

ACCELERATING SUSTAINABILITY 'FROM THE INSIDE OUT'

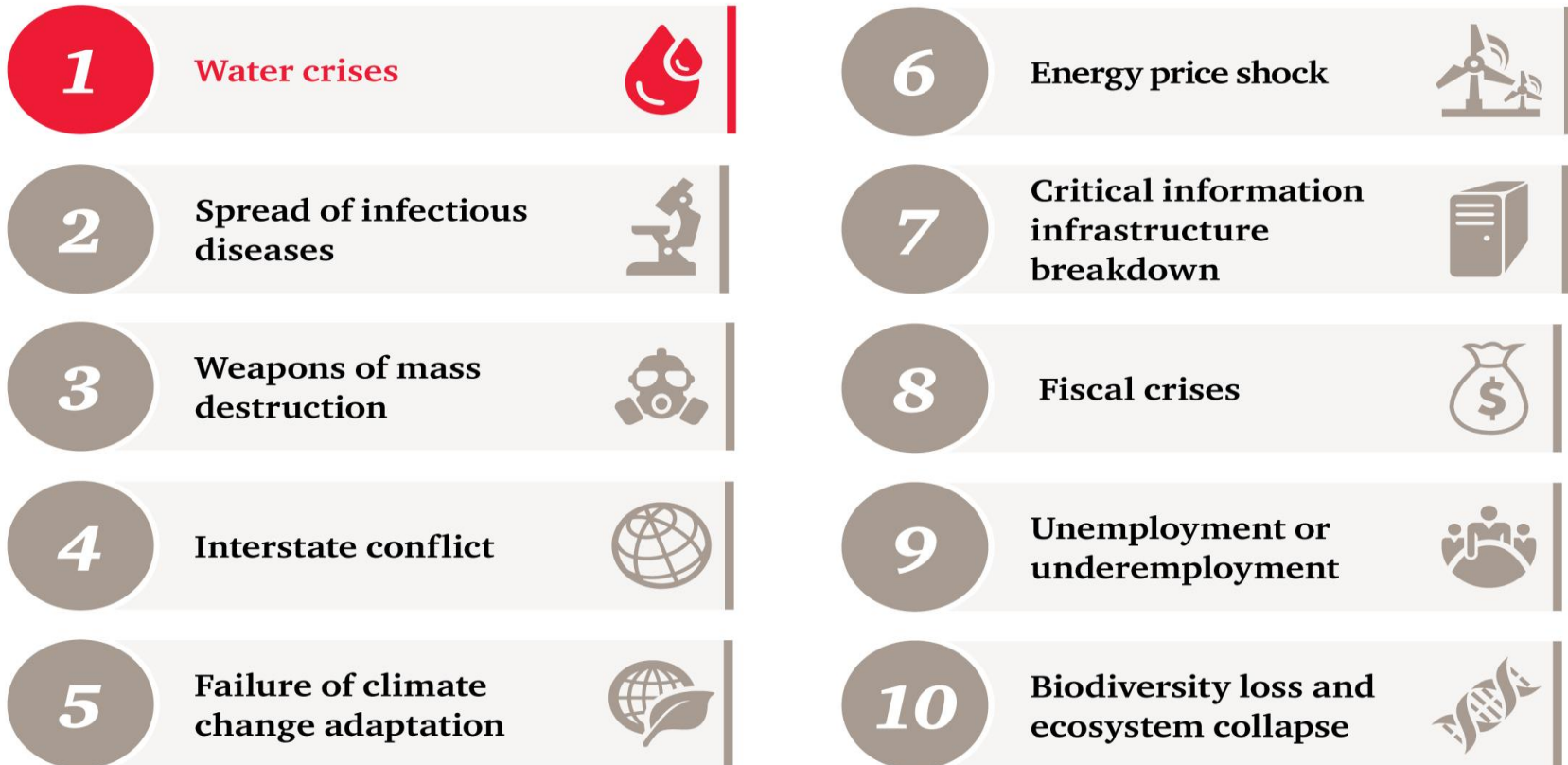
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GLOBAL RISKS IN TERMS OF IMPACT



