of sustainability. Generations of professionals have worked to build our firm, and that legacy lives on — from serving clients with sustainability strategies to enhance business performance, to our internal practices that ensure success today and stewardship for tomorrow.

Our focus is found in the four pillars of our Enterprise Sustainability: Living Green for environmental sustainability; Integrity for market and professional sustainability; Corporate Citizenship supporting community sustainability; and Diversity and Inclusion for talent sustainability.

Success starts with our people. To move forward on all of the pillars of our Enterprise Sustainability — not to mention in the marketplace — our intellectual capital must be as diverse as the clients and communities we serve. That is why KPMG developed a robust talent sustainability effort to connect with students and provide an educational continuum from pre-K to career.

We begin by supporting strong foundations for our youngest learners. KPMG's Family for Literacy has donated more than 2 million books to pre-K through 5th graders in need, helping them get a strong start on a lifetime of learning. KPMG also helps students in middle school learn financial literacy, giving them critical background on a vital life skill. At the high school level, we work to inspire interest in the accounting profession, and offer internships to college students, many of whom ultimately join the firm. Our commitment extends to postgraduates as well, where we support diverse doctoral candidates, helping them get Ph.D.s and become business professors and mentors to the next generation.

By engaging learners at transformative stages of their academic lives — and exposing them to fields they may not have otherwise considered — we are helping them succeed as students and increasing the chances they will become true contributors to the growth of our economy and our country. It helps KPMG expand our culture of inclusion, which provides us with a diverse range of perspectives and ideas that are essential in today's ever-changing economic environment.

Talent sustainability is key to our Enterprise Sustainability. It ensures we have the right people to bring integrity to our work, support our Living Green environmental efforts, and strengthen KPMG's Corporate Citizenship in the communities where we do business. As we build on our history and strive toward new achievements in the century to come, we know that the excellence of our diverse workforce will make all the difference.



John Veihmeyer
Chairman and Chief Executive Officer

At Macy's, Inc. we pride ourselves on being a company that operates with integrity, makes good decisions and does the right thing in every aspect of our business — including environmental sustainability, product sourcing, consumer choice, community support, diversity and inclusion, employment, and corporate governance.

Because we collect and publicly report data on many fronts, we can track measurable results consistently as we strive for continuous improvement.

- ▶ In environmental sustainability, we have decreased our total energy consumption on a kilowatt hour-per-square-foot basis by 37 percent since 2002. About 22 megawatt hours of renewable energy are generated annually from solar installations on 41 Macy's, Inc. facilities, with all but 3.7 megawatt hours sold to others. We have reduced our use of paper by 11 percent since 2007, and today more than 90 percent of all paper used in marketing materials is recycled or certified. Over the past three years, we have nearly doubled the amount of sustainable building materials we use in major construction projects.
- ▶ In our supply chain, we set high standards so our customers can rest assured that the products they buy from us are sourced ethically. Macy's, Inc.'s Vendor & Supplier Code of Conduct sets specific requirements for any vendor doing business with our company. We conduct unannounced inspections of factories producing goods we manufacture. Among our requirements, we do not tolerate child or forced labor, human trafficking and slavery, physical abuse, unsafe working conditions, fraudulent record keeping, or unauthorized subcontracting.
- ▶ Macy's, Inc. supports thousands of nonprofit organizations because we believe in giving back to local communities. Collectively, contributions from the company and the Macy's Foundation — as well as employee contributions through workplace campaigns and customer contributions through our signature giving programs — consistently total more than \$60 million a year. In addition, our associates give hundreds of thousands of hours of their personal time for volunteer community service.
- ▶ Macy's is a good employer in every location where we do business, with competitive pay and benefits in a caring and service-oriented work environment. Our company employs about 175,000 individuals, a number that has been rising in recent years along with growth in our sales volume. In 2012, our hiring included more than 1,000 students from America's colleges and universities for positions in the company's Executive Development Program and for summer internships nationwide.

To learn more, I invite you to read the Macy's, Inc. Social Responsibility Report (<http://macysinc.com/social-responsibility>) and visit our environmental sustainability website (MacysGreenLiving.com).



Terry J. Lundgren

Chairman, President and Chief Executive Officer



macysgreenliving.com

Because we collect and publicly report data on many fronts, we can track measurable results consistently as we strive for continuous improvement.



www.MarathonOil.com

As we conduct our business around the world, it is essential that there be no daylight between our efforts to generate profitable growth and our stewardship of Marathon Oil's non-financial values.

While Marathon Oil continues to evolve and adapt to the ever-changing global economic, geopolitical and competitive landscape, we maintain our focus on our long-standing commitment to living our values — incorporating core principles related to health and safety, environmental stewardship, honesty and integrity, corporate citizenship, and a high-performance team culture into all aspects of our business.

We have been entrusted by our shareholders to continue making strategic investments in key oil and gas resource basins around the world. While these business activities are designed to contribute to our company's profitable growth, they also bring potential community, workplace and environmental challenges and opportunities that we proactively address through our social responsibility programs.

As we conduct our business around the world, it is essential that there be no daylight between our efforts to generate profitable growth and our stewardship of Marathon Oil's non-financial values. Our industry's and our communities' environmental, safety, geopolitical and workplace risks and opportunities must continue to be foremost in the minds of all those associated with our company.

While this approach to our business is applicable globally, it has been particularly so in the relatively new unconventional resource plays of the U.S. We are in the midst of a U.S. oil and natural gas supply revolution that brings with it enormous benefits to our country, but also a range of challenges that must be met if we are to realize the full economic and societal benefits before us. Addressing real and perceived hazards, training in new skills, building substantive relationships with new neighbors — all necessarily and appropriately require the attention and diligence of every Marathon Oil employee.

I have the privilege of leading an organization whose employees not only accept, but embrace the challenges before us. I would like to convey my appreciation for the hard work, enthusiasm and innovation of my fellow Marathon Oil employees. It's their commitment to doing the right thing that keeps our values and management systems strong and makes us a more successful and responsible company.

We live in a time of great challenges and opportunities. In the oil and gas industry, new technologies are opening up geographies and energy resources once considered inaccessible. Expectations that we conduct our operations safely and in an environmentally responsible way are higher than ever. Our external stakeholders hold those expectations — and so do we.



Clarence P. Cazalot, Jr.
Clarence P. Cazalot, Jr.
Chairman, President and CEO

Given that Massachusetts Mutual Life Insurance Company's (MassMutual) main goal is to help people secure their financial futures and protect the ones they love, environmental stewardship is a natural fit.

For more than 30 years, our sustainability efforts have spanned a wide array of initiatives including conserving natural resources, reducing carbon emissions, recycling, expanding our renewable energy use and ensuring our facilities run at optimum efficiency.

In 2012 we continued our efforts to transition to highly efficient HVAC and lighting systems saving more than 450,000 kilowatt hours (kWh) of power annually. In addition, with more than three acres of photovoltaic and thermal solar panels, we continue to make strides in cutting our carbon emissions while considering new ways to expand our renewable energy initiatives. These panels generate more than 400,000 kWh of green, clean renewable energy annually.

Sustainability is ingrained in our company culture. We continue to actively support carpooling, van share programs and parking benefits to reduce the environmental impact of our employees as they commute to and from work, in addition to conservation and recycling programs that encourage employees to get involved and lessen their waste both at work and at home. We've also installed free electric vehicle charging stations on our campuses to accommodate employees who drive these vehicles.

Our commitment to environmental sustainability also extends beyond our campuses to the communities where we work, live and do business. In addition to paperless programs for our customers, we continue to mentor and share our ideas with other businesses in our region by regularly participating in roundtables to discuss best practices and providing guided tours of our facilities to companies looking to improve their own carbon footprint.

As an example of our philanthropic efforts, we've pledged \$150,000 to an environmental learning center in our home city of Springfield, MA, to rebuild with the latest green technologies including a hydro-geothermal HVAC system, a passive solar design and energy-efficient windows. This project will provide an even better place for students and communities across our region to learn about science and ecology in a fun, inviting and hands-on environment.

Whether it's improving our facilities with the latest efficiency upgrades, or investing in the communities where we do business, MassMutual is dedicated to lessening our environmental impact and making the world a better place for generations to come.

To learn more about our corporate responsibility initiatives please visit www.massmutual.com.



Roger W. Crandall

Chairman, President and Chief Executive Officer



www.massmutual.com

Whether it's improving our facilities with the latest efficiency upgrades, or investing in the communities where we do business, MassMutual is dedicated to lessening our environmental impact and making the world a better place for generations to come.



www.mastercard.com

In the 21st century, Adam Smith's "invisible hand" must also be a "helping hand," fostering greater opportunity and access across geographies and income levels.

In 2013, the idea of "doing well by doing good" represents one of the central pillars of this young century — one that brings together and helps advance the goal of economic, social and environmental sustainability. Where there's a market to pursue for a company like MasterCard, there's an opportunity not only to make money, but to make a difference. In fact, it's our belief that, in the 21st century, Adam Smith's "invisible hand" must also be a "helping hand," fostering greater opportunity and access across geographies and income levels.

To put those words into action, there are three organizing principles guiding us as a technology company in the global payments industry:

Step one: **Create** a foundation for greater economic opportunity, especially in emerging markets. Vital to this effort is getting people to see money in a different light by engaging in a public dialogue about the costs of cash and the benefits of electronic payments.

Step two: **Grow** economies further through partnerships — public-private partnerships as well as business partnerships — that are aligned to create better efficiencies and shared value.

Step three: **Sustain** economic growth by fostering greater financial empowerment where opportunities are on the rise not just for the *few*, but for the *many*, and while doing so, sustain the environment by reducing dependence on paper and even plastic.

Here are some examples where we're putting those words into action:

- ▶ In Latin America, Telefónica and MasterCard have launched a mobile banking platform that will help bring millions of people the convenience and reliability of electronic payments to their phones.
- ▶ In the U.S., we are helping the Treasury to achieve its goal of disbursing all social benefits in electronic form, saving an estimated 1 billion of taxpayers' dollars over the next 10 years.
- ▶ In South Africa, the government is harnessing our technology to deliver social benefits to millions of grant recipients, sparing them cumbersome trips to pick up their cash allocation.
- ▶ We're also partnering with organizations like the UN's World Food Programme to further revolutionize food assistance delivery through digital food.

At MasterCard, we believe in helping create, grow and sustain a future where everyday payments are safe and simple for everyone because we've moved beyond cash. It's also a future grounded in the truth that innovations standing the test of time aren't great in and of themselves, they're great because of what they do for people, empowering and enabling them.



Ajay Banga
President and CEO

McGraw-Hill

www.mcgraw-hill.com/site/cr

*At McGraw-Hill,
our commitment to
environmental responsibility
is reflected throughout our
operations and the essential
intelligence we offer clients
around the world. We are
proud of the recognition
that our work has received
and we look forward to
setting even more ambitious
benchmarks for our
environmental strategy.*

At McGraw-Hill, our commitment to environmental responsibility is reflected throughout our operations and the essential intelligence we offer clients around the world. We provide customers and markets with the insights they need to create a more sustainable world. For example, we produce the S&P Global Clean Energy and Carbon Efficient indices; McGraw-Hill Construction's Green Outlook market projections; the Green Building SmartMarket Report; and "Platts Energy Week," a weekly television program focused on energy policy and environmental issues.

In 2012, we moved forward with several initiatives that demonstrated leadership and minimized our environmental impact:

- ▶ **Financing Green Infrastructure:** McGraw-Hill became a signatory of the Principles for Responsible Investment and Standard & Poor's Ratings Services and a member of the Green Growth Action Alliance, a public-private partnership initiative that addresses the shortfall in green infrastructure investment. Launched at the B20 Summit in Los Cabos, Mexico, the alliance comprises 50 of the world's largest energy companies, financial institutions and development finance organizations. S&P Ratings is working with the World Bank, Climate Policy Initiative and Deutsche Bank, among others, to increase institutional investor engagement in financing green infrastructure.
- ▶ **Reducing Waste and Energy Use:** Through landfill avoidance programs in our New Jersey and Canary Wharf, UK, facilities, we composted close to 61 tons of wet garbage. We installed electric vehicle charging stations at our office in Centennial, CO, and relocated our offices in Hong Kong and Singapore into Leadership in Energy and Environmental Design (LEED) Gold accredited and Green Mark Gold Plus facilities.
- ▶ **Achieving ISO 14001 Certification:** All of the environmental management systems in our UK offices are now ISO 14001 certified, acknowledging the high standard we have for minimizing environmental impacts and risks. This year, we are planning on pursuing Carbon Trust Standard Certification.
- ▶ **Expanding Employee Training:** We piloted an e-learning module in our UK office to train and educate employees in basic environmental concepts and mitigation strategies. The tool teaches management techniques to minimize the environmental impact of at-work and at-home activities.

We are proud of the recognition that our work has received, which includes being listed in the Dow Jones Sustainability Index and ranked 15th among the 500 greenest U.S. companies by *Newsweek*. We reached important milestones in 2012 and look forward to setting even more ambitious benchmarks for our environmental strategy.



Harold McGraw III
Chairman, President and CEO



www.mckesson.com

During the nearly two centuries since our founding, our industry has seen many changes. We've evolved from horse-and-buggy doctors to a modern infrastructure of high-tech care delivery. Today McKesson's employees remain committed to the same shared purpose that has driven our company all along: achieving better health for our customers, our employees and our communities.

This year, McKesson enters our 180th year as a company, and during the nearly two centuries since our founding, our industry has seen many changes. We've evolved from horse-and-buggy doctors to a modern infrastructure of high-tech care delivery. Over the course of numerous industry developments and economic cycles, McKesson has remained essential to the business of health care — delivering medicines and medical supplies, supporting care providers, and connecting the system more tightly together. And today McKesson's employees remain committed to the same shared purpose that has driven our company all along: achieving better health for our customers, our employees and our communities.

In our most recent fiscal year, we developed several new programs and continued many others that address sustainability and social responsibility and promote economic growth. A few examples include:

Sustainable Supply Chain: Since 2009, McKesson has partnered with IBM to develop the Supply Chain Sustainability Model (SCSM), which analyzes each aspect of our distribution operations. This initiative collects the energy use and carbon emissions from our fleet of vehicles and from each piece of equipment in our distribution centers — from large-scale refrigeration units and conveyors to forklifts and mechanical systems. The data enable us to evaluate relative energy consumption and greenhouse gas emissions when making operational decisions.

Alternative Fuel Vehicles: McKesson's distribution center in southern California recently made a decision to replace its fleet of 100 unleaded gasoline and diesel engines with compressed natural gas (CNG). The use of CNG fuel vehicles was made possible by a partnership with the California Air Quality Management Board and will result in 64.5 tons of reduced greenhouse gas emissions annually (the equivalent of taking 680 cars off the roads each year).

New Program Serving Cancer Patients: In 2012, the McKesson Foundation launched Giving Comfort, a new charitable initiative focused on providing aid to cancer patients through kits that provide patients with the comfort items they need during treatment. This program takes advantage of McKesson's unique distribution expertise and our relationships with health care providers to connect patients with those who wish to lend support. As part of the launch of Giving Comfort, nearly 12,000 McKesson employee volunteers came together last November to assemble comfort kits for patients throughout the United States and Canada.

Our trademark for almost two centuries has been our diligent work, guided by our ICARE Shared Principles, to improve the business and delivery of care in small ways and large. It has never been more exciting to contribute to that tradition than now, at a time when ideas and solutions can have more impact than ever.

On behalf of the McKesson team, I invite you to explore our annual Corporate Citizenship Report and to join us in the pursuit of better health for all.



