

3M ArcelorMittal USA Beacon Capital Partners, LLC Bentall Kennedy (US) Brown Printing Company Building Owners and Managers Association (BOMA) International CalPortland Company CBRE Central Florida Energy Efficiency Alliance Cleveland Clinic Colgate-Palmolive Company Commonwealth of Kentucky Des Moines Public Schools Eastman Chemical Company Ecova, Inc. Energy Education, Inc. EnergyCAP, Inc. Evergreen Public Schools Fanning/Howey Associates, Inc. Focus on Energy Food Lion Family, Bloom, and Bottom Dollar Food General Motors Company Gresham-Barlow School District

# Congratulations to our 2012 ENERGY STAR Award Winners!

Hanesbrands Inc. HEI Hotels & Resorts Hines J. C. Penney Company, Inc. Jones Lang LaSalle Kohl's Department Stores, Inc. KPPC – Kentucky Pollution Prevention Center Liberty Property Trust Loudoun County Public Schools Merck & Co., Inc. New Jersey Board of Public Utilities New York-Presbyterian Hospital Nissan North America, Inc. Northwest Energy Efficiency Council PepsiCo, Inc. Raytheon Company Saint-Gobain Salt Lake City School District SClenergy Sears Holdings Corporation Staples, Inc. The Boeing Company The E Group, a Division of FirstEnergy Solutions Corp. TIAA-CREF Toyota Motor Engineering & Manufacturing North America, Inc. TRANSWESTERN USAA Real Estate Company Utah Building Energy Efficiency Strategies



# ENERGY STAR® Commercial & Industrial Buildings

## 2012 Award Winner Partner Meeting

*March 15, 2012*



Learn more at [energystar.gov](http://energystar.gov)



# Welcome





# Honoring our Top Partners

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- ENERGY STAR Award Winners:
  - Represent nearly 20,000 ENERGY STAR partners
  - Show that saving energy is good for the environment and the bottom line
  - Set the industry standard
  - Lead the way with cost-effective investments
  - Work tirelessly to raise the bar

# Celebrating 20 Years of ENERGY STAR

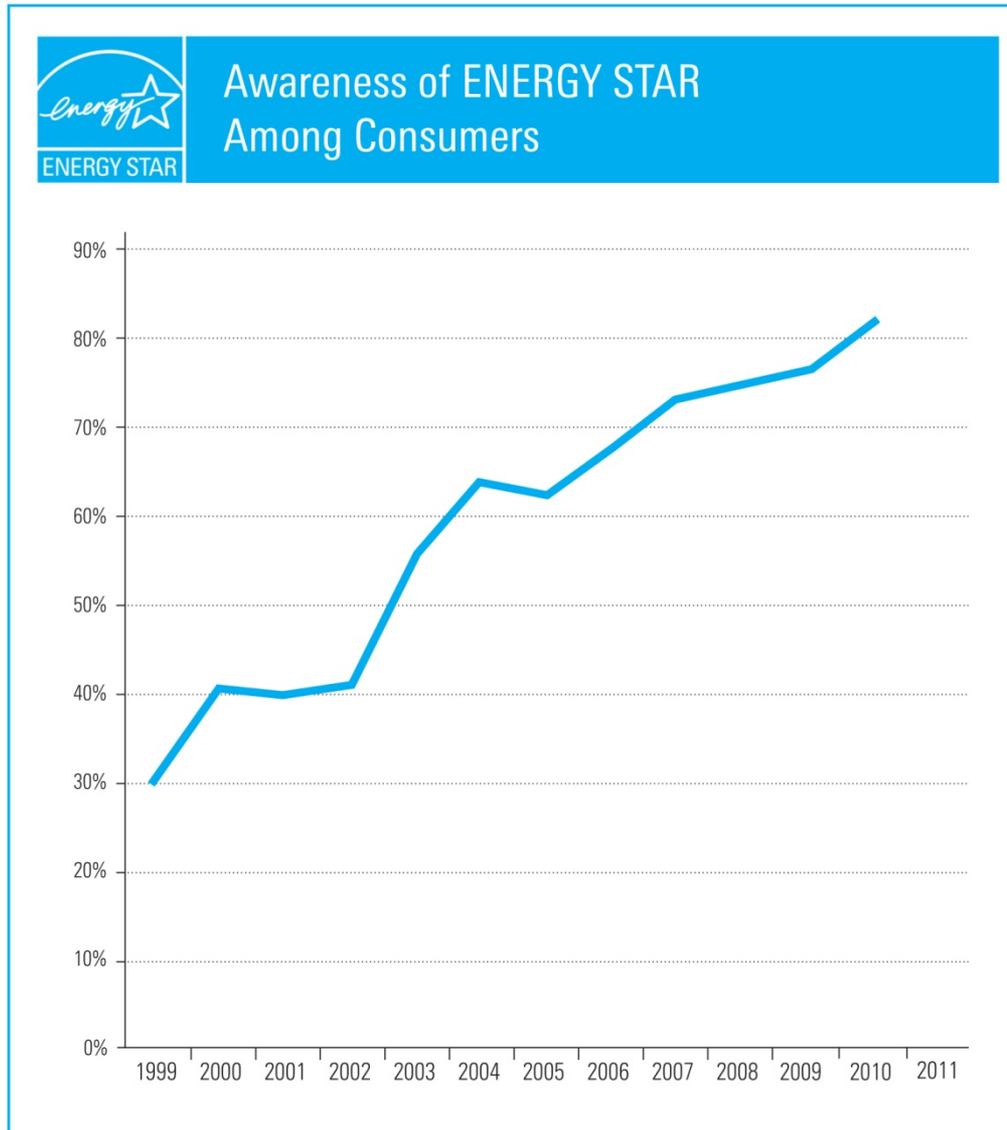
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- **20 Years of Partnership, Promise, and Progress**
  - Together we have achieved meaningful reductions in greenhouse gas emissions
  - Utility bill savings have grown to nearly \$230 billion over the last two decades
  - Today, more than 80% of Americans recognize the ENERGY STAR
  - Thank you for your partnership