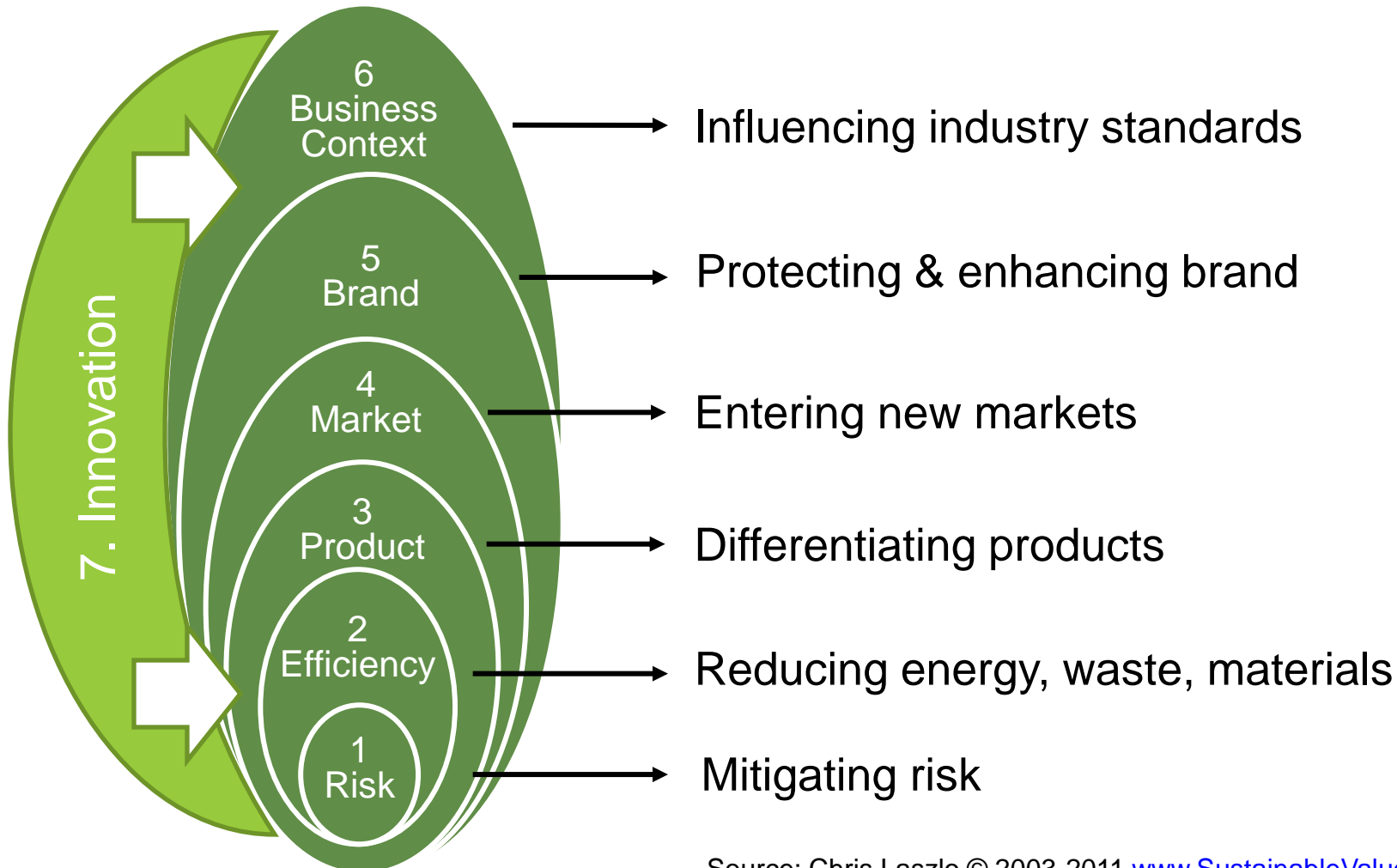
Top ten global risks in terms of impact

Top Ten Global Risks in terms of impact in 2015



Source: WEF, Global Risks 2015

HOW SUSTAINABILITY CREATES BUSINESS VALUE



Source: Chris Laszlo © 2003-2011 www.SustainableValuePartners.com

DID YOU KNOW THAT

80% OF CEOs

***SAY THAT SUSTAINABILITY
IS CRITICAL TO
COMPETITIVE ADVANTAGE?***

BUSINESS BENEFITS OF SUSTAINABILITY

Reduce energy
and resource
expenses

Increase
employee
productivity

Reduce hiring
and attrition
expenses

Reduce strategic
and operational
risks

Enhance
revenue

Source: Bob Willard, "The New Sustainability Advantage," 2012

COMPANIES WITH ROBUST SUSTAINABILITY PROGRAMS...