John Hammergren
Chairman, President and Chief Executive Officer



www.medtronic.com/corporate-citizenship

Medtronic recognizes that responsible management of our economic, environmental and social impacts will be important to our company's reputation and success in the global markets we serve.

Medtronic's commitment to corporate citizenship begins with our company's mission, unchanged since founder Earl Bakken wrote it more than half a century ago, which in part says we will contribute to human welfare by the application of biomedical engineering in the research, design, manufacture and sale of products that alleviate pain, restore health and extend life, and do so in a way that maintains good citizenship as a company.

Medtronic recognizes that responsible management of our economic, environmental and social impacts will be important to our company's reputation and success in the global markets we serve. Our corporate citizenship strategy is structured around five pillars that advance issues critical to our business, as well as to stakeholders globally. These include:

- ▶ Global Leadership in Addressing Chronic Disease
- ▶ Collaborative Culture of Innovation
- ▶ Responsibility in the Marketplace
- ▶ Total Employee Engagement
- ▶ Progressive Environmental Stewardship

These pillars touch a wide range of issues, including access to chronic disease care, innovation, product safety, supply chain management, human rights, ethics, labor practices and our environmental impact.

Progressive Environmental Stewardship, for example, is specifically designed to address and advance issues that are critical to our business as well as to stakeholders globally. It reflects a commitment to conserve natural resources, promote energy efficiency and eliminate waste. We have created a leadership team across the Medtronic enterprise to ensure that these efforts receive appropriate focus and visibility, and that we hold ourselves accountable for obtaining and reporting our results while striving for continuous improvement.

Since 2007, Medtronic has:

- ▶ reduced water use by 34 percent
- ▶ reduced energy use by 16 percent
- ▶ reduced carbon dioxide emissions by 15 percent
- ▶ reduced nonregulated waste by 11 percent, now recycling more than half (53 percent) of the waste generated

While we are pleased with our accomplishments so far, we know there is more to be done. The dedication, ingenuity and drive of Medtronic employees power these achievements. More information can be found at www.medtronic.com/corporate-citizenship.

With our breadth and depth of innovative products and therapies, extensive partnerships, and enduring commitment to our mission, Medtronic is well positioned to help transform global health care, and with it the lives of millions of people around the world.



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

Omar Ishrak
Chairman and Chief Executive Officer



www.merckresponsibility.com

*We are committed to
discovering smart,
sustainable ways to expand
access to health care through
innovation, which is also
necessary to sustain our
business in the longer term.*

As a leader in global health care, Merck is committed to addressing critical social, environmental and economic challenges to ensure not only the vitality of our business, but also the health of our world.

Too many people around the world are unable to benefit from advances in medicines and health care. As a global health care company, we believe we have an important role and responsibility in improving access to medicines, vaccines and quality health care worldwide. To help address this challenge, we are committed to discovering smart, sustainable ways to expand access to health care through innovation, which is also necessary to sustain our business in the longer term. To guide our efforts in these key areas of activity we have implemented a company-wide *Access to Health Statement of Guiding Principles*.

Just over a year ago, we launched a new effort dedicated to creating a world where no woman dies from complications during pregnancy and childbirth. Our *Merck for Mothers* initiative — a 10-year, \$500 million effort — leverages the whole of our business and scientific expertise to develop new maternal health innovations and expand access to life-saving technologies, care and medicines around the world. In the first year, we collaborated with more than 75 implementing partners and advocacy organizations. We also became a founding partner of *Saving Mothers, Giving Life*, a major public-private partnership with the U.S. Government, the Government of Norway, the American College of Obstetricians and Gynecologists, and Every Mother Counts, focused on reducing maternal mortality dramatically in sub-Saharan Africa.

Our vision for our environmental sustainability is also being supported and realized by innovative products and packaging, sustainable operations and the establishment of an integrated approach throughout our organization. In addition to partnerships with Safe Water Network and Support My School to increase access to clean water, we are continuing to implement ways to reduce water use in our operations. Merck established a capital portfolio in 2011 to support improvements to water systems and wastewater infrastructure at approximately 50 of our facilities worldwide. The first of these projects are located in Ireland, France, Brazil, Iowa and Tennessee and will come on line this year.

Corporate responsibility at Merck is a daily commitment that is embedded in our business and informs all of the actions of our employees. We know that our ability to advance health owes much to listening and working with others who share the same goal.



Kenneth C. Frazier
Chairman and CEO

Meritor, Inc. is a leading global supplier of drivetrain, mobility, braking and aftermarket solutions for commercial vehicle and industrial markets. As we invest in our future for commercial success, we consider sustainability an economic, social and environmental requirement. Meritor's Board Committee on Environmental and Social Responsibility reviews performance in these areas annually and charts our path forward. Our sustainability strategy focuses on three primary areas:

Manufacturing Excellence in Environmental Protection and Employee Safety

Meritor's goal is to achieve best-in-class manufacturing excellence in environmental and safety performance. In the environmental area, we track our performance using six metrics: volatile organic compound emissions, greenhouse gas emissions, energy consumption, water consumption, waste generation and recycling and water consumption.

In 2012, our global facilities recycled 84 percent of all waste from operations. Currently, three of our sites are landfill-free: Lindesberg, Sweden; Manning, SC; and Florence, KY. Our long-range goal is to eliminate all waste to landfills by 2020.

Green Miles: Meritor continues efforts to improve energy efficiency, decrease fuel consumption and reduce greenhouse gas emissions. In 2012, we exceeded our Green Miles target by eliminating more than 20 million miles driven through more efficient routes or by combining partial cargo loads into one load.

In addition, our employee safety performance has improved significantly in the past five years. In December 2012, we achieved an injury rate of less than 0.5, considered world class in the area of safety performance.

Innovative Product Design and Processes

Meritor is a leader in products that provide superior performance, efficiency and reliability. Many of our product and technology developments focus on improving vehicle fuel efficiency, weight reduction, traction and tire wear to reduce greenhouse gas emissions and optimize vehicle operating costs.

For example, Meritor's *SMARTandem* balances the compromise between efficiency and traction of the drivetrain system, providing improved fuel economy gains of 3 to 5 percent over a conventional 6 x 4 tandem. It also enhances tire wear management, improving drive tire life.

Remanufacturing Process: Meritor is a recognized leader in remanufacturing. Our remanufacturing process is driving cost reductions and efficiencies. Meritor was named the ReMaTec Global Remanufacturer of the Year in 2012. Remanufactured commercial truck and trailer replacement parts preserve raw materials, thus offering the environmental benefit of extending the productive life of a part that might otherwise be scrapped. This includes a carbon footprint reduction of up to 40 percent of original parts.

Social Responsibility and Governance

Meritor employees around the world are socially and environmentally responsible. We have set long-range goals to double our funding for community investments and achieve a minimum of 40,000 hours of employee volunteerism by 2020. Volunteerism is part of our culture and is measured through a web-based toolkit called the *Power of Volunteering*, designed to encourage employees to identify opportunities, promote involvement and track hours of community service.



Chip McClure
Chairman, CEO and President



www.meritor.com/sustainability/default.aspx

*At Meritor, we believe
Sustainability is a
prerequisite for success.
We promote a culture that
encourages employees to
strive for best practices
in business while
continuously improving our
environmental, health and
safety performance. Our
efforts are organized in to
three areas: manufacturing
excellence, product design
and social responsibility.*



www.microsoft.com/environment

Microsoft has put in place an internal charge back model to integrate the cost of carbon into business groups' decisionmaking — providing an economic incentive for our operations in over 100 countries to reduce carbon emissions through efficiency measures and increased use of renewable energy.

Microsoft has always focused on how our technology can enrich lives and provide people and businesses with innovative tools to change the world. With that spirit, we see tremendous opportunities for technology to play a central role combatting climate change and other global environmental threats.

At Microsoft we're working hard to drive efficiency across our operations and through the products and services we offer. And we seek to have an even greater impact by working on sustainability issues with others as we transition to a low-carbon economy. Here are a few examples.

Information Technology and Energy Efficiency

Our latest generation data centers are nearly twice as efficient as the industry average and use at least 97 percent less water for cooling than traditional data centers. Microsoft has turned our Puget Sound campus into a living laboratory to explore how smart buildings can use information technology (IT) in ways that dramatically cut energy and costs. The opportunities for savings go well beyond Microsoft. A recent research effort called the SMARTer 2020 report found IT-enabled solutions can reduce global greenhouse gas emissions by 16.5 percent, amounting to \$1.9 trillion in energy and fuel savings, while creating 29.5 million jobs by 2020.

Putting a Price on Carbon

In 2012, Microsoft met our goal to reduce carbon emissions from our 2007 baseline by at least 30 percent per unit of revenue. Building on that success, we set a new goal to become carbon neutral starting with our 2013 fiscal year. We put in place an internal charge back model to integrate the cost of carbon into business groups' decisionmaking. This internal carbon price provides an economic incentive for our operations in over 100 countries to reduce carbon emissions through efficiency measures and increased use of renewable energy.

Research Breakthroughs

Microsoft's computer scientists are collaborating with the world's leading environmental scientists and groups like the United Nations Environment Programme on complex computer models of climate change, global biodiversity and ecosystems to help inform key decisions by leaders and citizens around the world.

Much of our work addressing environmental challenges has cut our long-term operating costs and sparked new innovation. We're happy to share what we've learned and hope we're inspiring others to act. To learn more about Microsoft's environmental efforts, visit www.microsoft.com/environment.



Steven A. Ballmer
Chief Executive Officer

To Motorola Solutions, corporate responsibility is more than a vision — it's how we do business. At a very basic level, it's the right thing to do. And as a company, we recognize we have the capacity and the resources to do more.

One major area we consider is the impact of our operations on the environment. We strive to set challenging goals to improve our performance and reduce our impact. For example, about 22 percent of the electricity we purchase globally comes from renewable sources. Our goal is to increase our global use of electricity from renewable sources to 30 percent by 2020.

We also are mindful of the materials in our products and how they impact society. In 2011, we helped launch the Solutions for Hope project, a secure supply chain that responsibly sources the mineral tantalum from the Democratic Republic of Congo (DRC). We also are involved with the Conflict-Free Tin Initiative (CFTI) to source conflict-free tin from the DRC as an end user. This project kicked off in 2012, and we are actively supporting it using the knowledge gained from Solutions for Hope to help the CFTI succeed.

Our products enable our customers to reduce their environmental impact. For example, we have introduced infrastructure that significantly reduces the hardware required for our first responder networks. This results in significantly less natural resource consumption and less energy used over the life of the systems. Also, our battery management technology optimizes charge cycles and usable battery life. We are actively reducing the amount of packaging when shipping our products so the customer has less waste. Moreover, we operate a take-back program to properly recycle our customers' old equipment. These steps make a difference for our customers, and we're proud to help them in their efforts.

We recognize that the future of our environment is not only in our hands, but also with future leaders. The Motorola Solutions Foundation focuses on supporting science, technology, engineering, math and safety education, and in 2012, donated more than \$14 million to nonprofit organizations around the globe, many that focus on sustainability.

I invite you to learn more about our corporate responsibility initiatives by visiting www.motorolasolutions.com/responsibility.



A stylized handwritten signature in black ink, appearing to read 'G. Brown'.

Greg Brown
Chairman and CEO



www.motorolasolutions.com/responsibility

In 2011, we helped launch the Solutions for Hope project, a secure supply chain that responsibly sources the mineral tantalum from the Democratic Republic of Congo (DRC). We also are involved with the Conflict-Free Tin Initiative to source conflict-free tin from the DRC as an end user.



www.nationalgypsum.com

For nearly 90 years, National Gypsum has developed gypsum products with safety, reliability and efficiency in mind. That tradition continues as we find new and better ways to improve building products and produce them with sustainable processes.

Three events in 2012 underscore National Gypsum's commitment to sustainable green building policies and clean, efficient manufacturing. These include: the installation of a gas turbine at our New Jersey wallboard plant; an energy optimization system installation at a California plant to reduce energy usage and greenhouse gas emissions; and a patent on our distinctive PURPLE® products which provide mold resistance for a safer living environment.

The gas turbine, owned and operated by Recycled Energy Development, began production in September at our Burlington, NJ, plant. In addition to supplying electricity for the operations, the exhaust from the turbine provides 40 percent of the heat required in the plant's board dryer. The overall result is a 90 percent improvement in energy efficiency. The turbine produces approximately 3.4 megawatts of clean electricity. The excess energy is sold to the grid.

During the fourth quarter, National Gypsum began installation of an energy optimization system at our Long Beach, CA, plant. This system uses waste heat from zones one and two of the board dryer to preheat the fourth zone. The project improves board quality by allowing us to better control the drying process. In addition, we save energy and reduce our carbon footprint. National Gypsum is strategically installing these systems in our nationwide network of plants.

In the fall, National Gypsum received U.S. Patent Office protection for the color PURPLE®. This distinctive color allows contractors and homeowners to quickly identify XP® and eXP® gypsum board products, featuring mold and moisture resistance. Moisture in the wall cavity can lead to serious construction issues and encourage the growth of mold, a potential health concern. In addition to allergy symptoms, the Mayo Clinic website reports mold allergy can be linked to asthma in some people and exposure causes restricted breathing and other airway symptoms. These products have earned GREENGUARD certifications, the industry's most stringent indoor air quality standards.

For nearly 90 years, National Gypsum has developed gypsum products with safety, reliability and efficiency in mind. That tradition continues as we find new and better ways to improve building products and produce them with sustainable processes.



A handwritten signature in black ink that reads "Tom Nelson".

Thomas C. Nelson

Chairman, President and CEO

NextEra Energy's commitment to sustainably deliver the highest-quality product has never been clearer. Our company remains committed to driving continuous improvement across the business through strong financial performance, operational acumen, environmental stewardship and our investments in the communities where we live and work.

Over the past decade, NextEra Energy's investments of nearly \$47 billion to modernize America's electric infrastructure have proven that electricity producers can be low-cost, reliable and clean at the same time.

At Florida Power & Light Company (FPL), our rate-regulated utility that serves 4.6 million customers, we believe we offer the best value proposition in the state. FPL delivers a typical residential customer bill that is Florida's lowest and is 26 percent below the national average, coupled with top-quartile reliability, award-winning customer service and one of the lowest emissions profiles among U.S. utilities. Our investments to strengthen FPL's generation efficiency have resulted in a 98 percent reduction in fuel oil use and more than \$6 billion in customer fuel savings since 2001.

At NextEra Energy Resources, LLC, our competitive generation subsidiary, we have built a business — virtually from scratch in just over a decade — that is North America's largest producer of renewable energy from the wind and sun. In 2012, the business reached a significant developmental milestone — the installation of our 10,000th megawatt of wind power.

NextEra Energy enjoyed our biggest-ever year of capital investment for both businesses in 2012, as we strengthened our ability to deliver a service on which our customers depend. Yet our responsibility to our stakeholders does not stop with financial and operational performance.

We are committed to safeguarding our environment by continuing to preserve water, land and wildlife. And we are focused on meeting needs in our communities, by providing substantial financial support, volunteering where we can make a difference, and making special efforts to support education and give our young people the tools to succeed in careers that require skills in science, technology, engineering and math.

Being named by *Fortune* magazine as No. 1 overall in our sector for the seventh consecutive year attests to the increasingly high standards we set for NextEra Energy.

From the operators of our power plants, to our service crews, to our developers and engineers, to the senior management team, working together reinforces our belief that "doing well by doing good" is fundamental to NextEra Energy's success and the creation of long-term value for our stakeholders.