# Brand Awareness of ENERGY STAR Still on the Rise

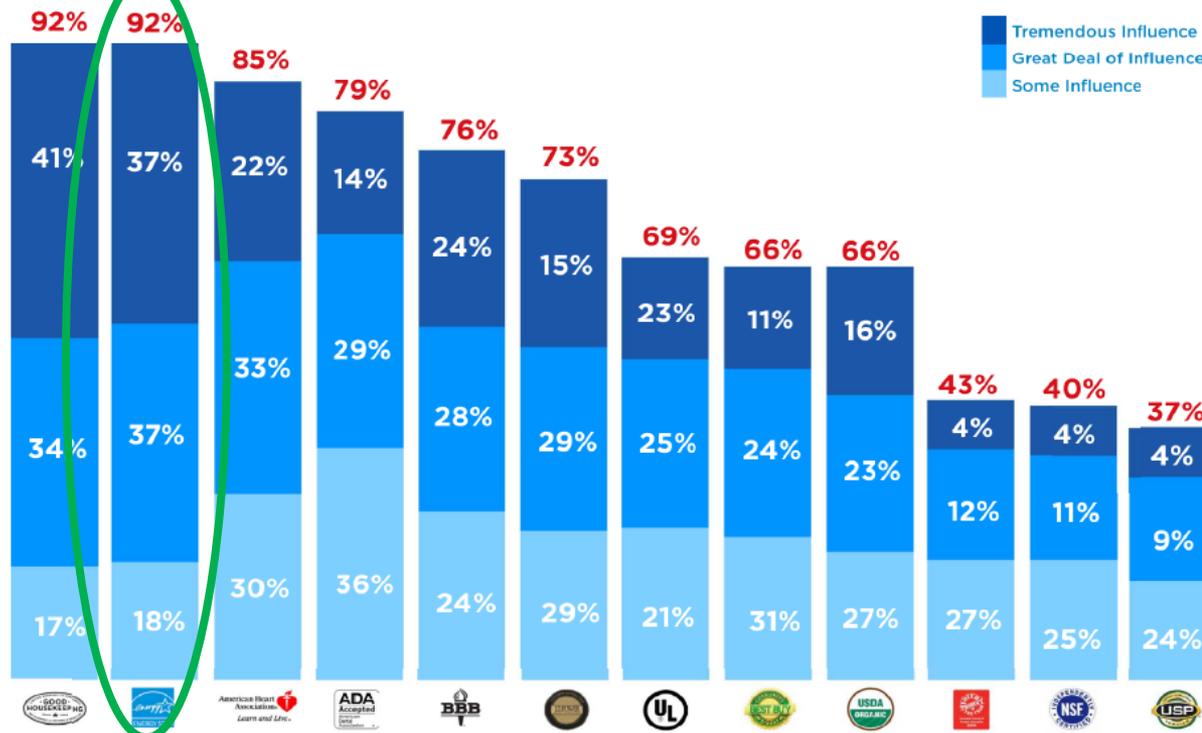




# Influence of ENERGY STAR Continues to Grow



## top-ranked consumer emblem

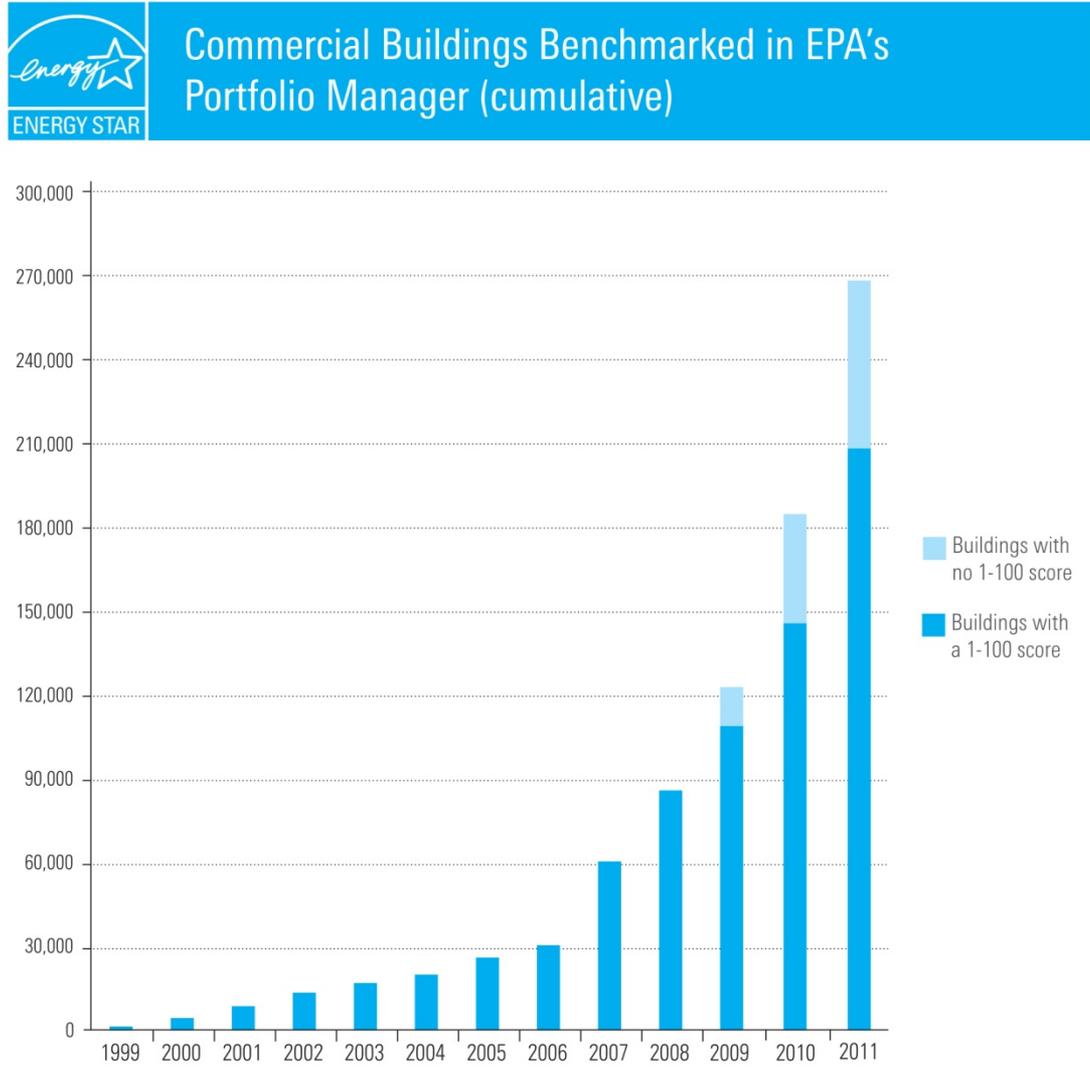


SOURCE: Fairfield Research, July 2011

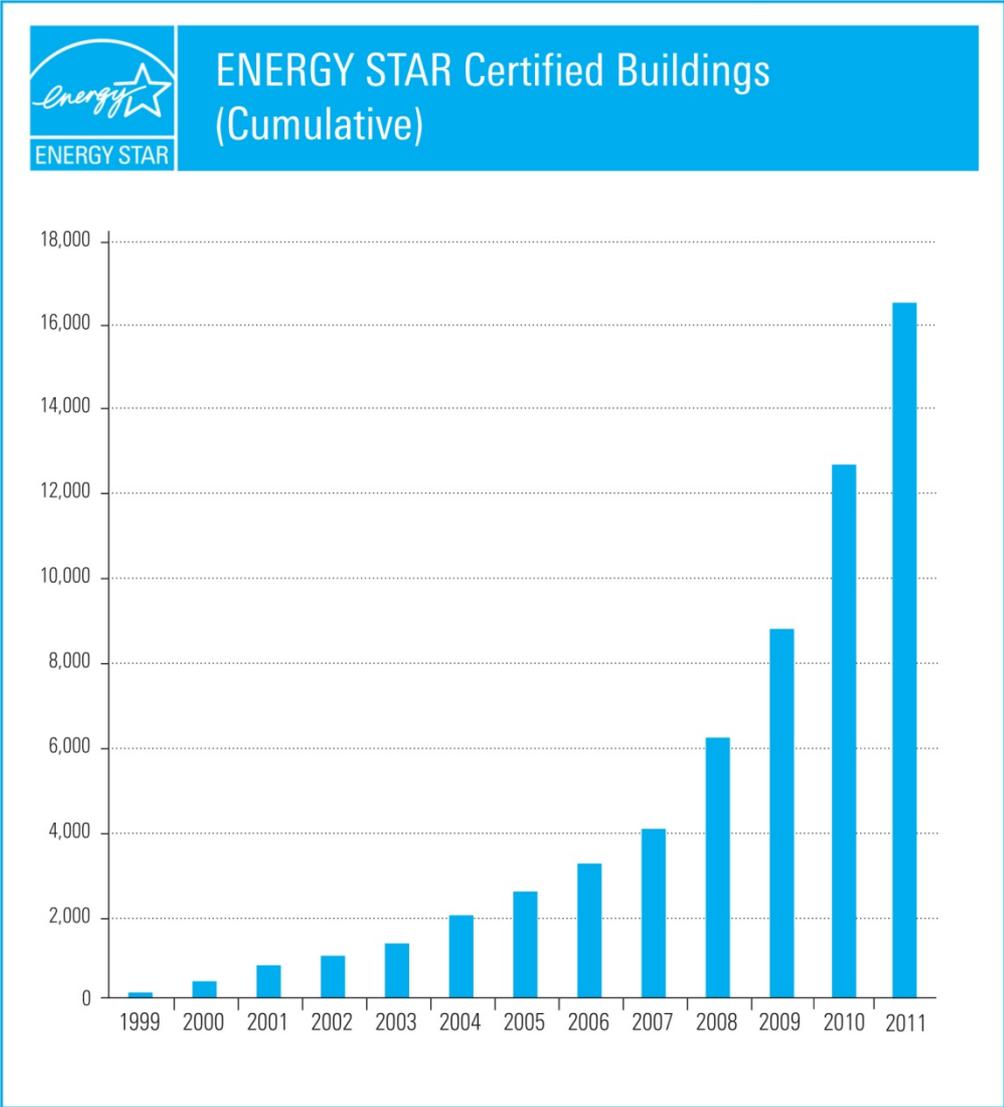
goodhousekeeping



# Benchmarking Has Value Beyond the 1-100 Score



# The Value of ENERGY STAR Holds Strong

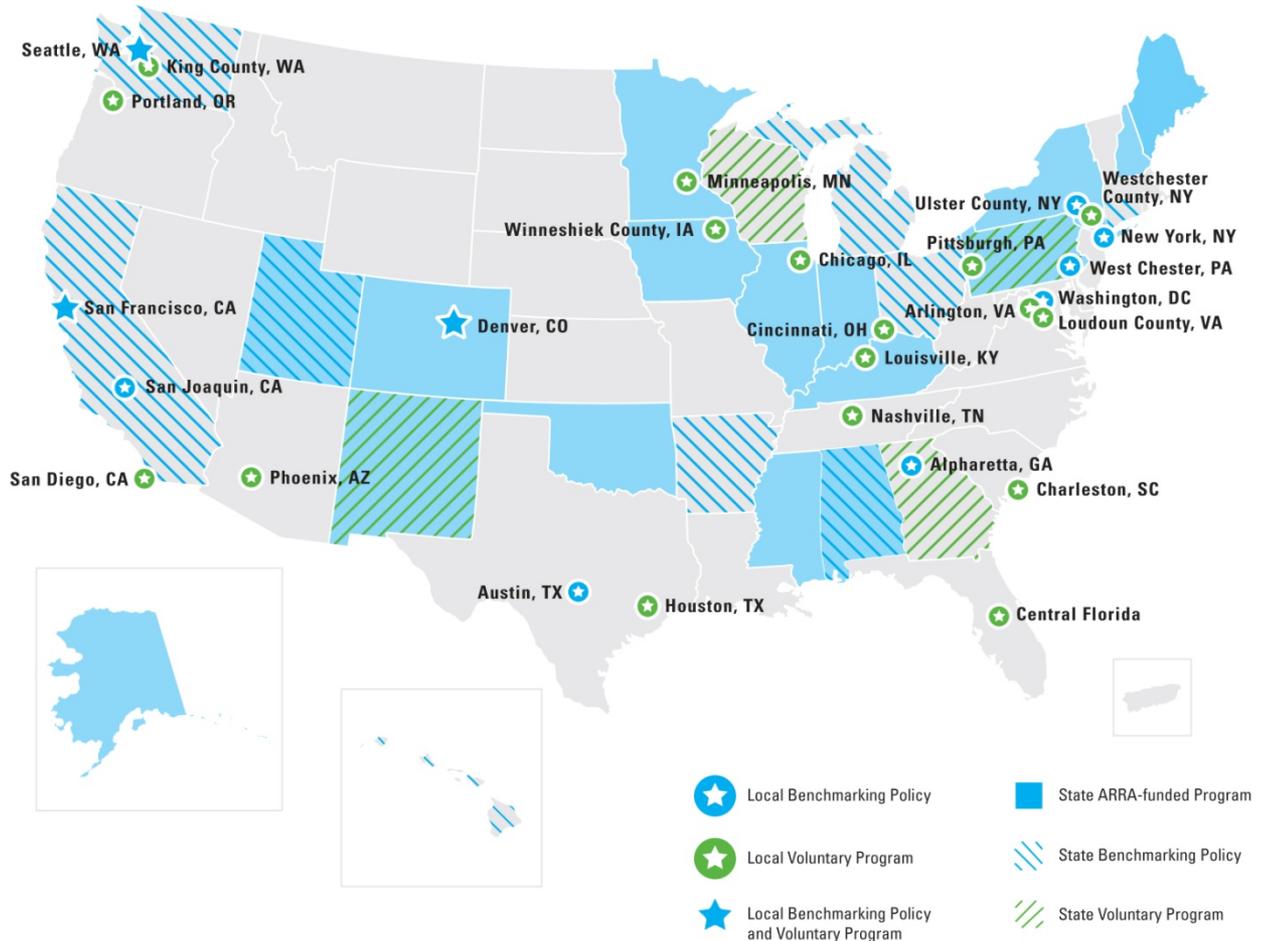