55%
improvement in
morale

43% more
efficient
business
processes

43% stronger
public image

38% higher
employee
loyalty



Source: shrm.org/research/survey_findings

BEST PRACTICES – HIGHLIGHTS



EMC – Leader in Corporate Sustainability Initiatives



IBM – E-Procurement Leadership



Oracle – Sustainability Standards



Apple – Supplier Responsibility



Hewlett Packard – Top Tier Supplier Portal



Amazon – Improved Working Conditions



Cognizant – Transformational Supply Chain strategy



Symantec – Green Commitment



DELL – Supplier summit



eBay – Supplier Recycling



Pitney Bowes – Energy Task Force

Source: **THE SUPPLY CHAIN RESOURCE COOPERATIVE - PUBLISHED SPRING 2013:** High Tech & Electronics Industry: Sustainability Industry Report by: Allan Carr, Sundari Keerthi Kota, Ravi Dharmalingam, Yuan Zhang, Richard Merchant

QUESTIONS FOR YOU



- **What trends in your industry are driving the need to accelerate Sustainability?**
- **What is one Sustainability initiative that you have successfully completed and would now like to expand? (It's not a one time event!)**

IN YOUR ORGANIZATION, IS SUSTAINABILITY...



Bolt-on?

or

Embedded?

Driving
incremental
change?

or

Radical
innovation?

Doing only
less harm?

or

Offering a
solution?

From Laszlo, C. (2008) *Sustainable Value*. Stanford University Press

Actual Savings at 6 Months



Combined annualized savings achieved through initiatives implemented by 29 companies in the first 6 months post-Circle.



\$2,229,291



26,691,877 gal. = Water for 180 families for one year



4,291,805 kWh = Power for 3387 street lights for one year



24,738 Therms = Gas for 34 commercial dryers for one year



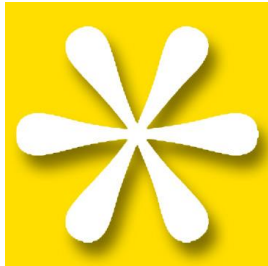
3,071 mt CO₂ = Taking 646 cars off the road for one year



47% ROI = Better than any single year Dow Jones return

COMMERCIAL CIRCLES

AVERAGE PER COMPANY



28 initiatives



\$288,544



1,412,042 kWh



5,277 Therms



2,270,584 Gal



1,002 tons

- Projected average number of initiatives and average **annual savings per organization** from 70 organizations participating in our most recent Circles, as of January 2015.
- Additional achievements:
 - / New product & service development
 - / Enhanced employee engagement
 - / Increased community standing
 - / Greater job satisfaction

MGM RESORTS INTERNATIONAL: MY GREEN ADVANTAGE - THE RESULTS



- **11,800+ employees participated**
- **Saved over 9 million gallons of water**
- **>300,000 lbs. of trash diverted from local landfills**
- **Saved >988 trees**
- **Saved > 5.1 million kWh**



SHAKLEE: FOCUS ON WATER SAVING



Goal: Reduce water use by 1million gallons

- Fresh look at operations, green team engagement, some retrofits
- Results: 2.8 million gallons in 8 months / 9000 gallons per employee



QUESTIONS FOR YOU



- What happens if you nothing?
- What are the risks to your organization, employees, and community?
- How is your company, your community and supply chain working on sustainability? Are you working together?