Jim Robo
President and Chief Executive Officer



www.nexteraenergy.com

In 2012 NextEra Energy marked our biggest year of capital investment ever for both businesses, as we strengthened our ability to deliver a service on which our customers depend. Yet our responsibility to our stakeholders does not stop with financial and operational performance.



www.nssustainability.com

*Across our 22-state system,
Norfolk Southern employees
advance our sustainability
initiatives by contributing
their time, talent and
treasure to volunteer
activities that enrich the
communities we serve.*

Norfolk Southern launched our formal corporate sustainability program six years ago with the understanding that our long-term business success is connected to the health of our communities, our environment and our employees.

As a leading freight carrier, we believe our railroad should invest in communities where we operate and promote environmental stewardship.

Across our 22-state system, Norfolk Southern employees advance our sustainability initiatives by contributing their time, talent and treasure to volunteer activities that enrich the communities we serve. Through our Thoroughbred Volunteers program and on their own, employees collect food for local food banks, clean up parks and nature trails, read to children in schools and homeless shelters, and give back in numerous other ways.

Since 1983, the Norfolk Southern Foundation, our charitable giving affiliate, has donated more than \$131 million to community nonprofits. In 2012, the foundation gave \$7 million, a 13 percent increase over 2011. To bolster communities in a tough economy, the foundation has increased funding to health and human service groups, including food banks and free medical clinics.

Norfolk Southern has adopted a broad approach to reduce our business impacts on the environment, and it is paying off. Within two years of announcing a five-year goal to reduce our greenhouse gas emissions by 10 percent per revenue ton-mile, we have reached nearly 60 percent of the target. We've achieved that through a strategy that relies on technology, innovation and employee productivity to improve network operating efficiencies, reduce locomotive fuel burn and increase the energy efficiency of railroad facilities.

Beyond operational programs, we are working with private and public partners on carbon mitigation projects. These efforts reduce the potential impact of our unavoidable business emissions and complement existing environmental benefits associated with rail transportation — trains are more fuel efficient and emit less greenhouse gas than trucks. Our “Trees and Trains” partnership to reforest 10,000 acres in the Mississippi Alluvial Valley, for example, is producing meaningful environmental, economic and social benefits in a region long served by the railroad.

Additionally, the Norfolk Southern Foundation has increased giving to organizations working to preserve natural resources. In 2012, that included grants to The Longleaf Alliance to help restore ecologically valuable longleaf pines to the U.S. Southeast and to the American Chestnut Foundation to support reforestation of former coal mine sites.

I invite you to learn more about Norfolk Southern's sustainability program at www.nssustainability.com.



Wick Moorman
CEO

At Northrop Grumman, we create, grow and sustain innovative systems, products and technical services for security applications across an array of applications from undersea to outer space and into cyberspace. We understand the increasingly global and complex nature of security, including the role of environmental and energy security in providing solutions for our nation and allies.

We design and create advanced sensor technologies and data-modeling systems that provide scientists with global climate data they need for environmental risk analyses to inform policymakers of necessary actions to mitigate and adapt to evolving environmental conditions. For more than 25 years, our satellites, airborne platforms, sensor technologies and modeling systems have provided climate monitoring and measurement data, enabling climate analysis from air and space to land and sea. We are committed to developing capabilities that provide the highest-quality and most relevant environmental and climate data for use by scientists and policymakers.

- ▶ **Space:** The Northrop Grumman-built Aqua satellite marked its 10th year in orbit in 2012, delivering unprecedented Earth observation and climate data supporting scientific study of the atmosphere, land and sea.
- ▶ **Air:** The Northrop Grumman-built Global Hawk collects data about the humidity and chemical composition of air entering the upper atmosphere and impacts to the Earth's overall climate.
- ▶ **Land:** With Conservation International, we conduct remote sensing for biomass and ecosystem analysis at the La Selva Biological Station in Costa Rica. Our satellites provide data about wildfires, snow and ice density at the poles, and global surface temperatures.
- ▶ **Sea:** Our Earth Observation Systems monitor sea surface temperatures, sea ice characterization and ocean color and chlorophyll concentrations — indicators of ocean health and current patterns.

The Northrop Grumman Foundation, in collaboration with Conservation International, created the ECO Classroom program to expand teachers' skills and experience so they can engage students in science and math using real-world, scientific projects. In 2012, sixteen middle and high school teachers traveled to La Selva to work with scientists and grow their understanding of natural ecosystems and biodiversity. These teachers returned home equipped to inspire our next generations of scientists and engineers. Investing in our youth today is critical for sustaining our nation's businesses tomorrow.

In our own operations, we are committed to reducing our environmental impacts. Our company-wide sustainability program, greenNG, is driving strategic actions to reduce greenhouse gas emissions and implement best practices to reduce solid waste generation and water use.



Wes Bush

Chairman, Chief Executive Officer and President

We are committed to developing capabilities that provide the highest-quality and most relevant environmental and climate data for use by scientists and policymakers.



[www.nucor.com/sustainability/
2011/online/index.html](http://www.nucor.com/sustainability/2011/online/index.html)

Sustainability is not a concept that is new to Nucor; it is a common value, one that is at the core of being the most productive and profitable steel and steel products company in the world. It's not just our way of doing business; it's our nature.

Sustainability is not a concept that is new to Nucor, or a program that we have put in place; it is a common value, tracing its roots back to the beginning of our company. Over the course of more than 50 years, Nucor has grown from a small company to the largest recycler of scrap metal in North America. We accomplished this by being the safest, highest-quality, lowest-cost, most productive and most profitable steel and steel products company in the world. We care about our teammates, our customers, the environment and the communities in which we live and work. It's not just our way of doing business; it's our nature.

"The Goal" is to take care of our customers. Taking care of our customers includes all our customers: our employees, our shareholders and the people who purchase and use our products. This goal represents who we are as a company and is a daily objective for every Nucor teammate. It is the reason that Nucor is, and always will be, a sustainable business. Nucor accomplishes this by being cultural and environmental stewards in the communities where we live and work. We succeed by working together. It's that simple.

While the terminology in the marketplace has evolved over the years, from "environmental, health, safety, community and customers" to "sustainability," Nucor's focus has remained the same. Nucor has countless examples of our commitment to sustainability, be it taking care of our teammates and their families by not laying people off due to lack of work, hosting health fairs to promote healthy living, taking care of the environment, or heading out to help the local community when a natural disaster occurs.

You can find our **2011 Sustainability Report**, which highlights the remarkable examples of our teammates' successes in making us a sustainable company, at <http://www.nucor.com/sustainability/2011/online/index.html>.

We hope that you enjoy reading the report as much as we did putting it together. We look forward to publishing more examples in the future of Nucor's commitment to sustainable performance.



John J. Ferriola
Chief Executive Officer and President

Our Commitment to Sustainability

Sustainability is a core business strategy at Owens Corning. We define sustainability as meeting the needs of the present without compromising the world we leave to the future. Our commitment to sustainability drives us to consider the economic, social and environmental impacts of everything we do.

Sustainability energizes our people, creates growth opportunities for our customers and drives value for our shareholders. To this end, we are focused on three strategic initiatives to achieve our goals:

1. Creating product and supply chain sustainability solutions;
2. Growing energy efficiency and renewables penetration; and
3. Achieving operations sustainability.

Creating Sustainable Products and Solutions

Owens Corning is committed to creating and being innovative in the products we develop for our customers as they have a significant positive impact on the environment. We are a leader in energy efficiency. We have created solutions for sealing the building envelope for improved energy efficiency, developed products that are formaldehyde-free and increased recycled content in our products.

Our Composites business delivers a broad range of reinforcement products that provide lightweight and durable alternatives to steel, wood and aluminum for myriad global markets.

We are also committed to understanding and improving the environmental impacts from all stages of our products' lives.

Growing Energy Efficiency and Renewables Penetration

Buildings are the largest energy-consuming segment of our economy, more than industry and more than transportation. According to the World Business Council on Sustainable Development, buildings account for 30 to 40 percent of primary energy used in most countries. Energy use is expected to grow 35 percent by 2025. Our goal is to increase the energy efficiency of new and existing buildings by at least 50 percent and reduce dependence on oil and other sources of energy.

Achieving Sustainability in Our Operations

Even as we continue to grow our business, we remain committed to reducing our environmental footprint. Improving the environmental footprint of our facilities and products requires contributions from the entire supply chain. We are committed to operating an active supply chain sustainability program with regular communication, audits and engagement with all top-tier suppliers.

Doing Well by Doing Good

Whether through advocacy of more energy-efficient public policies, continuous improvement in our own manufacturing practices or the development of innovative products that help others be more sustainable in their products and operations, Owens Corning has an unwavering commitment to doing well by doing good.



Michael H. Thaman

Chairman of the Board and Chief Executive Officer



INNOVATIONS FOR LIVING™

sustainability.owenscorning.com

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[www.peabodyenergy.com/
corporate responsibility](http://www.peabodyenergy.com/corporateresponsibility)

*For Peabody Energy, creating
a sustainable global future
starts with a social contract.
Job one is to put people
first through ensuring
energy access for all and
alleviating energy poverty.*

For Peabody Energy, creating a sustainable global future starts with a social contract. Job one is to put people first through ensuring energy access for all and alleviating energy poverty.

For 130 years, Peabody has powered prosperity. We are the world's largest private-sector coal company and a global leader in sustainable mining and clean coal solutions. Peabody provides clean, affordable and abundant energy — vital for healthier and wealthier societies. And we believe it is within our power to end global energy poverty.

Energy is essential to our modern world, the foundation of our global economy and an engine of progress for billions of people. Yet energy access is a growing need: It is estimated that 1.5 million people are lost to the effects of energy poverty each year. Half the global population lacks adequate energy today to meet the most basic needs, and in the next quarter century that number will grow to 5.6 billion people.

This crisis has a cure: Coal. The world's fastest-growing nations continue to turn to coal to lift living standards and energize their economies.

We are advancing the Peabody Plan around the world to provide universal energy access by 2050 through greater use of advanced clean coal technologies. Our path:

- ▶ Eliminate energy poverty by ensuring that half of all new generation is coal-fueled.
- ▶ Replace older coal plants with new advanced coal technologies.
- ▶ Develop at least 100 major carbon capture, use and sequestration projects around the world.
- ▶ Develop significant coal-to-gas, coal-to-chemicals and coal-to-liquids projects globally in the next decade.
- ▶ Commercialize next-generation technologies to achieve near-zero emissions.

Peabody is a global leader in clean coal technologies, advancing low-carbon and near-zero-emissions projects and partnerships on multiple continents. We are the only non-Chinese partner in GreenGen, China's signature low-carbon coal plant. We are a founding partner in the advanced Prairie State Energy Campus, an advanced supercritical coal plant. We are contributors to Australia's Coal 21 Fund, proponents in FutureGen in the U.S., and joint venture participants in multiple coal gasification and Btu Conversion projects. We also work to educate all that energy access is a human right — as essential as food, shelter and water.

Greater use of coal provides the best opportunity to achieve complementary goals of energy security, economic progress and environmental improvement. Through the Peabody Plan, we are charting the course for a sustainable energy future.



Gregory H. Boyce
Chairman and Chief Executive Officer

Today, it has never been more important for enterprises to manage themselves for sustainable long-term growth, while realizing the interdependence between corporations and the societies in which we operate.

As a global food and beverage leader with brands like Pepsi, Lay's, Quaker, Tropicana and Gatorade, PepsiCo understands that a company operates under a license from society. We touch people more than a billion times a day and are committed to delivering sustained value as well as fostering partnerships with the public and nonprofit sectors.

These beliefs are reflected in Performance with Purpose, PepsiCo's goal to deliver sustained financial performance by providing a wide range of foods and beverages from treats to healthy eats; finding innovative ways to minimize our impact on the environment and lower our costs through energy and water conservation, as well as the reduced use of packaging material; providing a safe and inclusive workplace for our employees globally; and respecting, supporting and investing in the local communities in which we operate.

We continuously innovate in our broad portfolio based on consumers' changing needs and preferences. We have reduced sodium and saturated fat in many of our key global snack brands, and as of 2012, have increased low- or zero-calorie beverages, active hydration and juices to almost half of our total U.S. beverage volume. Recognizing the growth prospects, we have greatly increased our presence in the growing nutrition space to 20 percent of our 2012 revenues.

PepsiCo works to reduce our impact on the environment with a focus on water, sustainable agriculture, packaging, waste to landfill and greenhouse gas emissions. We reduced our water- and energy-related costs by more than \$45 million in 2011, compared to 2006. In 2012, PepsiCo was the winner of the prestigious Stockholm Industry Water Award at World Water Week for our leadership in water conservation — a point of particular pride for our company.

PepsiCo's success is also driven by our diverse associates around the world. Our ability to rapidly and accurately respond to current and emerging consumer needs depends on our diverse workforce.

We aim to provide a safe, healthy and inclusive workplace that reflects the global communities where we do business, respect human rights across the supply chain and support our local communities.

PepsiCo looks forward to continuing to work with fellow companies and stakeholders on innovative ways to meet our consumers' and society's needs today and for the next generation. Together, we must demonstrate the courage to look beyond the immediate and manage our efforts for sustainable long-term growth — to create a better future for us all.

This is the very essence of Performance with Purpose. I believe it is important now more than ever.



www.pepsico.com

Together, we must demonstrate the courage to look beyond the immediate and manage our efforts for sustainable long-term growth — to create a better future for us all. This is the very essence of Performance with Purpose. I believe it is important now more than ever.



A handwritten signature in black ink that reads "Indra K. Nooyi".

Indra K. Nooyi
Chairman and CEO



www.pgecorp.com/sustainability

Because PG&E provides natural gas and electricity to 15 million people in Northern and Central California, our customers depend on us to be there for them not just today, but over the long run, planning and preparing for a sustainable, secure energy future.

Because PG&E provides natural gas and electricity to 15 million people in Northern and Central California, our customers depend on us to be there for them not just today, but over the long run, planning and preparing for a sustainable, secure energy future.

We are doing that across the board at PG&E, from our ongoing work to strengthen our core operations and provide safe, reliable and affordable service, to our numerous clean energy, economic vitality, workforce development and community engagement initiatives.

These and other keys to sustainability are at the heart of our business. Our challenge is to meet these needs in ways that position PG&E and California's economy for success, while balancing and integrating the interests of our diverse stakeholders, from customers and communities to employees, investors, regulators and political leaders.

Our more than 20,000 men and women continue to make solid progress toward our long-term goal of operating the nation's safest utility. We know we still have hard work ahead, but our progress is tangible. In 2012, this included strength-testing 175 miles and replacing 40 miles of gas pipeline while enhancing electric reliability with smart distribution circuits.

Other recent examples of our commitment include:

- ▶ Delivering some of the nation's cleanest energy with more than half our electricity coming from greenhouse gas-free resources;
- ▶ Spending more than \$1 billion over three years to help customers save energy and money through industry-leading energy efficiency initiatives;
- ▶ Empowering customers through smart technology, such as the "Green Button," which offers an easy-to-use way to access and analyze energy usage data online;
- ▶ Building career pathways for veterans and others through our pioneering PowerPathway™ workforce development program; and
- ▶ Achieving our highest-ever supplier diversity goals and earning a top 10 ranking for supplier diversity nationwide from DiversityInc.

These and other efforts have earned PG&E a place on prestigious lists such as the Dow Jones Sustainability Index, Carbon Disclosure Leadership Index and 100 Best Corporate Citizens.