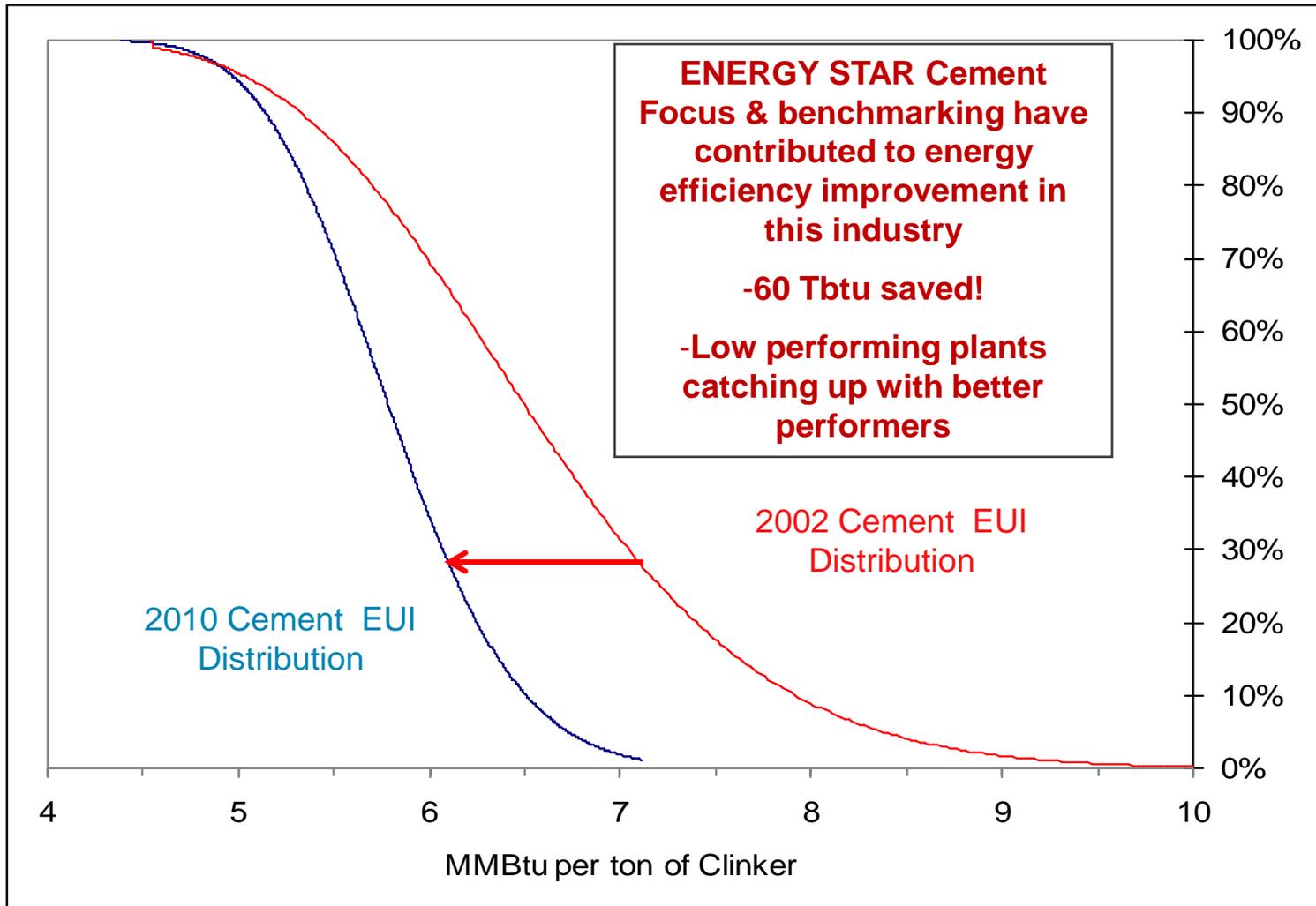
# State and Local Governments Leveraging Portfolio Manager



- Grant and incentive programs (including ARRA)
- Benchmarking and disclosure mandates
- Voluntary sustainability campaigns



# Cement Sector Results





# Looking Ahead

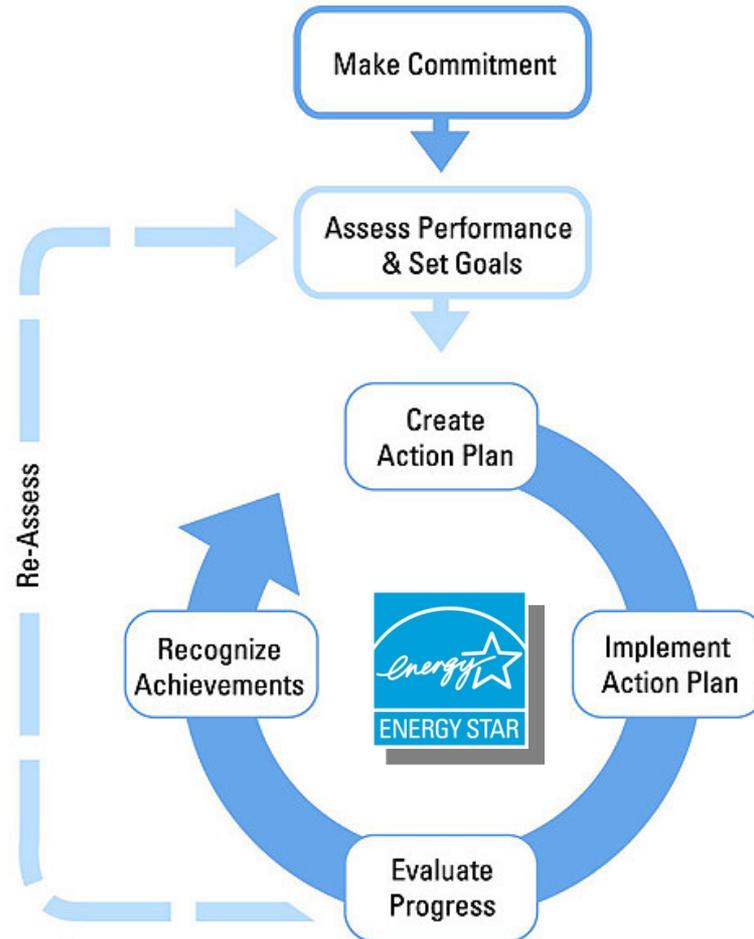


- ENERGY STAR C&I Buildings Partner Meeting
  - Fall 2012, Washington, DC
- Quarterly webinars on Portfolio Manager upgrade
- Redesigned website
  - Library of case studies
  - More accessible training options
- New full-service partner support hub
- Enhanced automated electronic exchange of energy data with utilities and service providers
- EPA's 2012 National Building Competition
  - **NEW!!!** Recognition for ALL buildings achieving a 20% reduction in energy use.