WHAT YOU CAN DO TODAY



- Collaborate with your employees, suppliers, and your customers to embed sustainability
- Incentivize “green behaviors”
- Form a Green Team/ have them look at your operations with “Fresh eyes”
- Peer review / compare notes
- Create an actionable Sustainability Plan to Align with Corporate Goals
- Work closely with your Utilities
- Join a REV Sustainability Circle®

SUSTAINABILITY CIRCLES®

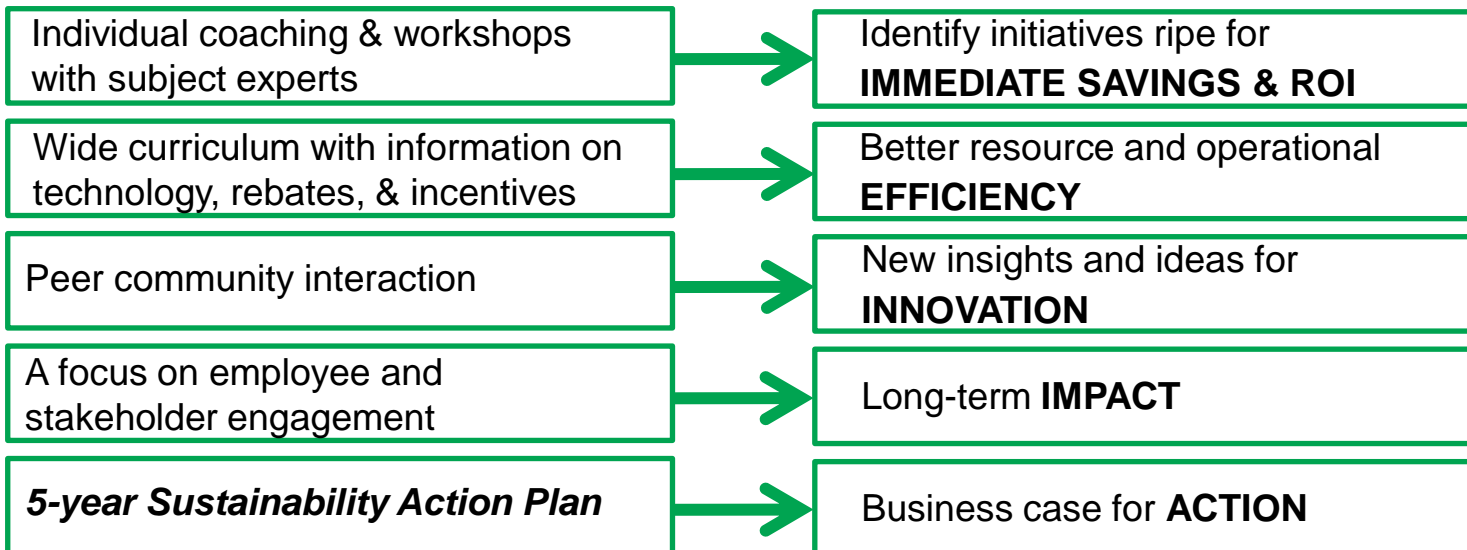


A REV Sustainability Circle helps you accelerate your sustainability impact!

PEER COMMUNITY ADVANTAGE

- 1 Project Manager + staff
- 10 peer organizations
- Six monthly sessions

WHAT YOU GET



TYPES OF ORGANIZATIONS

- Manufacturing
- Retail
- Sports & entertainment
- Hospitality
- Cities, municipalities & schools
- Technology



REV SUSTAINABILITY CIRCLES[®]

FOR MORE INFORMATION:

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APPENDIX

**SOURCE: THE SUPPLY CHAIN RESOURCE COOPERATIVE - PUBLISHED SPRING 2013
HIGH TECH & ELECTRONICS INDUSTRY: SUSTAINABILITY INDUSTRY REPORT BY: ALLAN CARR,
SUNDARI KEERTHI KOTA, RAVI DHARMALINGAM, YUAN ZHANG, RICHARD MERCHANT**

**[HTTP://SCM.NCSU.EDU/AS/SCM/D/CHAN/WHITEPAPERS/HIGH TECH ELECTRONICS INDUSTRY.PD
E](http://scm.ncsu.edu/as/scm/d/chan/whitepapers/high_tech_electronics_industry.pdf)**

BEST PRACTICES – HIGHLIGHTS



EMC — Leader in Corporate Sustainability Initiatives

As a leading player in the fast growing cloud computing space, EMC develops hardware and infrastructure used in the cloud data centers. Having to deal with environmental compliance requirements in handling electronics components, EMC realized the importance of having a sustainability strategy as a core part of their business. Based on our research, we found that EMC has one of the most detailed websites for sustainability. EMC has also developed some performance indicators (KPI's) that they using to report on the performance of their sustainability initiatives.