However, we know there is much work to do to create, grow and sustain a better world. We're committed to continuing to do our part to make sure the areas we serve are safe, strong and healthy. Our annual sustainability report is one way we hold ourselves accountable for that pledge. We welcome your thoughts on our performance.



Anthony F. Earley, Jr.

Chairman of the Board, Chief Executive Officer and President

PwC's commitment to corporate responsibility is an integral part of our long-term business strategy. Given the PwC network's size, ability to scale and respected voice globally, PwC can play a transformative role in addressing today's social, business and environmental challenges. Using our skills, voice and relationships to work with others and influence activities that make a difference, create change and have a lasting positive impact on the world around us is one of our highest callings.

To give our global activities further focus, we've developed a framework that shows how people across the world can play their part across four areas: responsible business, diversity and inclusion, community engagement, and environmental stewardship. PwC member firms create innovative programs to address these focus areas, with some growing into global initiatives and making a sustainable difference across the world. For example:

- ▶ We're especially proud of the U.S. firm's five-year youth education commitment, PwC's *Earn Your Future* — an investment of \$60 million in cash donations and one million volunteer hours, with a primary focus on financial literacy. Through *Earn Your Future*, the U.S. firm will share PwC's expertise with more than 2.5 million students and teachers in our communities to address gaps in childhood learning.
- ▶ In the UK, "96 percent of our people think it is important that we address our environmental issues, and 91 percent feel we should be helping clients do the same." We agree and that's why the 7MoreLondon, PwC UK's new building, is designed to emit 58 percent less carbon than a typical building of its size and confirmed as the highest scoring sustainable office building in the UK.
- ▶ PwC firms around the world are investing significant resources in diversity programs, making PwC a great place to work. As a result of these efforts, PwC firms have been honored with a number of awards and accolades, including: PwC U.S. was named No. 1 on Diversity Inc's 2012 Top 50 Companies for Diversity list; and PwC UK was named a Top 50 Employer for Women in 2012 by Opportunity Now in the UK.

People are PwC's most important asset; their efforts enable PwC's corporate responsibility strategy to remain relevant and impactful in the communities where we live and work throughout the world. By investing in our people, our communities and our environment, we build stronger communities and a better workforce for tomorrow — and that is good for business.



A handwritten signature in black ink, appearing to read "Dennis M. Nally".

Dennis M. Nally
Chairman



www.pwc.com/gx/en/sustainability/index.jhtml

*By investing in our people,
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www.principal.com

We implemented a single-stream recycling program and a mandatory white paper shredding program late in 2011. During 2012, our first full year of measurement, we reduced the amount of waste going to the landfill by about 40 percent or 600 tons.

The Principal Financial Group® (The Principal®) is a global investment management leader. As part of our company's core value of integrity, we're committed to create, grow and maintain positive sustainability solutions.

During 2012, we made significant progress in several areas, including:

- ▶ We established formal goals to reduce our carbon footprint: 2 percent for 2012, 3 percent for 2013 and a 10 percent reduction by 2016. Our initial results show we're already well on our way — achieving a 9 percent reduction in the first year alone.
- ▶ We saw a big improvement in our Carbon Disclosure Project score — jumping from 56 to 84.
- ▶ We implemented a single-stream recycling program and a mandatory white paper shredding program late in 2011. During 2012, our first full year of measurement, we reduced the amount of waste going to the landfill by about 40 percent or 600 tons.
- ▶ We made several energy management improvements that improved the efficiencies of our owned and occupied properties.
- ▶ We extended an agreement with our local transit authority that provides local bus service to all our employees at no cost to them.
- ▶ We completed The Principal Riverwalk — a 10-year project that allows people to enjoy the natural habitat of the riverfront.

Commercial Real Estate

Our commitment to environmental stewardship also plays out every day in our commercial real estate business. Last year, Principal Real Estate Investors, the fourth largest real estate manager in the United States, was ranked #2 by *Commercial Property Executive* as one of the greenest commercial real estate companies in the United States.

Fifty-four buildings in our commercial real estate portfolio are Leadership in Energy and Environmental Design (LEED) certified, with an additional 55 buildings currently registered with the United States Green Building Council for LEED certification.

Upcoming Campus Renovations

Looking ahead, The Principal is planning a multiyear renovation of our corporate campus. Making these updates in an environmentally friendly way is a top priority.

For example, we will be using ENERGY STAR®, LEED and Green Globes® to help assess our current status, track progress and implement additional sustainability practices throughout our campus.

Other examples include boosting our commitment to the environment by installing LED lighting, maximizing the use of natural light and upgrading our heating and cooling systems with energy-efficient models.

Through these efforts and others, The Principal will continue to improve the lives of our employees and others in the communities where we have a presence.



Larry Zimbleman
Chairman, President and CEO

As we celebrate Procter & Gamble's (P&G) 175th anniversary, we recognize one reason for our longevity is our commitment to growing ethically and sustainably. We know that to grow and thrive for another 175 years we must accelerate our sustainable innovation and resource efficiency so that we have less environmental impact and, at the same time, continue to invest in our communities to help create the conditions for future growth.

To enable sustainable growth, we committed to a long-term environmental vision — powering our plants with 100 percent renewable energy, using 100 percent renewable or recycled materials in products and packaging, having zero consumer or manufacturing waste go to landfills, and creating products that conserve resources. We are making progress toward that vision. For example, we just announced 45 of our sites around the world now send zero manufacturing waste to landfill, and instead either recycle, repurpose or convert their waste to energy. In addition to being good for the environment, efforts to reduce waste have created more than \$1 billion in value for P&G.

In addition to waste, we also announced absolute reductions in our energy, water and carbon dioxide manufacturing footprints this year. Through innovation in our processes and on our brands, we've been able to grow our business while reducing the impact we have on the environment. Tide PODS is a great example of this kind of sustainable innovation. The three-chamber packet dissolves in cold water when dropped into the wash. PODS save consumers both personal time and money on energy costs, since there is no need to heat water for laundry. This sustainable innovation enables resource conservation with no trade-off in product performance. As a result, P&G sales and Tide's market share have grown.

Around the world, our employees and our brands are also investing in communities in ways we can uniquely add value. Our disaster relief efforts provide our brands to families in times of greatest need. Pampers has worked with UNICEF to help to end neonatal tetanus in eight countries. Today, we're on track to help save one life every hour with our water purification technology by 2020. These programs address everyday issues to build stronger, more stable communities — benefiting our society and our business.

Everyone at P&G is proud of what we have achieved, but we know there is more to be done, so we look forward to delivering our sustainability vision and supporting the communities where we live and work for another 175 years.



A handwritten signature in black ink that reads "Robert A. McDonald". The script is fluid and cursive.

Robert A. McDonald

Chairman of the Board, President and Chief Executive Officer



www.pg.com/sustainability

We know that to grow and thrive for another 175 years we must accelerate our sustainable innovation and resource efficiency so that we have less environmental impact and, at the same time, continue to invest in our communities to help create conditions for future growth.



www.pseg.com/sustainability

Sustainability is a business imperative as we chart our course for the next 110 years. Our vision — based on safe, reliable, economic and green energy — is in the forefront of our thinking.

This is the 110th year of the Public Service Enterprise Group (PSEG) family of companies. Our energy has long been instrumental in making life better for our customers and communities. We are the oldest and largest electric and gas utility in New Jersey as well as a large regional electricity provider. We have solar energy facilities in five states. Our dedicated employees remain our most important asset.

Sustainability is a business imperative as we chart our course for the next 110 years. Our vision — based on safe, reliable, economic and green energy — is in the forefront of our thinking.

The successful utilities of the future will align their businesses ever more closely with the needs of society. One key challenge is the need for a resilient infrastructure to improve society's ability to withstand and recover from extreme weather. Superstorm Sandy, which struck New Jersey on October 29, 2012, was the worst storm in our history. Sandy may or may not be a new normal. Yet it is indisputable that people are increasingly dependent on electricity at a time when the effects of changing weather patterns test our adaptive capacities more than ever.

Proactive strategies are needed to reduce our vulnerability to these events. We have proposed a new Energy Strong program, through which we would invest nearly \$4 billion over 10 years in improvements to further strengthen our electric and gas systems and help safeguard our customers and communities across New Jersey.

Protecting critical infrastructure is an important facet of climate adaptation. We need to be just as proactive in addressing the roots of the problem by reducing pressures on the environment. We will continue to emphasize a sustainable energy strategy based on energy efficiency, renewables and other advanced, clean technologies. Over many years we have made large investments to reduce emissions of traditional pollutants from our fossil-fueled plants to a small fraction of former levels. We see this as important to our competitive positioning while also contributing to our reputation for environmental leadership.

In conclusion, there is no resting on laurels if companies such as PSEG are to meet society's evolving needs for sustainable energy. While we have far to travel on our journey, we are fortunate in having an outstanding workforce of diverse and highly skilled people. With their continued support, I am confident that the future will be even brighter not only for our company, but for the larger society around us.



Ralph Izzo

Chairman, President and Chief Executive Officer

Innovation requires the ability to look into the future and imagine how it might be better. At Qualcomm, that is the essence of what we do and what we have always done, from our earliest days to our latest ideas and solutions. We are a company built on imagining what's possible.

Thinking sustainably is also part of our innovative spirit. That's why we have never treated sustainability as an afterthought or as something to be handled apart from our core work. Instead, we've strived to integrate it throughout Qualcomm — in our products, in our operations and, most importantly, in our people.

In particular, every day we create sustainability with our technologies and products — through the better world they help make possible and through our careful approach to designing and producing them. Our solutions enable next-generation mobile technologies that are enhancing quality of life worldwide. They're helping make transportation more efficient, make energy systems more reliable, increase the quality of health care, enhance education and better connect people everywhere. Our Wireless Reach™ program is also working to close the digital divide in underserved communities in more than 30 countries. As we contribute to these advances, we produce our products as efficiently and as mindfully as we can. We constantly look for ways to conserve resources and reduce waste. We also work closely with suppliers to extend environmental and social sustainability throughout our supply chain.

Here are just a few examples:

- ▶ 100 percent of our products are subject to our environmental management system for eliminating hazardous substances.
- ▶ We are enabling smart grids by providing cellular and information technology to distribute energy more efficiently.
- ▶ We earned San Diego Gas & Electric's 2012 Clean Transportation Award for implementing electric vehicle charging stations.
- ▶ We certified our fifth facility under the Leadership in Energy and Environmental Design program.
- ▶ We recently implemented our second energy-efficient Performance Optimized Datacenter, saving approximately 1 million kilowatt hours per year.
- ▶ At our San Jose and Santa Clara operations, we saved approximately a quarter of a million gallons of water per year using a reverse osmosis/deionized water system.
- ▶ We decreased our 2012 per-capita landfill disposal rate for our three major California facilities by 99 percent over 2011.
- ▶ We also recycled 100 percent of hazardous waste from those facilities, along with 100 percent of our IT-managed e-waste at our San Diego headquarters.

I'm proud of Qualcomm's progress toward sustainability — and I'm excited about where we're going.



Dr. Paul E. Jacobs

Chairman of the Board and Chief Executive Officer



www.qualcomm.com/qs

Thinking sustainably is also part of our innovative spirit. That's why we have never treated sustainability as an afterthought or as something to be handled apart from our core work. Instead, we've strived to integrate it throughout Qualcomm — in our products, in our operations and, most importantly, in our people.

We offer our customers access to a complete selection of raw materials that have been harvested and prepared in accord with best sustainability practices. That is why we have had our facilities on four continents triple-certified to the Forest Stewardship Council, Programme for the Endorsement of Forest Certification and Sustainable Forestry Initiative.

Now here's a hot idea.

You've probably noticed it. How paper feels warm to the touch as it comes out of a laser printer. That's because heat is used to set the ink on a page.

Now imagine a huge, high-speed commercial printing press, with paper flying through it at hundreds of feet per minute. It can take a lot of heat to set the ink on that fast-moving paper — heat that some would think of as simply something to be vented out of the building.

At RR Donnelley though, we look at things a little differently. So we have initiated a program to capture that heat and use it to provide ambient warmth in our building.

Using resources efficiently — and helping our customers to do the same — is at the heart of what we do.

For example, we offer our customers access to a complete selection of raw materials that have been harvested and prepared in accord with best sustainability practices. That is why we have had our facilities on four continents triple-certified to the Forest Stewardship Council, Programme for the Endorsement of Forest Certification and Sustainable Forestry Initiative.

Our logistics offering is among the fastest growing segments of our business. Here too, we collaborate with customers and providers to minimize waste. We recently renewed our membership in the U.S. Environmental Protection Agency's voluntary SmartWaySM Transport Partnership. Members work together to maximize fuel economy and minimize emissions. We are especially proud to have entered the program with the highest score available.

We reflect the value of sustainability in our operations worldwide. For example, in the UK our operations were recently ranked in the top 100 out of more than 1,300 participants in the Carbon Reduction Commitment Performance League Table.

Sometimes a lot of small changes can produce a big result. For instance, a program to retrofit our equipment with high-efficiency cold cathode lamps saved 4 million kilowatt hours in just the first year.

In some of our processes, chilled water is used to bring materials to the right temperature. Traditionally, electricity and refrigerants were the answer, but we're piloting a new system. During the cold months we draw in the outside air to achieve the needed temperature. It is less costly, uses less energy and is much more efficient.

Now that's a cool idea.



Thomas J. Quinlan III

President and Chief Executive Officer

*With automation,
manufacturers do more
with less. They use fewer
resources, minimize waste
and control variability.
Inherently, these are
sustainable practices that
lead to cleaner, safer and
more energy-efficient
manufacturing. This is how
we pursue our mission
to improve the standard
of living for everyone by
making the world more
productive and sustainable.*

Today we operate in an uncertain global economy with fluctuating growth rates. But this is exactly the time when lean, efficient and productive operations provide opportunity and advantage, and drive the need for smart, safe and sustainable manufacturing.

To stay competitive in mature markets, manufacturers look to industrial automation to achieve faster time to market, reduce total cost of ownership, improve asset utilization and mitigate business and operational risks. In emerging markets, a wealth of natural resources and major infrastructure projects fuel the need for automation in oil and gas, power generation, mining, cement, metals, water/waste water and other industries. Rising standards of living and a growing middle class increase the need for consumer products manufacturing, which requires sophisticated automation systems that enable quality, flexibility and regulatory compliance.

With automation, manufacturers do more with less. They use fewer resources, minimize waste and control variability. Inherently, these are sustainable practices that lead to cleaner, safer and more energy-efficient manufacturing. This is how we pursue our mission to improve the standard of living for everyone by making the world more productive and sustainable.

We start with our own socially responsible practices. In 2012, our safety performance once again exceeded peer companies with our employees working safer than the year before. We made continued progress toward our 2022 goal to reduce energy and resulting carbon emissions. The Ethisphere™ Institute, Better Business Bureau and other independent organizations recognized the high integrity of our employees. And a study documented the “transformative” results from our efforts to create an inclusive culture that embraces our differences and distinguishes us as a place where people want to come and contribute.

Strong business and community relationships with a shared understanding of values and goals help us fulfill our corporate mission. In our communities, we continued to expand and deepen business relationships with a diverse base of suppliers in 2012. We also increased our support of organizations and programs that address the needs that matter to us as a company and as individuals. To recognize the valuable contributions our employees made through their time and talent, we launched a new volunteer recognition program.

As reflected in the key principles of our Global Social Responsibility and Sustainability Policy, we’re committed to reducing environmental impacts through resource conservation and pollution prevention, and creating a safe, ethical and inclusive culture in which we can do our best work.