# A comprehensive approach to energy management





# Agenda

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- 1:10 – 1:30 p.m.**      **Best Practices in Energy Management**  
*Discussion Leader: Robert Best, Executive Vice President,  
Jones Lang LaSalle*
  
- 1:30 – 1:50 p.m.**      **Organization-Wide Improvements**  
*Discussion Leader: Wayne Rosa, Energy and Maintenance Manager,  
Food Lion Family, Bloom, and Bottom Dollar Food*
  
- 1:50 – 2:10 p.m.**      **Innovative Ways to Recognize Success**  
*Discussion Leader: Bob Holesko, VP of Facilities, HEI Hotels & Resorts LLC*
  
- 2:10 – 2:30 p.m.**      **Communication to Stakeholders**  
*Discussion Leader: John D'Angelo, Senior Director for Facilities,  
Cleveland Clinic*
  
- 2:30 – 2:50 p.m.**      **Expanding Environmental Benefits**  
*Discussion Leader: Kaitlin Hooper, Sustainability Business Analyst,  
Sears Holdings Corp*
  
- 2:50 – 3:00 p.m.**      **Questions & Answers**



# Topic #1: Best Practices in Energy Management



# Build energy efficiency into standard business practices & processes

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- Require benchmarking in Portfolio Manager
- Build capacity through training
  - [HEI](#): Orientation training
  - [CBRE](#): BOMA BEEP training
  - [PepsiCo](#): 1-day Resource Conservation Boot Camp
  - [Jones Lang LaSalle](#): Annual Engineers Conference
  - [Northwest Energy Efficiency Council](#): National Building Operator Certification
- Integrate energy efficiency into organization culture
  - [Cleveland Clinic](#): Looks for energy-saving opportunities during patient rounds
  - [Raytheon](#): Completes an energy checklist during safety audits
  - [3M](#): Treats energy efficiency as a competitive advantage
  - [Energy Education Inc](#): Requires clients to appoint an Energy Director

# Create innovative tools, resources, and reports



- Identify your organization's standard energy package
  - [Beacon Capital Partners](#): No Cost Energy Savings Program to track start up/shutdown
  - [CBRE](#): No Cost–Low Cost O&M checklist
  - [Colgate-Palmolive](#): Top 10 Energy Actions from survey of 61 facilities
- Develop tools to help teams improve daily operations
  - [TIAA-CREF](#): After-Hours Walk-Through Checklist
  - [Food Lion](#): Energy Audit Checklist with set points for HVAC, lighting, deli equipment, and refrigeration
  - [Jones Lang LaSalle](#): ENERGY STAR Launch tool



# Recognize the value of energy projects

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- Pair costs with opportunities
  - **HEI**: Determines % annual energy spend going to main consumption drivers, then selects projects based on drivers and standard HEI Energy Package of projects
  - **Kohl's Department Stores, Inc.**: Ranks stores based on potential energy savings regionally, actual energy cost, and ENERGY STAR score
- Establish capital energy budgets
  - **Colgate-Palmolive**: Asks facilities to designate 5% of capital expenditure budget for environmental projects, including 2% minimum for energy
  - **Eastman Chemical Company**: Established a capital energy budget and maintenance budget, and includes energy funding in base projections for capital budgets going forward
  - **Des Moines Public Schools**: Prioritizes energy efficiency and sustainability in its 10-year sales tax facility improvement plan, *Students First*

# Certify buildings & plants as ENERGY STAR

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The number of buildings that have earned the ENERGY STAR rose 30% this year, thanks in part to some of our most active certification partners:

- Staples, Inc. 250
- CBRE 250
- Jones Lang LaSalle 180
- Sears Holdings Corporation 150
- TIAA-CREF 115
- TRANSWESTERN 105

*\* numbers have been rounded*

# Certify buildings & plants as ENERGY STAR

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Service and Product Providers help organizations achieve the ENERGY STAR

- **SClenergy**
  - 480 clients benchmarked in 2011
  - 107 clients to earn ENERGY STAR in 2011
- **The E Group, a Division of FirstEnergy Solutions Corp.**
  - 8,000 clients benchmarked in 2011
  - 37 clients to earn ENERGY STAR in 2011



# Best Practices in Energy Management

Jones Lang LaSalle

# ENERGY STAR LAUNCH



Real value in a changing world



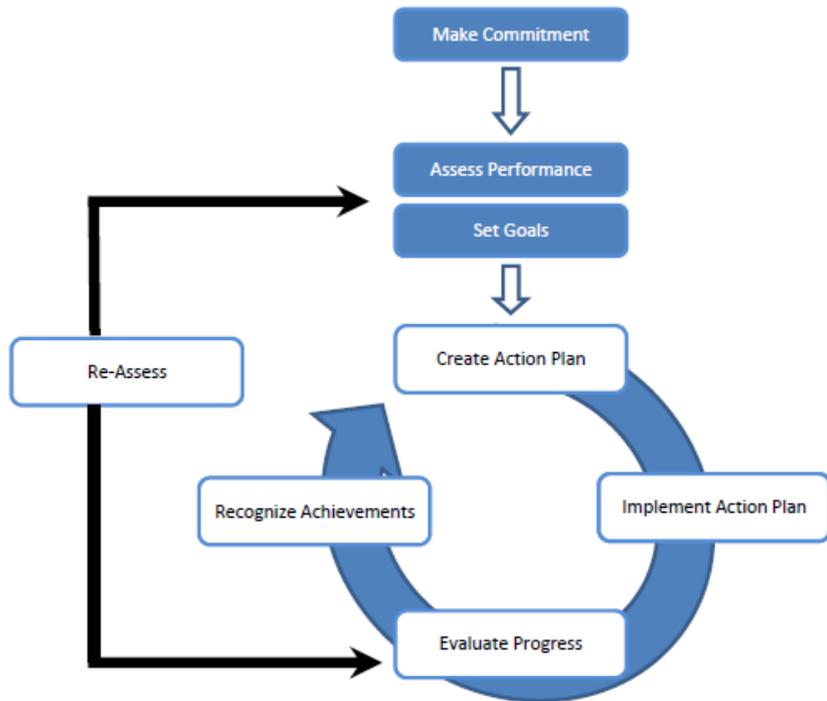
ENERGY STAR<sup>®</sup> at your site

## Welcome

to the start of creating an energy program at your facility!  
The Process follows the ENERGY STAR Flow Diagram  
Each button to your left, will take you to Jones Lang LaSalle/ENERGY STAR tools  
The Home button at the bottom of every page will bring you back here

Press the LAUNCH logo to get back to the start page

Questions or Improvements email [EBP@am.jll.com](mailto:EBP@am.jll.com)



Note: LAUNCH uses network links.