IBM — E-Procurement Leadership

As a leader in delivering business software solutions for its customers, IBM is using the same capabilities to efficiently manage its supply chain. IBM offers a very convenient online portal for its suppliers to conduct business in an efficient manner. IBM has also joined with several other companies in supporting the supplier connection portal for small businesses.

Oracle – Sustainability Standards

Oracle emphasizes sustainability standards, green information and communication technology (ICT), hardware supply chain issues, and energy efficiency. Oracle engages with industry, trade, and government organizations and associations to define standards and best practices for sustainable IT solutions.

Source: THE SUPPLY CHAIN RESOURCE COOPERATIVE - PUBLISHED SPRING 2013: High Tech & Electronics
Industry:Sustainability Industry Report by: Allan Carr, Sundari Keerthi Kota, Ravi Dharmalingam, Yuan Zhang, Richard Merchant

BEST PRACTICES – HIGHLIGHTS



Apple – Supplier Transparency

Apple publishes a yearly report on their supplier responsibility effort that summarizes information obtained from audits. The report compares the progress in amongst their supply chain with short term historical records.

http://images.apple.com/supplierresponsibility/pdf/Apple_SR_2013_Progress_Report.pdf

Hewlett Packard

HP scored high due to all systems in place including 2nd tier suppliers and numerous awards throughout 2012 recognizing them for Supply Chain practices and for being 'Green.' Top tier Supplier Portal has been in place. Vendor Audits in place with links to reporting data. Suppliers have been dismissed due to non-compliance to Audit and/or LHR issues. HP trains 1st tier suppliers on auditing 2nd tier suppliers.

Amazon

Amazon recently acquired Robotics Company that specialized in distribution center materials handling. This acquisition has the potential to drastically improve their working conditions at their sites.

Cognizant — Transformational Supply Chain strategy

Cognizant developed a transformational supply chain strategy integrating innovative tools, techniques and frameworks. Through this one can accomplish a complete and continuous inspection of the whole supply chain. Cognizant has used the transformational supply chain in transforming the global transportation capabilities and rationalizing the IT portfolio in many countries. Cognizant designed a platform called C2 ecosystem where companies, their suppliers and partners can get together and interact.

Source: THE SUPPLY CHAIN RESOURCE COOPERATIVE - PUBLISHED SPRING 2013: High Tech & Electronics Industry Sustainability Industry Report by: Allan Carr, Sundari Keerthi Kota, Ravi Dharmalingam, Yuan Zhang, Richard Merchant

BEST PRACTICES – HIGHLIGHTS



Symantec

Symantec's commitment to green environment: 88% of its buildings are LEED certified, and almost 2/3 scored the Energy Star label. Greenhouse gas emission declined 5% from 2008 level. Company has committed to use less resources, 70% of its products are sold via download, and to encourage the use of video conference instead of employee travel.

DELL — Supplier summit

Dell uses Ariba to manage its supplier information. Dell uses Oracle real Application cluster to manage their supply chain. A supplier summit is conducted every year by Dell providing equal opportunity to diverse owned businesses to partner with Dell. Dell also has a "Direct talk" program in which the purchasing managers meet the owners Oracle – Sustainability Standards

eBay

eBay uses Ariba for managing their supplier information. eBay has a green team which works on the concept of reduce, repair, reuse and recycle. eBay has an online calculator which enables its suppliers to check how much their old possessions are worth on eBay. They also have a webpage which enables suppliers to cash in or recycle old electronics easily. eBay also provides the buyers and sellers with recyclable boxes that can be reused thus reducing environmental foot print.

Pitney Bowes

The Energy Task Force is set to eliminate more than 380 tons of carbon dioxide emissions. Its Go Green Campaign reuses or recycles 100% of imaging equipment returned from leases.

Source: THE SUPPLY CHAIN RESOURCE COOPERATIVE - PUBLISHED SPRING 2013: High Tech & Electronics Industry: Sustainability Industry Report by: Allan Carr, Sundari Keerthi Kota, Ravi Dharmalingam, Yuan Zhang, Richard Merchant