Keith Nosbusch

Keith D. Nosbusch

Chairman of the Board and CEO



www.rockwellcollins.com

Being a responsible corporate citizen is the right thing to do. It's also the smart thing to do. Responsible stewardship of our most valuable resources — including our environment, our communities and our employees — fortifies our marketplace and strengthens our business.

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- ▶ **Sustaining our world:** An investment in sustainability is smart business. Our Global Sustainability Team reduces our carbon footprint through energy efficiency, saving millions of dollars in operating costs. Global waste disposal projects have led to stronger community relationships and cost savings. Projects to lessen water consumption in our manufacturing process have reduced usage by 10 million gallons per year.

We're also creating technologies to help our nation's air traffic system meet future demands while ultimately reducing aviation's environmental footprint. The NextGen system will allow aircraft to fly more efficient routes, saving fuel and reducing emissions.

Others have noticed our efforts. We're honored that, in 2012, the Dow Jones Sustainability North America Index included Rockwell Collins for the fourth consecutive year.

- ▶ **Building our communities:** We consider our support of science, technology, engineering and math (STEM) education to be an investment in our own future workforce. That's why we invest \$2.25 million in education each year, along with the countless volunteer hours our employees contribute to young people's growth.

One of our primary ways of supporting STEM education is through our sponsorship of *FIRST*®, a global organization dedicated to inspiring young people's interest and participation in science and technology. It's a significant investment, but we believe the results will be significant, too. To better measure this impact, we're co-sponsoring a five-year study by Brandeis University and *FIRST* to help us better understand how our support can best reap long-term rewards for students participating in *FIRST*.

- ▶ **Empowering our team:** Widely different experiences bring different perspectives, which then become a springboard for innovative thinking. That's the foundation of our diversity and inclusion journey, and we see its rewards in Rockwell Collins' strong global community and innovative solutions. We're also proud that our journey has been recognized by DiversityInc, which included Rockwell Collins among its Top 50 Companies for Diversity for the second consecutive year.

As Rockwell Collins continues to grow domestically and globally, we pledge to maintain the highest ethical, environmental and social standards. Because it's right. Because it's smart. And because it's how a successful company — one committed to building trust every day — conducts itself now and far into the future.



Clayton M. Jones
Chairman and Chief Executive Officer

Transportation and logistics are the circulatory system of the economy. That is why at Ryder, we view ourselves as having a unique role to play in sustainable business.

We provide transportation and logistics solutions that ease complexity and increase efficiency for companies of all sizes. Our people, vehicles and network of operations keep goods and materials flowing so that the economy can grow and thrive. We've branched out into new solutions that help Ryder and our customers reduce energy consumption and greenhouse gas emissions. We provide jobs and careers for an ever-more diverse population and give a portion of our profits back to the communities where our people work and live. All of these contributions to sustainability stem from the same source — our commitment to getting the right results, the right way.

We are very proud of the progress Ryder has made to create, grow and enhance our reputation as a sustainable business. In the past year we expanded our natural gas vehicle and maintenance program in California into new markets in Arizona and Michigan. We continued to implement innovative technologies to ensure driver safety and collaborate with the public sector to advance supply chain security. We renewed our participation in U.S. Chamber Veterans Employment Advisory Council and hired more than 850 military veterans. We also increased our overall charitable giving despite lingering effects of a recession followed by a slow and uneven economic recovery. This progress is enabled by an ongoing commitment to ethics and integrity that governs everything we do, with the support of the best people in the industry.

As the company celebrates our 80th anniversary in 2013, we will honor our heritage of innovation by looking for ways to improve and evolve. This includes evaluating how to set meaningful sustainability goals that continue to drive our performance in the right directions. Sustainability at Ryder means success for all of our stakeholders because when we focus on making commerce flow efficiently and sustainably for our customers, those benefits cascade throughout society.



A stylized, handwritten signature in black ink, appearing to read 'R Sanchez'.

Robert Sanchez
President and Chief Executive Officer



ryder.com/en/about-us/sustainability.aspx

Sustainability at Ryder means success for all of our stakeholders because when we focus on making commerce flow efficiently and sustainably for our customers, those benefits cascade throughout society.



www.sapsustainabilityreport.com

As the world's leading business software company, with more than 230,000 customers in 188 countries, we have seen the power of software technology in measuring and reducing energy consumption and greenhouse gas emissions.

The world looks very different than it did when SAP began over 40 years ago in 1972. More than ever, it is a world of connections. Economies are increasingly dependent upon one another. Companies are truly global, and operate within broader ecosystems that include partners, customers and even competitors. Populations continue to converge in urban areas — where people are living better, longer lives, yet putting immense strain on resources and our climate. Sustainable consumption is no longer optional, it is a necessity.

Improving Our Own Sustainability

We have continued to strengthen our position as a sustainability leader with our own operations and moved closer to our ambitious goal to reduce total greenhouse gas emissions to our year-2000 level by 2020. We have reduced our carbon emissions by 18 percent since 2007 and saved over \$250 million in doing so. We continue to increase our efficiency based on the emissions per euro revenue for the sixth year in a row. Specifically, our greenhouse gas emissions went from 34.4 grams per euro in 2011 to 30.0 grams per euro in 2012.

SAP is recognized both in the public and private sector for sustainability leadership. The U.S. Environmental Protection Agency recognized SAP America as one of the Top 20 Tech and Telecom green power users for our purchase of electricity generated from renewable sources. In September 2012, Dow Jones once again recognized SAP as the world's most sustainable software company for the sixth year running. SAP also worked closely with the World Resource Institute to develop a new standard for looking at emissions across the entire value chain — from the hardware that supports our business to customers' use of our software. These innovations better position us to help our customers integrate sustainability into their own strategies and operations, thereby multiplying our impact.

Helping Our Customers Grow Profitably and Sustainably

As the world's leading business software company, with more than 230,000 customers in 188 countries, we have seen the power of software technology in measuring and reducing energy consumption and greenhouse gas emissions. We believe that serving our customers provides us with the greatest potential to create positive change. Our solutions focus on five key business areas: energy management, sustainable supply chain, operational risk management, sustainable workforce, and sustainability reporting and analytics. Whether they are evaluating an efficiency project or ensuring that toxic substances don't wind up in a child's toy, our customers are helping to drive this transformation.

We estimate that our energy and environmental resource management solutions for industrial and manufacturing operations are already helping customers avoid hundreds of millions of dollars in energy from natural gas, electricity, fuel oil and other sources while helping to avoid several million tons of carbon emissions. In addition, our solutions are helping customers address their water conservation needs.

In 2013, we have set ambitious goals to continue to innovate and improve our sustainable performance. We invite our customers, partners, employees and stakeholders to stay engaged in the sustainability dialogue, share ideas and take action. We look forward to continuing to work together to help the world run better and improve people's lives.



Bill McDermott
Co-CEO



sas.com/csr

In 2012, many companies began to rethink conventional ways of doing business. They realized big data analytics could deliver results almost instantaneously. When high-performance analytics can solve the world's toughest business problems thousands of times faster, there's no limit to what organizations can achieve. SAS has everything it takes to achieve this: unmatched analytical capabilities, deep industry expertise, a long track record of delivering proven results and the ability to innovate.

The SAS culture is anchored by meaningful work, excellent leadership and a world-class work environment. It is reflected in every customer engagement and underpins the company's continuous revenue growth. The creative and collaborative employees SAS attracts and retains directly affect the company's bottom line. They're the driving force behind SAS' consistent revenue growth, profitability and expanding products and solutions line.

Over the years, there has been a fundamental shift in the value placed on energy efficiency, intelligent power sourcing and end-user consumption. SAS remains committed to minimizing the environmental impact of our business — including sustainably driving operational efficiency, spawning innovation, and satisfying the expectations of customers, employees and society.

- ▶ In November, SAS was named No. 1 on the Best Multinational Workplaces list by Great Place to Work.
- ▶ Our education initiatives inspire more students to study science, technology and math — knowledge required to solve global concerns about limited natural resources.
- ▶ We emphasize efficiency, flexibility and sustainability in our water usage, waste management, energy management and the construction and maintenance of SAS' buildings.

Before we know it, 2013 will be behind us, but our guiding principles will remain steadfast:

- ▶ Commitment to customers.
- ▶ Appreciation of and dedication to employees.
- ▶ Adherence to the highest standards of quality and performance of our software.
- ▶ Continual innovation that creates lasting value.



Jim Goodnight
CEO

SAS remains committed to minimizing the environmental impact of our business — including sustainably driving operational efficiency, spawning innovation, and satisfying the expectations of customers, employees and society.



www.siemens.com/sustainability

Siemens is proud to have been awarded the highest possible honor on the Dow Jones Sustainability Index in 2012: Supersector Leader of the “Industrial Goods and Services” category.

Siemens is proud to have been awarded the highest possible honor on the Dow Jones Sustainability Index in 2012: Supersector Leader of the “Industrial Goods and Services” category. With the third highest score of any company on the Global Index, we were also named the “Diversified Industrials” Sector Leader for the fifth year in a row.

Recently, Siemens seized the opportunity to **create** more sustainable work environments for our employees by pledging to be a founding sponsor of the U.S. Environmental Protection Agency’s Workplace Charging Challenge. At our Trenton, NJ, manufacturing facility, we installed a 700 kilowatt solar photovoltaic system to provide renewable power for our operations, with the capability of feeding power back to the grid during off-peak hours.

With our Environmental Portfolio of products and services designed to help protect the environment, we aim to drive our **growth** by helping customers to reduce their emissions, bring down their energy costs and enhance their business success through greater productivity. Our 2012 global revenues for this portfolio grew to almost \$45 billion, up from \$40 billion last year.

Siemens is aiming to help the Department of Defense achieve energy efficiency, security and independence through use of these technologies, most recently leading the team providing the Army’s largest solar power system at the White Sands Missile Range in New Mexico, and just won the contract to build the federal government’s largest wind power project ever undertaken, in Amarillo, TX.

Siemens annually invests more than \$50 million in job training in the U.S. alone, helping bring our skilled workers up to speed with our technologies and help fill “skills gap” in science, technology, engineering and math (STEM) related areas. We have had much success with these apprenticeship programs in Germany, and will grow them here to create a pipeline of workers for the future, **sustaining** the ability of the communities we work in to thrive as new manufacturing centers in America.

This year, Siemens employees donated nearly \$200,000 to the American Red Cross to aid victims of Hurricane Sandy, some of whom are our colleagues, and the company matched that figure, for a total of \$400,000. And we continue to invest more than \$7 million annually in support of educational initiatives in STEM in the U.S. through our Siemens Foundation. By supporting outstanding students today, and recognizing the teachers and schools that inspire their excellence, we help nurture tomorrow’s scientists and engineers.



Eric A. Spiegel

Chief Executive Officer of Siemens USA and Siemens Corporation

Simon Property Group, Inc. (NYSE:SPG) is a Standard and Poor's 100 company and the largest real estate company in the world. The company currently owns or has interest in 325 retail real estate properties in North America and Asia comprising 242 million square feet, as well as a 29 percent interest in Klépierre, a publicly traded French real estate investment trust (REIT) that owns or has interest in more than 260 shopping centers in 13 countries in Europe.

Simon Property Group makes extensive use of reliable sources of energy to provide our tenants and shoppers with a safe and comfortable shopping environment. For that reason, the efficient management of energy costs is a key operating strategy for the company. Since 2003, we have engaged with employees to understand, measure and track our energy use and invested time, resources and money to identify, design and develop cost-effective energy efficiency and renewable energy projects. These efforts have resulted in a 29 percent reduction of our energy use and \$36 million in annual energy cost savings. They also have reduced our greenhouse gas emissions by 239,000 tons annually and have led to the company's inclusion as the only real estate company in the CDP's Carbon Disclosure Leadership Index.

In 2012, we announced that 100 percent of our enclosed regional malls and Mills properties offer waste recycling to merchants. In all, Simon diverts more than 58,000 tons of material annually from landfills. This accomplishment not only is good for the environment but also helps keep waste handling costs in check.

Since 2011, we have developed electric vehicle charging infrastructure at more than 40 properties across the United States. This infrastructure meets the needs of early adopters of electric vehicles and helps reduce the country's dependence on foreign oil. Remarkably, early results also indicate that electric vehicle owners spend more time at our properties than the average shopper, to the financial benefit of our tenants.

Our sustainability efforts have resulted in both economic and environmental benefits, while meeting the needs of our tenants and shoppers, proving that companies can do good while doing well. As we pursue our sustainability strategy in the years to come, we have no doubt that Simon Property Group will continue to create economic, environmental and social benefits for our shareholders and our other stakeholders.



A stylized, handwritten signature in black ink, consisting of a large 'D' followed by a smaller 'S' and a period.

David Simon

Chairman of the Board and Chief Executive Officer



www.simon.com

Our sustainability efforts have resulted in both economic and environmental benefits, while meeting the needs of our tenants and shoppers, proving that companies can do good while doing well.



www.southerncompany.com

*We're finding real solutions
for meeting America's
energy needs with clean,
safe, reliable and affordable
power and developing
new technologies to
address the challenges
that lie ahead. In fact, from
1970 through 2012, we
managed approximately
\$1.8 billion in energy
innovation investments
to help change the way
America produces electricity.*

At Southern Company, we believe our business is about more than just the “whats” — which, for us, means making, moving and selling electricity. It’s also about the “hows” — the ways in which we provide clean, safe, reliable and affordable power to everyone who depends on us. In fact, it’s by focusing on the “hows” that we deliver a significant value proposition to customers.

We’re accomplishing this in all facets of our business. We’re expanding our use of natural gas, solar, wind and biomass and constructing advanced coal and nuclear units. We’re helping customers learn more about electricity and discover smarter ways to use it. We’re investing in energy innovation, job creation, community involvement and more. We’re doing all of these things to bring value to the customers and communities we serve.

A great example is construction of the Kemper Project by our Mississippi Power subsidiary. When completed, this plant — using groundbreaking 21st-century coal gasification technology developed by Southern Company and KBR in partnership with the U.S. Department of Energy — is expected to capture at least 65 percent of its carbon dioxide, with resulting emissions comparable to a similarly sized natural gas plant.

Kemper is also providing nearly 12,000 direct and indirect jobs during construction, with the promise of more than 1,000 direct and indirect positions once the facility opens. Nearly 300 Mississippi companies have a significant role in the project, delivering a tremendous economic boost to the state.

The construction of the nation’s first new nuclear units in a generation is bringing similar economic benefits to Georgia. Plant Vogtle units 3 & 4 — currently under development by our Georgia Power subsidiary — is the largest job-producing project in the state, employing approximately 5,000 during peak construction and 800 at startup. The new facility is expected to power 500,000 Georgia homes and businesses and provide \$26 billion in economic impact.

These projects exemplify our leadership position as the only U.S. electric utility actively engaged in robust proprietary research and development. We’re finding real solutions for meeting America’s energy needs with clean, safe, reliable and affordable power and developing new technologies to address the challenges that lie ahead. In fact, from 1970 through 2012, we managed approximately \$1.8 billion in energy innovation investments to help change the way America produces electricity.

Amid evolving challenges facing the electric utility industry, Southern Company maintains our long-held commitment to finding solutions for America’s energy future.



Tom Fanning

Tom Fanning
Chairman, President and CEO

Stanley Black & Decker is committed to sustainable business policies and initiatives to ensure we manufacture, distribute and market products globally in a responsible manner that protects employees, communities, customers and the environment. We were selected as a component of the North America Dow Jones Sustainability Index for the second year in a row in September of 2012 and further listed as a Bronze Class Sustainability Leader and Sector Mover in KPMG's January publication of *Sustainability Yearbook 2013*.