When you click on the green buttons, it may take up to a minute for the file or website to load.  
You may also get security warnings (e.g. pop-up blockers).  
Just click "ok" or "allow" to access the documents. Also, log-in to the network prior to use.  
Save files to your hard drive. DO NOT EDIT ON-LINE FILES



# Best Practices Checklist



<i>Best Practices Checklist for Improved Energy Performance</i>	High Estimate Potential Energy Savings %	Opportunity Exists?	Target Reduction	Who is Responsible?	Target Date to Complete	Actual Date Completed	Notes
<b>Operations &amp; Maintenance</b>							
Ensure all equipment is functioning as designed	11.5						
Calibrate thermostats	2.9						
Adjust dampers	5.7						
Implement janitorial best practices	8.0						
<b>Occupants' Behaviors</b>							
Turn off equipment	5.2						
Institute an energy awareness program	1.7						
Purchase Energy Star equipment	1.9						
Install Power Management Software	3.0						
Institute policy to harvest daylight	1.9						
Install work station task lighting	1.4						
<b>Lighting</b>							
Change incandescent to CFL & HID	1.2						
Convert T12 to T8 and T5	9.7						
De-lamp	5.0						
Install full floor lighting sweeps	1.4						
Install occupancy sensors	3.2						
Install and use bi-level local switches	1.2						
Install high efficiency LED exit signs	0.3						
Install timer controls	2.9						
<b>Controls</b>							
Adjust temperatures for comfort	2.9						
Evaluate and combine after hours usage	1.5						
Adjust ventilation	5.7						
Limit access to thermostats	1.3						
Optimize start-up times	2.9						
Adjust thermostats for seasonal changes	5.7						
Coast last hour of operations	2.9						
<b>Equipment</b>							
Install VFD or VAV	9.3						
Install heat recovery equipment	5.2						
Relocate thermostats	1.4						

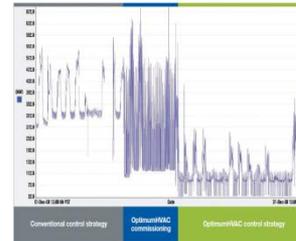
# New Energy Trends



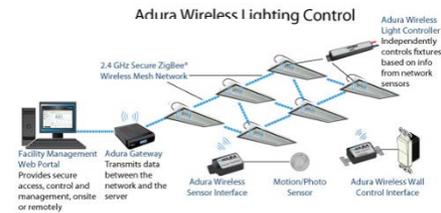
Constant Commissioning



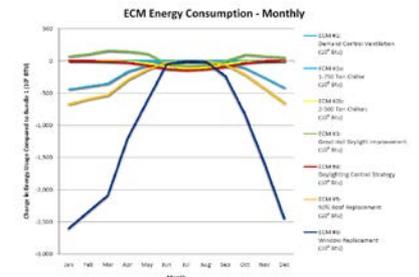
Chiller Plant Optimization



Wireless Lighting Controls



Integrated Energy Retrofits





# Discussion



# Topic #2: Organization-Wide Improvements

# Demonstrate Continuous Organization-wide Improvement

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- 2011 ENERGY STAR Leaders
  - Des Moines Public Schools (Top Performer)
  - Kmart Corporation (10% improvement)
  - Salt Lake City School District (10% improvement, Top Performer)
  - TIAA-CREF (Top Performer)
  - USAA Real Estate Company (10% improvement, Top Performer)
- School districts lead the way
  - Gresham-Barlow SD: 50% cost avoidance against 1997/1998 baseline
  - Evergreen Public Schools: 38% energy use reduction and \$4M savings since 2008
  - Loudoun County SD: \$42.9M in savings since 1993
  - Des Moines Public Schools: 20% energy use reduction and \$1.7M savings since 2007/2008
  - Salt Lake City SD: Raised ENERGY STAR score 15 points and saved \$530K
  - Energy Education Inc.: Helped 37 client K-12 school districts earn Leaders recognition, including Decatur County Community Schools (60% improvement)

# Consider Energy Efficiency at All Stages

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- Achieve Designed to Earn the ENERGY STAR
  - Loudoun County Public Schools: All prototypes are DEES
  - Designed to Earn 2011:
    - Kohl's Department Stores, Inc.: 28 stores
    - Hines: 12 buildings
    - Staples, Inc.: 10 stores
- Complete the energy efficiency lifecycle
  - Fanning/Howey Associates, Inc.:
    - Designs building to be energy efficient
    - Benchmarks energy use
    - Conducts energy audits
    - Certifies as ENERGY STAR

# Use Innovative Technologies

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- LED lights
- Interval data meters
  - [Beacon Capital Partners, LLC](#): Installed electricity-metering equipment at 100% of properties that provides real-time usage data
  - [J.C. Penney](#): Advanced Energy Management program with 15-minute interval data reporting rolled out to 114 stores
  - [New York Presbyterian Hospital](#): Realized \$2.8M in energy cost savings through web-based monitoring system and chiller plan optimization
- Centralized energy management systems
  - [Kohl's Department Stores, Inc.](#): Each store has an EMS that is controlled centrally by the corporate office

# Use Innovative Technologies (cont'd)

- Dashboards

- **Bentall Kennedy (US):** LINK dashboard
- **HEI Hotels & Resorts:** Energy Looking Glass dashboard
- **Hines:** Energy Control and Optimization System (ECOS)
- **Ecova, Inc.:** Web-based reporting integrates ENERGY STAR scores into monthly energy performance reports
- **EnergyCAP, Inc.:** Has an ENERGY STAR tab for each building, as well as a prominent ENERGY STAR “box score.” Also integrates scores in Green Quest.