Our culture of continuous improvement is driven by The Stanley Fulfillment System (SFS). This evolving, breakthrough business process allows us to apply key aspects of SFS to our global enterprise, improving our environmental, health and safety performance, and making rapid progress in turning our supply chain into a Glass Pipeline — collaborative, integrated and completely transparent.

People

Our professional development initiatives are measured across an engaged and committed 46,000-strong workforce that makes a difference every day, within and outside our walls, enhancing the health, safety and well-being of our employees, our customers and the communities in which we operate.

Our focus on safety in the plant, safety in the field and safety in our communities has driven our total recordable incident rate across our more than 700 reporting sites below 1.0 (1 incident per 100 employees per year), and led to recent donations of \$250,000 in tools to help rebuild sites devastated by Hurricane Sandy and \$100,000 in mechanical security systems for Sandy Hook's interim elementary school in 2012.

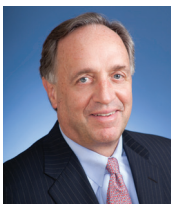
Planet

Through sustainable operations, Stanley Black & Decker continues our efforts to reduce any environmental impacts our company has on our planet's natural resources. We use process-improvement tools like Kaizen, Lean and Behavior Based Operations to also achieve results in sustainability.

Our actions have continued our favorable trend and, in 2012, produced additional year-over-year improvements across our manufacturing and distribution centers, reporting a 4 percent decrease in waste generation intensity, an 11 percent improvement in recycled waste volume, a 14 percent decrease in energy consumption intensity, a 13 percent decrease in carbon dioxide equivalent emission intensity and a more than 15 percent decline in water consumption intensity.

Product

Sustainable product strategies start with product compliance across a supply chain that includes Stanley Black & Decker as both a customer and a supplier. Key Voice of the Customer considerations, including material intensity, manufacturing operations, energy consumption/conservation during product use, end-of-life management and innovation, are rolled into Sustainable by Design concepts driving actionable product innovation in engineering.



A handwritten signature in black ink, appearing to read 'J Lundgren', written in a cursive style.

John Lundgren
Chairman and Chief Executive Officer

Our culture of continuous improvement is driven by The Stanley Fulfillment System or SFS. This evolving, breakthrough business process allows us to apply key aspects of SFS to our global enterprise, improving our environmental, health and safety performance, and making rapid progress in turning our supply chain into a Glass Pipeline — collaborative, integrated and completely transparent.



www.statefarm.com/aboutus/community/green/green.asp

As a leader in the insurance and financial services industry, State Farm has a history of doing well by doing good. We believe that communities thrive when provided opportunities for their citizens to grow and prosper.

State Farm® is recognized as a leader in the insurance and financial services industry. Our mission is to help people manage the risks of everyday life, recover from the unexpected and realize their dreams. At State Farm, social responsiveness extends beyond our mission and into our actions.

As a leader in the insurance and financial services industry, State Farm has a history of doing well by doing good. We believe that communities thrive when provided opportunities for their citizens to grow and prosper.

State Farm is strongly committed to safety, so we've developed *Celebrate My Drive*®, an auto safety program changing the conversation with teens from scaring them with potential negative outcomes to sharing positive messages with them to help prevent crashes, reduce injuries and save lives. The program includes grant and prize opportunities and involves our agents for local events across North America during National Teen Driver Safety week.

Since 1993, State Farm has funded and supported the acquisition and training of more than 300 arson dog teams. Arson dogs help police and fire departments across the U.S. and Canada identify accelerants used to start deadly fraudulent fires. Arson dog teams also visit schools and community groups to talk about arson fraud and fire safety education.

State Farm is an active partner with our educational communities. We support efforts that demonstrate significant gains in academic achievement for all students. We support the Common Core State Standards movement as well as organizations like America's Promise Alliance, James B. Hunt Jr. Institute for Educational Leadership and Policy, and the Business Coalition for Student Achievement.

State Farm supports organizations committed to the engineering and design of stronger and safer homes. These organizations include the Home Fire Sprinkler Coalition, Insurance Institute for Business and Home Safety, Federal Alliance for Safe Homes, and International Code Council. Our commitment to well-designed buildings is demonstrated by the efficiency of our buildings, which have a composite ENERGY STAR® score of 86. Our fleet has consistently been recognized as environmentally friendly and we have a goal to purchase 75 percent SmartWay® vehicles.

State Farm is socially responsive and, through the initiatives highlighted, we continue to invest in the communities where we live, work and do business. With State Farm, "Like a good neighbor" is not a slogan, it's how we do business.



Edward B. Rust Jr.
Chairman and CEO

At Steelcase, sustainability is about putting people first. With 100 years of history behind us, sustainable thinking and design is inherent in our values. Our founders believed that business is a human enterprise, and that social and environmental responsibility makes a company successful.

Those values drive our decisions today. We believe businesses are equipped to address the world's most complex problems. Building a sustainable business is a performance issue and a measure of fitness. It's about understanding how you impact your customers and the world and delivering the greatest value to both.

Providing workplace environments to the world's leading organizations, Steelcase is uniquely positioned for large-scale impact. We're proud of what we've accomplished within our company, but our greatest potential for impact is helping customers achieve their sustainable business objectives. The work we do with our customers and insights gained from research drive innovation and improve performance.

Within our holistic strategy, we've identified key opportunities for positive impact:

We're helping companies use their real estate efficiently to achieve their sustainability goals and amplify business performance. As 21st-century work becomes more mobile and collaborative, operating in a more efficient footprint that helps people do their best work is a powerful opportunity that we're helping businesses realize. Human-centered research and design are fundamental to the solutions we offer. We study people at work and then design innovative products and applications based on insights we gain. Products like media:scape® are reshaping the way people collaborate in a networked world. It makes connecting data and people effortless, with the environmental and human benefit of less travel and a lower carbon footprint.

We're setting high sustainability goals and collaborating throughout our supply chain to achieve them. In 2006, we pledged to reduce our global environmental footprint by 25 percent by 2012. Since then, our company has reduced greenhouse gas emissions by 37 percent, water consumption by 52 percent, volatile organic compound emissions by 53 percent and waste by 23 percent. We intend to reduce our global environmental footprint by another 25 percent by 2020 as we challenge ourselves to push harder. Partnering with our supply chain is key for process and product improvements. By sharing best practices and exploring together, we're continuing to find opportunities in materials chemistry, eliminating waste and managing life cycle impacts.

We're committed to being socially responsible throughout the world. As a globally integrated company, this means mitigating environmental harm wherever we operate. It also encompasses ethical business practices, supporting diversity and ensuring employee wellbeing through our policies, training opportunities and workplace environments. And it means investing in communities to unlock the promise of people.

Creating sustainable value in the 21st century isn't just about using less, it's also about creating more — more opportunities, more capacity for positive change. With 100 years of momentum, we are deepening our promise to bring sustainable value to the people we care about — our customers, employees, shareholders, partners and communities.



James P. Hackett

James P. Hackett
President and Chief Executive Officer

Providing workplace environments to the world's leading organizations, Steelcase is uniquely positioned for large-scale impact. We're proud of what we've accomplished within our company, but our greatest potential for impact is helping customers achieve their sustainable business objectives. The work we do with our customers and insights gained from research drive innovation and improve performance.

build
smart



www.suffolkconstruction.com

At Suffolk, we have an opportunity to transform an entire industry as a result of our “build smart” approach to giving back and building green, and we believe that our continued commitment to socially and environmentally responsible strategies and actions are proof that companies can “do well by doing good.”

An important part of Suffolk Construction’s “build smart” brand and promise is to make a positive impact on our community and the environment, and a deep appreciation for philanthropy and sustainability is ingrained in our company culture.

We believe that philanthropy is about more than just writing a check and donating money. It’s about giving your time and sharing your skills and expertise. It’s about bringing people together to help other people and committing yourself to a cause much greater than yourself. It is about giving the gift of hope to people who need it most. We consistently give back to the community through our corporate fundraising arm and signature programs, but I am most proud of our Giving Circle initiative because it is entirely driven by employees, not our company executives or corporate board. Any Suffolk employee can make a recommendation on an individual or family that needs support or assistance. The Giving Circle decision makers work directly with these individuals and families to find out their basic needs so we can give them an immediate helping hand. The beauty of The Giving Circle is that all donations and decisions on where to spend the money are made by Suffolk employees, which is why this is my favorite example of how our commitment to philanthropy truly permeates our entire organization.

We are also committed to minimizing our impact on the environment. To create a “green culture” across our entire organization, we have defined a set of sustainability guidelines for both office and field employees. In addition, Suffolk provides training and support for the Leadership in Energy and Environmental Design (LEED) accreditation and/or Green Associate exam for all our employees who wish to pursue it — we currently have more than 200 Suffolk employees who are LEED Accredited Professionals. Beyond our people’s commitment to being environmentally conscious, our project teams leverage state-of-the-art tools and technologies, like virtual design and construction models and web-based collaboration technologies, which help us streamline operations and minimize waste.

At Suffolk, we have an opportunity to transform an entire industry as a result of our “build smart” approach to giving back and building green, and we believe that our continued commitment to socially and environmentally responsible strategies and actions are proof that companies can “do well by doing good.”



A handwritten signature in black ink, which appears to read "John F. Fish".

John F. Fish
Chairman and Chief Executive Officer

At Target, we are committed to transparency — not only in how we interact with our guests through our stores, website and mobile app, but also in how we engage with our communities to help build a sustainable future.

That's why we're proud to share our corporate responsibility goals publicly and to report our progress candidly. Simply put, we hold ourselves accountable and invite others to track our progress. Doing so makes us better for our guests, team members, shareholders and communities.

Socially responsible practices have been foundational to our business — from our first stores in 1962 to our Canada market entry this year — because the vitality of the cities and towns we serve is essential to the health of our company.

Target had another exciting year in 2012. We made progress on the goals we shared last year. And we continued to strengthen our relationships with our communities by improving sustainable practices and directly engaging guests with our commitment to education.

- ▶ The reusable-bag discount program we introduced in 2009 has increased guests' use of reusable bags and we are working on new strategies to further limit plastic-bag usage in our stores.
- ▶ We've earned praise for our ongoing efforts in sustainable seafood, and in June we will report on the progress we've made toward our public goal of having 100-percent sustainable seafood in our stores in 2015.
- ▶ We are working with our pork-product vendors to eliminate the use of sow-gestation crates by 2022.
- ▶ We became the first mass retailer to ban the dangerous process of sandblasting jeans. In addition to no longer selling sandblasted jeans in our stores or on our website, we have taken a leadership role in working with vendors and other partners to develop safe processes to provide guests with the worn-in denim look they love.
- ▶ Through our "Give with Target" campaign last fall, we donated \$5 million to education — including \$2.5 million to more than 30,000 schools based on votes cast via our Facebook page.

With our team members worldwide working to advance our commitment to sustainable and responsible business practices, Target makes a significant difference in our communities. I'm proud of what we've done, but I'm even more excited about what we'll accomplish next.

To follow us on this journey, please visit our corporate responsibility website: <http://corporate.target.com/corporate-responsibility>.



Gregg Steinhafel
Chairman, President and CEO



www.target.com

*[W]e hold ourselves
accountable and invite
others to track our progress.
Doing so makes us better
for our guests, team
members, shareholders
and communities.*



tenethealth.com/community

*We remain steadfast in our
commitment to being a
socially responsible company.
I am confident that we will
achieve our sustainability
goals with our 63,000
dedicated employees who
possess the desire and
the energy to continuously
make things better.*

At Tenet Healthcare, we view sustainability as both a responsibility and an opportunity to serve the communities across our network. Our focus includes maintaining the highest standards of business conduct; reducing environmental impact; providing safe workplaces; and delivering on our commitment to patients, physicians, investors and employees. For the past two years, we've shared our dedication and progress through our public sustainability reports, available at tenethealth.com/community.

I am pleased that we continue to "create, grow and sustain" by:

- ▶ **Achieving advancements in clinical quality.** We are regularly recognized for our quality of care. Last year, we increased our number of Center of Excellence managed-care designations by 23 percent. Additionally, we have made a significant investment in electronic health records to improve outcomes and increase operating efficiencies. By the end of 2014, all of our hospitals will be fully utilizing this technology.
- ▶ **Investing in our talented and diverse workforce.** We hire selectively, pay competitively, recognize achievements and offer opportunities to promote career progression. Last year, our employees completed 1.5 million hours of supplemental training. The Tenet workforce reflects the diversity of the communities we serve, and in 2012, 79 percent of our employees were women and 47 percent were ethnic minorities.
- ▶ **Focusing on the unmet and underserved needs of our communities.** In 2012, we provided \$570 million in care to the uninsured and underinsured, \$16 million in charitable contributions, and \$322,500 to employees in need through our company philanthropy. We also support numerous community programs, including our recently announced Center for the Urban Child, an innovative initiative to help reduce children's health disparities in Philadelphia.

We understand that true sustainability is achieved through strong and meaningful partnerships. As such, we actively align with organizations that support our mission. With our partners, we are:

- ▶ **Working to improve the health of all Americans.** In 2012 and 2013, Tenet was the presenting sponsor for the Clinton Foundation Health Matters Conference, which focused on improving the health and well-being of all Americans.
- ▶ **Continuing to operate in a more environmentally sustainable manner.** Tenet is a sponsor of the Healthier Hospitals Initiative, which provides a framework for health care organizations to address health and environmental impacts. All of our hospitals are participating in this effort.

We remain steadfast in our commitment to being a socially responsible company. I am confident that we will achieve our sustainability goals with our 63,000 dedicated employees who possess the desire and the energy to continuously make things better.



Trevor Fetter
President and Chief Executive Officer

“Doing well by doing good,” the theme of this year’s Business Roundtable Sustainability Report, succinctly captures the power of business as a driver of both economic and societal value. Those words reinforce the idea that the fundamental goals of business — serving customers and increasing shareholder value — are not in conflict with the concept of sustainability, including environmental protection, safety and conservation.

Companies like Tenneco demonstrate the validity of this idea by pursuing business objectives while simultaneously working to ensure that future generations have the resources to maintain or enhance their social and economic well-being. I am convinced because I see the evidence firsthand. Tenneco is a global leader in the development of clean air and ride performance products that directly support a cleaner environment and safer, more enjoyable transportation.

Our business is built on technology-driven products that not only produce revenues, but also promote sustainability. Our Clean Air division develops and manufactures advanced systems that help vehicles from compact cars to large commercial equipment operate with reduced impact on the environment and utilize lighter materials that help conserve fuel. Through continued technological development, we are preparing to meet even more challenging regulations around the world as new emission standards are being introduced into the locomotive, marine and stationary power markets.

Tenneco’s dedication to sustainable business practices also includes a commitment to the health and safety of our employees and supporting the quality of life in the communities where we operate. Multiyear programs to improve the efficiency of our manufacturing operations have reduced material waste and significantly lowered greenhouse gas emissions, and we have also made steady improvement in our employee health and safety performance. In 2012, Tenneco’s worldwide safety performance improved by 27 percent year over year, marking the sixth consecutive year of improvement across our global operations. Moreover, we promote the well-being of communities here and abroad through partnerships with civic organizations, donations to local charities and participation in disaster-relief programs.

These and similar examples from Tenneco and other companies demonstrate that economic progress does accompany a better world for people today and for future generations. At Tenneco, a commitment to sustainability mirrors our focus on business success, and we are equally proud of accomplishments in both areas. We clearly plan to continue *“doing well by doing good”* and are dedicated to building upon our record in years to come.



A stylized, handwritten signature in black ink, appearing to read 'G. Sherrill'.

Gregg Sherrill
Chairman and CEO



www.tenneco.com

Through continued technological development, we are preparing to meet even more challenging regulations around the world as new emission standards are being introduced into the locomotive, marine and stationary power markets.



www.ti.com/ccr

TI recognizes we must conduct business with integrity, source ethically, innovate responsibly and manage operational risks closely in order to thrive long term.

Texas Instruments (TI) designs and manufactures analog and embedded processing semiconductors that help more than 100,000 customers transform the future today. We recognize we must conduct business with integrity, source ethically, innovate responsibly and manage operational risks closely in order to thrive long term.

Create

We built TI through innovation, and today we are continuing that tradition by shaping the future of electronics through our people and products. Simply put, our goal is to anticipate global technological needs and develop the right solutions to address them. It is critical for us to invest significantly in R&D, collaborate with leading visionaries, and create a workplace where the world's brightest minds passionately engage in their work.

To support these efforts in 2012, TI:

- ▶ Invested \$1.9 billion in R&D and expanded research centers.
- ▶ Forged many new university relationships in the U.S. and abroad.
- ▶ Worked to advance medical, automotive safety and energy-efficient technologies.

Grow

The strategic transition to focus our business on analog and embedding processing semiconductors was completed in 2012. During the past few years, we have optimized our global manufacturing capabilities to support more than \$5 billion dollars of growth. We are well-positioned to broaden our customer base, grow market share and deliver long-term financial returns.

Knowing we must continue educating future technology innovators, TI made multimillion-dollar investments to drive academic advancement throughout the education continuum. We fund initiatives that not only enhance the teaching of science, technology, engineering and math (STEM), but also inspire more students to pursue STEM careers.

Sustain

Strong ethics and responsible business practices are at the core of everything we do. TI continues to evolve and strengthen our efforts to ensure compliance and responsible conduct across the supply chain.

In 2012, we:

- ▶ Joined the Electronic Industry Citizenship Coalition to promote common standards that improve efficiency and social, ethical and environmental responsibility in the global electronics supply chain.
- ▶ Expanded our Supplier Environmental and Social Responsibility Policy to include more stringent controls.
- ▶ Implemented projects that saved \$10.1 million in utilities.
- ▶ Reused and recycled 1.8 billion gallons of water and recycled 93 percent of our waste.

Through these actions, TI continues to build a better future for us all. Learn more about our performance and vision for sustainability in our 2012 Citizenship Report.



Richard K. Templeton
Chairman, President and CEO

Thermo Fisher Scientific is the world leader in serving science. Our mission — to enable our customers to make the world healthier, cleaner and safer — reflects our commitment to corporate social responsibility and sustainable growth.

Globally, we provide state-of-the-art products and services that help our customers meet their own sustainability goals, from air-quality systems that monitor stack emissions, to radiation detectors for protecting utility workers, to meters that ensure the quality of drinking water. We develop innovative products that improve healthcare and the environment in many ways. Examples include:

- ▶ **Respiratory Health:** Our continuous particulate monitors measure airborne particles as small as 2.5 microns to assess the quality of the air we breathe.
- ▶ **Life-Saving Vaccines:** Our cell culture media, bioprocess containers and diluents help customers develop vaccines that dramatically reduce illness, especially among children.
- ▶ **Allergy Risk Assessment:** We offer a peanut molecular allergy test to help doctors determine the severity of allergic reactions for their patients to improve quality of life.
- ▶ **Safer Narcotic Detection:** Law enforcement officers can detect narcotics in about 30 seconds at the scene without having to touch the substance using our handheld analyzers.
- ▶ **Laboratory Efficiency:** Our innovative freezer designs allow for the storage of 20 percent more samples in a 19 percent smaller footprint, saving energy and space.

As the world leader, we also have a responsibility to give back to our communities through our time, philanthropy and in-kind donations. For example, our employee volunteerism programs are designed to foster involvement and leadership, with a focus on science education. Employees may use paid time off to participate in company-sponsored activities through employee-led Community Action Councils. Recent programs included:

- ▶ Donating laboratory equipment to a nonprofit organization in Spain for distribution to schools that lacked funding for science equipment.
- ▶ Hosting a competition in China that encouraged students to identify innovative ways to promote environmental protection and sustainable communities.
- ▶ Providing high school students in Lithuania with a state-of-the-art mobile biotechnology lab for exploring scientific instruments and methods.
- ▶ Mentoring underserved students in the U.S. to help close the achievement gaps for college placement in math and science education.

For Thermo Fisher Scientific, meeting the needs of our customers, employees, investors and communities fuels our commitment to sustainable growth. By fulfilling our company mission, we will continue to lead our industry in addressing some of society's most pressing challenges.



A handwritten signature in black ink that reads "Marc N. Casper".

Marc N. Casper
President and Chief Executive Officer

ThermoFisher
S C I E N T I F I C

www.thermofisher.com/responsibility

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www.twccorporateresponsibility.com

The health of Time Warner Cable's business has always been inextricably linked to the well-being of the communities we serve. That is why we supplement the investments we have made in growing our business with reinvestments in programs that strengthen our communities.

Consumers today have much more choice in how they access the information and entertainment that fit their lifestyle. To successfully compete, communications providers like Time Warner Cable must deliver high-quality products and superior customer service. But that isn't all we have to do ...

To remain successful, we must strengthen the very foundation of our business — the communities that make it possible for us to thrive with more than 51,000 employees serving more than 15 million U.S. households in 29 states across our footprint.

The health of Time Warner Cable's business has always been inextricably linked to the well-being of the communities we serve. We have always understood that we can grow our business only if our communities are strong and vibrant. That is why we supplement the investments we have made in growing our business with reinvestments in programs that strengthen our communities.

From this foundation, we are building a corporate social responsibility platform that represents those areas that we can most effectively influence and positively impact for the future benefit of all of our communities. Our platform includes four priorities:

- ▶ **Environment** — We are focused on practices that produce greater levels of eco efficiency, from pursuing Leadership in Energy and Environmental Design (LEED) certification for our buildings to upgrading our company vehicles for higher fuel efficiency. Our goal is to decrease our 2012 carbon intensity by 15 percent by the end of 2014.
- ▶ **Diversity & Inclusion** — We are recruiting, retaining and developing a talented workforce that reflects the rich diversity of our communities. Being inclusive helps us better serve our communities, provide the programming our customers expect, and utilize and benefit from the expertise of diverse suppliers to meet our needs.
- ▶ **Philanthropy & Community** — We are actively involved with our communities on a daily basis — whether performing a service call, volunteering time to a community organization, or providing a public service by reporting news, weather and traffic from one of our more than 30 local news networks. But we are particularly proud of Connect a Million Minds®, our signature five-year, \$100 million cash and in-kind initiative to support education and careers in science, technology, engineering and math.
- ▶ **Governance & Business Practices** — We commit to deliver what we promise and do what we say, ethically and transparently. While it's important to our stockholders and customers that we compete aggressively every day, it's equally important that we compete fairly and honestly.



Glenn Britt
Chairman and CEO

As one of the world's leading global real estate organizations, Tishman Speyer is committed to creating properties of enduring value around the globe. With more than 49 million square feet of Leadership in Energy and Environmental Design (LEED), High Quality Environmental and BRE Environmental Assessment Method certified and/or pre-certified space worldwide, we ensure that every building we develop, retrofit or manage creates long-term sustainable value for tenants, investors and the communities in which we operate. The efficient use of resources is part of our culture and reflects the results-orientated, forward-thinking, collaborative way we approach every aspect of our business.

Creating Innovative Solutions

Tishman Speyer has more than 13 million square feet of real estate currently in development. Each property presents its own environmental and operational challenges, opportunities and potential for efficiency. That is why we are committed to employing the most innovative technologies, materials and practices — so our buildings operate in the most sustainable and efficient manner possible. For example, Taunusturm in Frankfurt is expected to earn LEED Platinum for New Construction using an advanced construction technique to create the superstructure, as well as an ultramodern hybrid heating and cooling ceiling system that will reduce energy consumption by up to 30 percent compared to conventional chilled ceilings.

Growing a Sustainable Portfolio

The development and retrofitting of sustainable buildings starts with the ability to envision any given project through a lens of deep experience and creativity. This is how we see — and take advantage of — opportunities for improvement. Over the last year, we have installed pulse meters across our entire U.S. portfolio to provide consumption data on steam, natural gas and electricity in 15-minute intervals. With this data, we're able to better manage our energy resources, costs and risks and adjust them accordingly. As an organization, we constantly strive to source and employ new technologies both within our firm and global portfolio, all in an effort to remain at the forefront of sustainable real estate.

Sustainability in the Community

Our deep civic responsibility to each community in which we operate is expressed not only in our dedication to the protection and respectful utilization of the environment, but our commitment to our surrounding communities as well. From energy conservation in São Paulo to water conservation in Hyderabad and new pedestrian city routes and public parks in Atlanta, we respect and support the citizens we serve through positive, concrete action. It is our constant mission to minimize the environmental impact of our properties and maximize comfort for our tenants and communities.



Jerry I. Speyer
Chairman and Co-Chief Executive Officer



TISHMAN SPEYER

www.tishmanspeyer.com/sustainability

The development and retrofitting of sustainable buildings starts with the ability to envision any given project through a lens of deep experience and creativity. This is how we see — and take advantage of — opportunities for improvement.



www.responsibility.ups.com/Sustainability

UPS makes supply chains more sustainable. We do this not just by improving our own sustainability, but also by improving that of our customers because we can reliably report our share of the supply chain's carbon emissions.

UPS makes supply chains more sustainable. We do this not just by improving our own sustainability, but also by improving that of our customers because we can reliably report our share of the supply chain's carbon emissions. Consider the supply chain linking the world's largest post, the U.S. Postal Service, with us, the world's largest parcel delivery company. The Postal Service — our customer and supplier, but also our competitor — asked UPS to make a video with them titled "Blue and Brown Make Green." This video, a case study for the International Post Corporation, serves as a model for other posts throughout the world on how a post and a vendor can cooperate on sustainability.

In the video, Postmaster General Pat Donahoe and I discuss how UPS uses the Postal Service to carry some of our packages "on the last mile" to their final destination, while we fly the U.S. mail on our aircraft. Our planes and their vehicles move with less empty space, reducing costs, fuel use and carbon emissions for the overall supply chain. UPS is proud of this cooperation.

Companies are "doing well by doing good" because corporate sustainability is becoming a matter of competitive advantage in the marketplace. Companies are requiring their suppliers to report their sustainability to organizations, such as the Carbon Disclosure Project (CDP) for review. CDP is an independent, not-for-profit organization working to drive greenhouse gas emissions reduction and sustainable water use through corporate sustainability disclosures. Even investors see corporate sustainability disclosure as a factor in assessing a firm's future wellbeing. CDP reports: "A record 722 investors with US\$87 trillion in assets have asked more than 5,000 companies to disclose through CDP."

The CDP Global Carbon Disclosure Leadership Index (CDLI) consists of those companies who scored in the top 10 percent of the top 500 global companies — those companies who excel in the breadth and depth of their sustainability measures. For 2012, and two years running, not only was UPS on the CDLI, but no other U.S. company scored higher than UPS. We are proud of our record and will continue to make sustainability part of doing good business.



Scott Davis
Chairman and CEO

The revolution in mobile, broadband and cloud computing continues to disrupt and transform huge sectors of our society, from finance to entertainment to health care. Competing and growing in such a dynamic environment requires a commitment to innovation and a deep belief in the social benefits of our empowering technology. Verizon's advanced networks play an unparalleled role in driving this transformative social and economic change.

Key to our strategy is a commitment to using our technology to address the world's big challenges. How can we improve the lives of our customers? How can technology make businesses more efficient? How will innovation in health care, education and energy management transform society for the better? Verizon's networks provide a platform for answering these questions in new and powerful ways.

Using Network Technology to Reduce Carbon Emissions

Our broadband and machine-to-machine-based energy efficiency solutions can help the U.S. transition to a low-carbon economy. In fact, the Global eSustainability Initiative SMARTer2020 report showed that information communications technology can reduce annual emissions by up to 16 percent by 2020.

From smart homes to connected cars, Verizon technology is giving our customers innovative tools to control how they use energy. We're partnering with a number of utilities as they transition to remote meter management. By using cloud-based solutions and "e-meters," utilities are modernizing electrical systems to drive greater efficiencies. Our vehicle telematics solution enables fleet owners to optimize the efficiency of their vehicles.

Minimizing Our Footprint

We're also taking a variety of steps to minimize the environmental impact of our operations. We collaborated with VIA Motors on an extended-range electric cargo van that is expected to deliver 100 miles per gallon with near-zero fuel emissions. We implemented a wireless-telematics solution that allows us to utilize our vehicles more efficiently.

In addition, we set a broad new goal to improve the environmental footprint of our supply chain. By 2015, we will devote 40 percent of our supplier spending to firms that measure and set targets to reduce their carbon footprint. Since 2009, our network energy efficiency programs have enabled us to increase data traffic on our network by 50 percent, while only increasing our electricity usage by 2 percent.

Our goal is to take our corporate responsibility to a higher level of social impact, because we believe that creating a healthy, sustainable society is the best way to create a healthy, sustainable business.

For more details please visit our Corporate Responsibility website at verizon.com/responsibility.



Lowell C. McAdam

Chairman and Chief Executive Officer



verizon.com/responsibility

Our goal is to take our corporate responsibility to a higher level of social impact, because we believe that creating a healthy, sustainable society is the best way to create a healthy, sustainable business.



www.visa.com

Visa is committed to advancing financial inclusion and creating a more open world. Whether domestically or internationally, Visa's products and services, partnerships, and financial literacy programs help drive inclusion and support economic growth.

For more than 50 years, Visa has worked with our global partners — financial institutions, merchants and governments — to extend the benefits of electronic payments to consumers in more than 200 countries and territories. In 2008, as Visa became a publicly traded company, we expanded upon a legacy of philanthropy by creating a formal Corporate Responsibility program to help us fulfill our mission to be a responsible corporate citizen around the globe.

As a global payments technology company, our primary focus is on advancing financial inclusion — an area where our core business, payments know-how and strategic philanthropic contributions together can help improve the lives of financially underserved consumers, support job growth and catalyze developing markets.

Around the world, 2.5 billion people lack access to formal financial services, with most having to rely solely on cash to conduct life's everyday transactions — making simple financial tasks risky, expensive and time consuming. Financial exclusion reinforces the cycle of poverty and can stifle economic development for entire communities.

Visa is committed to advancing financial inclusion and creating a more open world. Whether domestically or internationally, Visa's products and services, partnerships, and financial literacy programs help drive inclusion and support economic growth.

- ▶ By enabling the electronification of money, Visa helps provide the underserved a safe and convenient way to send, store and receive money.
- ▶ Visa works with leading global organizations and governments to share our payments expertise and partner on the delivery of inclusion programs.
- ▶ For nearly two decades, Visa's financial literacy programs have helped educate children and adults in more than 30 countries, reaching more than 20 million people since 2009 with innovative and customized training.

As part of our Corporate Responsibility initiatives, Visa also is committed to responding to humanitarian crises, both through philanthropic contributions as well as through helping the humanitarian community and governments transition from delivering aid in the form of cash and goods to electronic payments in order to drive inclusion, efficiency and transparency.

We've structured our Corporate Responsibility program to leverage our philanthropic investments, technical expertise and core business to make the biggest impact. This focus allows us to extend the social benefits of our business while contributing to economic growth.