- Ground source heat pumps
  - Des Moines Public Schools





# Best Practices in Organization-Wide Improvements

Food Lion

# Food Lion

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- **Energy Projects**

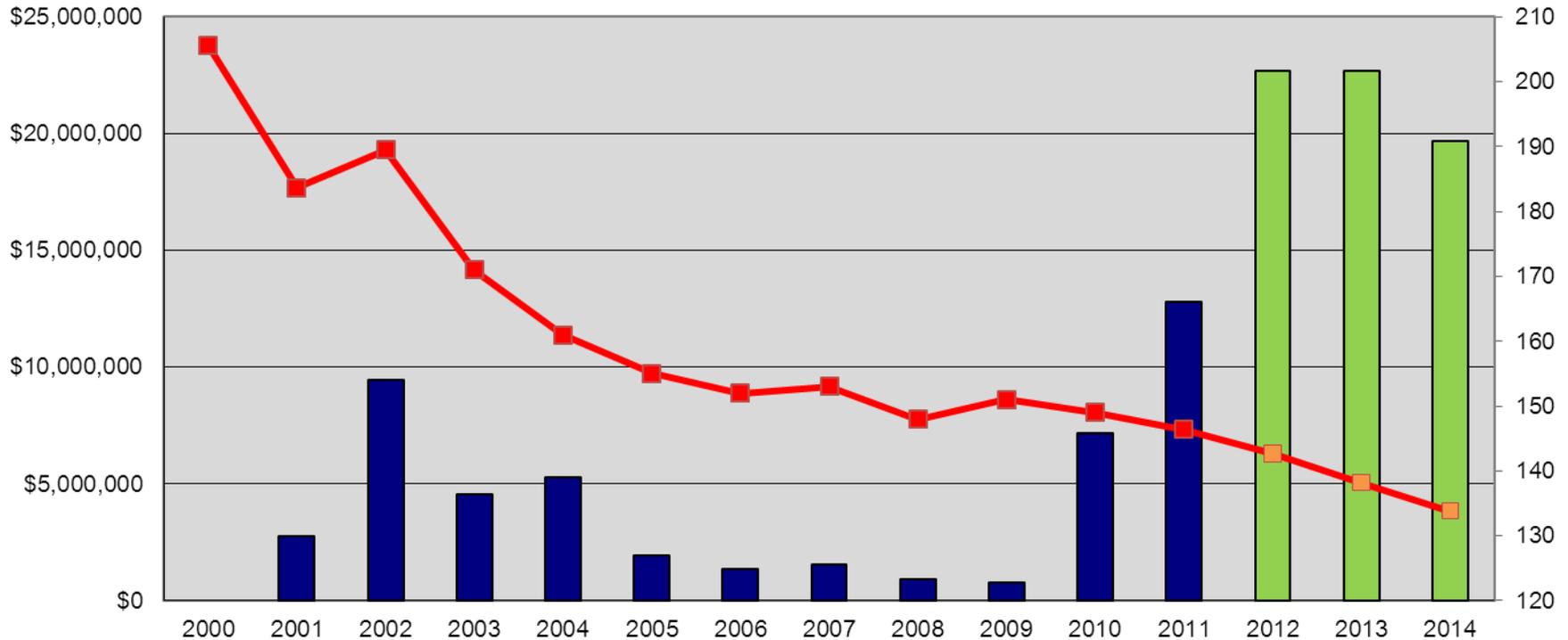
- Refrigerated Case Lighting Retrofits (2002-2004)
- Reclaim Coils & BAS (2008)
- Medium Temperature Case Doors (2010 - Present)
- Low Temperature Case LED (2010 - Present)
- Projects Adopted into all Remodels and New Stores

- **Total Cost of Ownership**

- Initial cost vs. Maintenance and Energy Costs (Sourcing)
- Manufacturer's are highly competitive (Rank Vendors)
- Sub-meter/Track Equipment Performance

# Energy Capital Investment versus Energy Consumption Reduction

Food Lion, Bottom Dollar, Bloom, Reids , \*Harveys



\*Capital Investment \$ includes some Harvey's locations, the kbtu/sq ft metric does not include Harvey's stores;  
 kbtu/sq ft = energy metric including electric, gas, sewer and water consumption; Green bars are projections based  
 on Capital 3YP; 2012 - 2014 kbtu/sq ft metric based on 3.18% reduction from LED, Medium Temp Door, Strip  
 Curtain and Energy Initiative Capital Investments



# Discussion



# Topic #3: Innovative Ways to Recognize Success

# Create Internal Recognition Programs



- Recognize and reward success
  - **HEI Hotels & Resorts**: Awarded flat screen TVs to greatest energy savers.
  - **Hines**: Best Practices in Operations and Engineering Employee Recognition program to reward best ideas submitted by employees.
  - **New York Presbyterian Hospital**: Hosts the annual Green Carpet Awards recognition event with senior leadership support.



# Create Internal Recognition Programs (cont'd)



- **BOMA International:** Recognizes property professionals that benchmark and share their data with BOMA's master account as BOMA STARS.
- **USAA Real Estate:** Recognizes the property with the "most improved rating" in addition to recognizing the "highest rating" property and those with a rating of 95 or above.
- **EEI:** Offers six different recognition awards for client achievement.
- **Sears:** ENERGY STAR achievers program to recognize district facility managers with districts that have an average score of 75+.



The BOMA STARS logo is located in the bottom center. It features a blue circular icon with a white star and the text 'BOMA STARS' in a blue, sans-serif font. To the right of the logo, the word 'STARS' is written vertically in a blue, sans-serif font. Below the vertical text, there are five lines of text describing the program: 'submit data to ENERGY STAR® Portfolio Manager', 'track progress over time through benchmarking', 'assess energy performance and take steps to reduce consumption', 'rate performance by achieving an ENERGY STAR® rating', and 'share your data with BOMA International and achieve recognition as one of the BOMA STARS'.

# Incentivize Employees and Stakeholders

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- Create additional incentives to drive engagement
  - **Brown Printing Company**: Elevating career development and team incentives through KPIs for energy and tying them to pay for performance, bonuses, and employee rewards
  - **Cleveland Clinic**: Share savings from the utility budget, which building occupants can use to improve their work space
  - **Gresham-Barlow School District**: Rewards each school for its achievements in energy management through funds to the school Principal's discretionary fund. In 2011, GBSD awarded over \$25,000 to schools.

# Incentivize Employees and Stakeholders (cont'd)

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- **Evergreen Public Schools**: Rewards schools for their participation in prescribed activities, participation in activities of their own choosing, and overall building performance. In 2011, paid out almost \$26,000.
- **Hines**: Harris Awards for Sustainable Innovation award Hines employees with ideas that satisfy specific triple-bottom line requirements at the Silver (\$1K), Gold (\$5K), or Platinum (\$20K) levels.
- **Beacon Capital Partners**: Offers a year-end incentive bonus for full implementation of the No-Cost Energy Savings Program.

# Host Challenges and Competitions

- Harness the competitive spirit
  - **BOMA International**: Innovated the voluntary Kilowatt Crackdown model, now hosted with 10+ different local governments
  - **Sears**: Engaged employees in the Kmart Kilowatt Challenge.
  - **Kohl's Department Stores, Inc.**: Engaged 15 utilities, representing 325 stores, in a 12-month ENERGY CHALLENGE in which utility representatives conducted energy audits and offered additional rebates for energy-efficient products.
  - **CFEEA**: Helping businesses in central Florida save energy in more than 2,000 buildings through their Kilowatt Crackdown Challenge.