Charlie Scharf
Chief Executive Officer

When Walmart began our sustainability journey, many believed that companies had to choose between being successful and responsible. We chose, instead, to take a different view. We believe that Walmart is a stronger business *because* we're a more sustainable and responsible company. Not only does operating sustainably save our company money, but it also allows us to help our customers save money and live better.

We set some ambitious environmental goals in 2005, and we continue to push forward daily to achieve measurable progress. But we know that Walmart's size and scale means we can — and should — do more. That's why our efforts to operate responsibly also include many other initiatives, like women's economic empowerment, fighting hunger, and making the food we sell healthier and healthier food more affordable.

In the United States, we believe one of the most valuable ways we can contribute is creating opportunity and helping grow the economy. We made two new commitments in January:

- ▶ **Providing job opportunities for veterans.** Beginning Memorial Day, Walmart will offer a job to any honorably discharged veteran within his or her first 12 months off active duty. Not every returning veteran wants to work in retail, but every veteran who does will have a place to go. We project that Walmart will hire more than 100,000 veterans over the next five years. With their discipline, training and passion for service, we know that veterans can only strengthen our company.
- ▶ **Driving more American manufacturing.** Through our buying power, Walmart can give manufacturers confidence to invest capital in America — and play a role in revitalizing the communities we serve. According to data from our suppliers, items that are made, sourced or grown in the U.S. already account for about two-thirds of what we spend to buy products at Walmart U.S. But of course there's room for more. That's why we've committed to buy an additional \$50 billion in U.S. products over the next 10 years — a timeframe that reflects the lead times for bringing manufacturing facilities online.

We work hard every day in our stores to help customers stretch their paychecks and provide for their families. And by leading initiatives like these, we're able to make an even greater contribution for the future. We welcome the world's high expectations of Walmart, and we embrace the opportunity to make a difference for our customers, our company and the communities we serve.



Mike Duke

President and CEO



corporate.walmart.com

*We welcome the world's
high expectations of
Walmart, and we embrace
the opportunity to make a
difference for our customers,
our company and the
communities we serve.*



Western & Southern
Financial Group

WesternSouthern.com

*Western & Southern Financial
Group is celebrating
our 125th year of doing
business, and we continue to
live by our guiding principle
of “improving lives and
protecting futures.”*

Western & Southern Financial Group is celebrating our 125th year of doing business, and we continue to live by our guiding principle of **“improving lives and protecting futures.”** Furthermore, the lives that we improve and protect are not just those of our clients and associates, but also those of the people in the places we do business.

Create

Through our real estate developments, we have been a leader in implementing sustainable green building policies. The most visible is our Great American Tower at Queen City Square office complex, a \$400 million business epicenter with towers, parking garages and retail space. Since Queen City Square’s completion in 2011, the U.S. Green Building Council has awarded it a Leadership in Energy and Environmental Design (LEED) Gold certification and, more recently, the *Business Courier* bestowed a 2013 Green Business Award. Green qualities include numerous water and energy conservation techniques, high floor-to-ceiling windows to allow for maximum daylight, and use of specially coated insulated glass to avoid unwanted heat transfer between the inside and outside of the building.

Grow

Planting seeds of success in our communities is important. Western & Southern has averaged more than \$10 million annually in donations to charitable organizations since 2011. These causes span education, arts, culture, community development, youth services and health services. On the ecological side, energy consumption and recyclability are very important to our associates and clients. Our everyday business practices include:

- ▶ **Printing Operations:** Use of recycled paper, paper that includes fiber from sustainably grown forests and all-vegetable inks, as well as recycling printing chemicals and paper.
- ▶ **Insurance Operations:** Adoption of our Intelligent New Business (iNB) system, which is a paperless life insurance application process that recently logged its 500,000th electronic submission.

Sustain

Helping to sustain Cincinnati, our home city, as a great place to live, work, play and stay is a focus of our corporate citizenship. Each year, we are the first corporation in the city to complete our internal United Way campaign, which now regularly exceeds \$1.3 million raised company-wide. Our yearly contribution is then distributed to agencies focused on education, financial stability, and improved health for young and old citizens alike.

In summary, Western & Southern steps up to help, whether it’s a church needing renovations, city parks needing foliage or a zoo expanding to house more animals. We truly believe that our company succeeds when our community succeeds.



John F. Barrett

Chairman, President and Chief Executive Officer

At Weyerhaeuser, we live by this simple truth: a single tree won't last forever, but a forest can.

We plant trees. As they grow, we draw upon our long history of forestry expertise to ensure they become strong, straight and healthy. Eventually, we harvest these trees to make all kinds of products that are useful to everyday lives, such as shelter, personal hygiene and energy. After harvest, we replant and begin again for the next generation. In this cycle, we find balance between short-term needs and long-term prosperity.

Deep understanding and respect for the environment is written into our DNA at Weyerhaeuser. We take seriously our role as responsible stewards of the land and forest. For more than 100 years we've been providing society with innovative sustainable solutions, based on trees.

- ▶ **THRIVE™ composites:** We're working to develop plastic composite materials made with cellulose that could replace fiberglass or other components. This revolutionary breakthrough addresses an emerging global interest in using natural renewable fibers and offers several benefits over currently available materials. For example, THRIVE™ composites require shorter cooling times than comparable glass-filled composites, significantly reducing manufacturing cycle time. Since cellulose fibers are significantly lighter than glass, part weight may also be reduced. And THRIVE™ composites require less energy to produce than composites containing glass.
- ▶ **Weyerhaeuser Solutions:** Our Weyerhaeuser Solutions business leverages our expertise to help clients with innovative forest solutions, including ecosystem services, alternative energy resources, biomass feedstock, renewable forest products and environmental benefits.
- ▶ **Catchlight Energy:** We're developing the next generation of renewable cellulosic transportation fuels from nonfood sources through Catchlight Energy, our 50-50 joint venture with Chevron.
- ▶ **Insulated Series:** Our Wood Products business is making it easier for builders to construct homes using more energy-efficient materials and techniques. This integrated set of products delivers higher insulating values, reduces thermal bridging and optimizes materials and labor.
- ▶ **LivingSmart®:** Our five homebuilding subsidiaries offer our LivingSmart® green building program on all new homes they build — a combination of features that create energy efficiencies, conserve resources, improve air and water quality, and minimize water consumption. LivingSmart® Homes are designed to be at least 15 percent more energy efficient than the applicable building code.

For us, land and forests inspire our vision: to deliver superior, sustainable solutions for the world. To achieve this vision, we set clear goals and publicly report our performance in three critical areas — performance, people and planet. Visit www.weyerhaeuser.com to learn more.



Daniel S. Fulton
President and CEO



www.weyerhaeuser.com

*We live by this simple truth:
a single tree won't last
forever, but a forest can.
We plant trees. After harvest,
we replant and begin again
for the next generation.
For more than 100 years
we've been providing society
with innovative sustainable
solutions, based on trees.*



www.whirlpoolcorp.com

For 102 years Whirlpool has been doing well by doing good. Our focus is not only on making appliances to make people's lives better, but also on reducing our environmental footprint.

Whirlpool Corporation is the world's largest and most innovative manufacturer of home appliances. For 102 years Whirlpool has been doing well by doing good.

One hundred years ago, household chores took most of a family's day. Now, because of our home appliance innovation, millions of families across the globe enjoy more free time with their family and friends.

As the years passed, Whirlpool began to focus not only on making appliances to make people's lives better, but also on reducing our environmental footprint. We have been honored in the United States and Canada with 22 ENERGY STAR® Awards since the beginning of the program in 1998, more than any other appliance manufacturer. We have continued to champion resource preservation by partnering with the Association of Home Appliance Manufacturers to define the new, tougher appliance energy standards from 2014 forward. The combined impact of these higher standards will save 115 million metric tons of carbon dioxide over 30 years, the equivalent to the annual release from 20 million cars, as well as save the equivalent of the annual electrical use in 1 million homes. Not willing to wait, in 2013 Whirlpool will introduce refrigerators that will comply with these new standards.

Beyond pushing higher environmental standards, we believe that smart grids and smart appliances are a viable approach to cutting peak energy demands and improving the reliability of the electrical grid. Smart appliances, connected to a smart electrical grid, will be able to automatically modify energy consumption to avoid peak or costly time periods. Not only will consumers save money, but by leveraging the power of smart phones and tablets, they will simplify their daily chores. Whirlpool launched the first ever suite of connected appliances in spring of 2013.

Another sustainability priority for Whirlpool is helping to create strong communities. In our headquarters city of Benton Harbor, MI, where today we employ 4,000 people, we co-invested with the community in Harbor Shores — a beach, public golf and residential waterfront development created to transform the economy of Benton Harbor and Southwest Michigan. After a loss of over 5,000 jobs tied to several manufacturers in less than two years in the mid-1980s, Benton Harbor became one of the poorest cities in the U.S. The Harbor Shores project transformed 530 acres of Brownfield area and removed over 170,000 tons of debris to create this new attraction. The golf course is owned and led by a consortium of nonprofits, and all profits from the development go back into the community.

Whirlpool Corporation looks forward to continuing our quest to improve lives of families all over the world through world-class products and services.



A handwritten signature in black ink that reads "Jeff Fettig".

Jeff Fettig
Chairman and CEO

Our world depends on energy — and there is a growing need for infrastructure to deliver on the promise of the vast supplies of natural gas in North America. Williams' focus on building new energy infrastructure is connecting natural gas and natural gas liquids to growing markets and helping to create jobs, boost local economies and bring sustainable energy options to North America.

New energy infrastructure is also helping to reduce greenhouse gas emissions. Historically low natural gas prices and the public's desire for cleaner energy have fueled an increasing need for natural gas service. For example, new expansions to our Transco interstate pipeline that runs along the eastern seaboard support utilities that serve the electric power and natural gas distribution needs for the region. In fact, according to Energy Information Agency, U.S. power sector greenhouse gas emissions are at their lowest levels in 20 years thanks to the increased use of affordable domestic natural gas.

New sources of energy from shale and tight-sand formations are reducing costs for all types of manufacturing businesses, and in particular, revitalizing industries like steel and petrochemicals. There are plans to expand existing plants, relocate plants back to the U.S. and even build new facilities.

From the Gulf of Mexico to Canada, Williams is working with customers and producers to bring innovative ideas to the energy infrastructure business. For example, we are constructing a floating production platform that is the first American-made classic spar that will gather production in the eastern deepwater Gulf of Mexico. All the construction work has been in the Gulf Coast area. This single project utilizes approximately 30,000 tons of American-built steel, creates hundreds of jobs in 20 states, and provides both direct and indirect economic benefits for the region.

In Canada, Williams pioneered the process of extracting off-gas from oil sands production. After we extract the off-gas mixture, Williams returns the clean-burning natural gas to the third-party oil-sands producer for its operations. Williams' off-gas processing reduces emissions of carbon dioxide in Alberta by approximately 0.2 million tons each year and cuts emissions of sulfur dioxide by more than 1,700 tons each year. New off-gas expansions will further reduce both carbon dioxide and sulfur dioxide emissions in Alberta.

In pursuing the enormous opportunities presented by the growing demand for energy infrastructure, we acknowledge and accept our obligation to do so responsibly. Being a good steward to the environment and a good neighbor to the communities where we operate are responsibilities we take very seriously. Williams looks forward to continuing our tradition of creating sustainable growth and value over the long term.



Alan Armstrong
President and CEO

We make energy happen.™



williams.com

Historically low natural gas prices and the public's desire for cleaner energy have fueled an increasing need for natural gas service. For example, new expansions to our Transco interstate pipeline that runs along the eastern seaboard support utilities that serve the electric power and natural gas distribution needs for the region.



www.WyndhamWorldwide.com

*In the years since our launch in 2006, we've stayed true to the belief that we can **do well by doing good**. Even through challenging economic times, we maintained our investment and focus on developing sustainable solutions that create value for our company, our people and our planet.*

In the years since our launch in 2006, we've stayed true to the belief that we can **do well by doing good**. Even through challenging economic times, we maintained our investment and focus on developing sustainable solutions that create value and support responsible, sustainable growth around the world.

As one of the world's largest hospitality companies, with over 100,000 locations in nearly 100 countries, we leverage the versatility of our unique portfolio of hotels, vacation exchange network, vacation rentals and vacation ownership club resorts to reduce our impact on the environment and lead change throughout our industry.

Recognized again in 2012 by *Newsweek* among the top 100 greenest companies in the U.S., and number one among hotels and restaurants, our sustainable practices are created and developed through our Wyndham Green program, now in its seventh year as one of our top five strategic priorities.

With a goal to reduce emissions by 12 percent by 2016 and 20 percent by 2020, Wyndham Green works to engage our stakeholders and drive change in how our businesses operate. By combining the dedication and expertise of our associates, franchisees, suppliers, businesses and partners, Wyndham Green provides the mechanism to turn innovative ideas into achievable results. In 2011, for example, our owned and managed locations collectively reduced their carbon emissions by 5 percent.

These efforts and achievements are supported and celebrated as part of our culture where sustainability and innovation are inherent in everything we do. We track and measure this progress through a state-of-the-art eco-software program we developed for our diverse global portfolio and continually develop programs and solutions to support our owned and managed properties, as well as the thousands of independent hotel franchisees who join us in our sustainable journey.

For we do view this as a journey where each achievement is a step forward. We are incredibly proud of our progress, as well as the people who make it possible. Together, we continue to set our goals higher for our people, our company and our industry.



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

Stephen P. Holmes
Chairman and CEO

At Xerox today, our approach to business has led to an intriguing discovery — when you focus on simplicity you improve sustainability. These two synergistic concepts are at the heart of just about everything we do, and they have very long and strong roots in our company and culture.

Sustainability is balancing the social, environmental and economic needs of business today without compromising the ability of future generations to meet theirs. At Xerox, we do this by simplifying the way our customers' work gets done and focusing on simple, smart design.

Simplicity is not about scaling back or dumbing down. It's about taking the excess out of the process, stripping down the non-value steps that creep in, and applying technology and innovation smartly and strategically.

We provide customers with simplified processes that bring cost, quality and productivity benefits. Our efforts to design products for re-use and re-manufacturing have kept millions of pounds of materials out of landfills. Every day we strive to address all aspects of our actions, products and services, looking not only within our four walls, but to our suppliers and customers, as well.

Below are two recent examples of how we are seeing simplicity and sustainability come together to make a real impact:

- ▶ Lima, Peru's small and narrow streets must support a population of 9 million, which leads to one of the most chaotic traffic flows in the world. But that's changing. We've helped build a series of bus routes with dedicated traffic lanes and a smartcard ticketing system that keeps buses and passengers moving. That cuts down on commuting times by as much as two-thirds, reducing fuel consumption and carbon emissions.
- ▶ When one of the largest telecommunications providers needed bilingual customer care support in a hurry, it turned to Xerox. We used one of our existing centers in Mexico, ramped new hiring and were up and running in 39 days, avoiding the negative sustainability impacts that would come with building a new center.

The more we do, the more opportunity we discover. Today, our value proposition is built on that belief — that helping our customers simplify their businesses leads to sustainability and the pursuit of sustainability leads to a healthier business and a greener planet. Doing the right thing for the planet and doing the right thing for Xerox are not at odds with each other. They are synergistic.



Ursula M. Burns

Ursula M. Burns
Chairman and Chief Executive Officer



[www.xerox.com/about-xerox/
environment/enus.html](http://www.xerox.com/about-xerox/environment/enus.html)

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