# Host Challenges and Competitions (cont'd)



- Harness the competitive spirit
  - **UBEES**: Launched the Community Energy Challenge pilot to explore how community-based social marketing can impact ee program implementation.
  - **Focus on Energy**: Hosted a Retail Energy Management Challenge
  - **Toyota**: Summer and Winter Shutdown Energy Reduction Challenges—The plant with the greatest reduction from the prior year is awarded the Shutdown Challenge trophy.
  - **Staples**: Global ECO-Easy Challenge—Engineering teams compete to invent and create energy-efficient and environmentally responsible products.



Salt Lake Community  
Energy Challenge



# Keep score

- Track and promote progress
  - Gresham-Barlow SD**: Posts monthly ENERGY STAR ratings publically on Energy Center
  - TRANSWESTERN**: Created a Good - Better - Best program that ranks buildings and provides guideposts for improvement.
  - Des Moines Public Schools**: Publishes a monthly Energy Report Card
  - Beacon Capital Partners**: Publishes the lowest-to-highest list of ENERGY STAR scores on a quarterly basis

**ENERGY REPORT CARD** Page 2

**YEAR-TO-DATE  
SITE ENERGY USAGE REPORT**  
July 1, 2010 – March 31, 2011  
Percentage change as compared to same time period from previous year.

Site	Total Energy (mBtu)	% Chg	Site	Total Energy (mBtu)	% Chg
Park Avenue	1,707	-89%	Welcome Center	385	-1%
Madison	1,206	-57%	Stowe	1,077	-1%
Howe	989	-51%	Aviation Lab	671	-1%
Wright	740	-49%	Dean Operations Center 6	3,708	0%
Garton	1,881	-32%	Jackson +	1,191	0%
Windsor	1,280	-25%	Mitchell +	766	0%
Merrill	5,760	-22%	Scavo @ Moore +	2,742	0%
East	19,390	-21%	Weeks	3,750	1%
Pleasant Hill	1,355	-20%	Cowles	10,518	1%
Corlew	2,332	-13%	CNC	25,688	1%
Harding	6,565	-12%	Roosevelt +	1,472	1%
North +	18,619	-12%	South Union	6,627	1%
Central Campus +	25,905	-10%	Hoyt	1,425	2%
Downtown School	1,730	-10%	Greenwood	628	3%
Goodrell	2,692	-9%	McKee	1,913	3%
Edmunds	3,128	-9%	Carver	2,808	4%
Hoover/Meredith	17,707	-8%	River Woods	1,862	5%
Morris	1,308	-7%	Brubaker	2,088	5%
Smouse	5,235	-7%	McKinley	1,297	6%
Willard	2,340	-6%	Parklin	1,111	6%
Cattell	1,543	-6%	Hannwald	3,408	7%
Brody	7,480	-6%	Studebaker	1,291	8%
Lincoln	18,483	-5%	Hills	3,746	8%
Central Academy	4,181	-5%	Callanan	7,146	8%
Lincoln South	6,939	-5%	Prospect	3,438	9%
Samselson	1,447	-5%	Monroe	1,004	12%
Jefferson	1,973	-5%	River Plaza	5,246	12%
Walnut Street	6,335	-5%	Van Meter	1,161	12%
Hiatt	6,944	-4%	King	2,803	13%
Hubbell	2,179	-4%	Casady	1,342	24%
Capitol View	2,548	-3%	McCombs	2,130	30%
McCombs	6,767	-3%	Greenhouse	8,786	34%
East Academy	2,628	-3%	Oak Park	2,903	62%
Lovejoy	2,111	-2%	Moulton		
Phillips	1,983	-2%	Findley		

\* Building under construction in comparison year 2009-10    0 Building unoccupied part of comparison year 2009-10  
 + Building occupied during renovations    ENERGY STAR listed building

Visit [www.dmps.k12.ia.us](http://www.dmps.k12.ia.us) for more details of the district's energy mission and building performance.  
 Tell us about it! Do you want to share your ideas for saving energy or helping our environment? Or want to let us know about your projects? E-mail: [rlazulmpson@dmps.k12.ia.us](mailto:rlazulmpson@dmps.k12.ia.us)

**Key**  
 Increase in energy use  
 Maintaining energy use  
 Decrease in energy use





# Innovative Ways to Recognize Success

HEI Hotels & Resorts LLC



Learn more at [energystar.gov](https://energystar.gov)



# HEI Hotels & Resorts Programs



- Effective use of data
- Evolving Incentive Programs
- Evolving Operational Programs
- “C” Level Support
- Systematic cultural change



# Discussion



# Topic #4: Communication to Stakeholders

# Share expertise and ensure internal communications

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- Ensure lessons learned and expertise are shared across the organization
  - [TRANSWESTERN](#): Monthly engineering calls
  - [Liberty Property Trust](#): Internal Sustainability Portal Page with a discussion board for peer-to-peer exchange
  - [CBRE](#): Center for Sustainability in Real Estate, a virtual university of green building expertise and best practices
  - [CalPortland Company](#): Developed an extensive internal communication and information infrastructure
  - [Colgate-Palmolive](#): Site Energy Coordinator Network

# Engage Tenants and Employees

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- Create a network of energy champions and engage employees in creative campaigns
  - [Bentall Kennedy](#): Sustainable Tenant Improvement Manual and green lease
  - [New York Presbyterian Hospital](#): Turn it Off Tuesdays
  - [Beacon Capital](#): Tenant Plug Load educational program
  - [Cleveland Clinic](#): "Power it Down!" Post-It campaign
  - [Raytheon](#): Network of 1,500 Energy Champions
  - [Hines](#): Hines Green Office for Tenants
  - [J.C. Penney](#): EMPowered awareness-building campaign
  - [CBRE](#): *Toward a Green Tomorrow* certification program
  - [Jones Lang LaSalle](#): Tenants Go Green Assessment

# Spread the Word



**Cassidy Turley** Commercial and Estate Services

**POWERFUL IDEAS**

**AVOID TOO MANY UPS & DOWNS**

**LESS IS MORE.**

**HOW MANY LIGHT BULBS DOES IT TAKE TO CHANGE YOU?**

**ENERGY CONSERVATION**

Powerful Ideas Program  
 Take Action: The Energy Commission is offering...  
 Green Book: The new building is being...  
 Better Best Practices: Working with the...  
 Save Water Collection: Using...  
 Eco-Friendly Materials: Incorporating...  
 Energy Star Partner



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ASSOCIATE PRESIDENT  
 ADVERTISING SALES

EMPLOYEE RECRUIT

**SWIM SALE 25-50% OFF**

**ONLINE**

**FREE**

**SALE 50% OFF**

**SALE 25-50% OFF**

**SALE 50% OFF**

**SALE 25-50% OFF**

**shop your way**

**ENERGY STAR AWARDS 2011**

**SUSTAINED EXCELLENCE**

**Hanes**

**Make Earth Day every Day**

America's #1 Brand is now an



#1 apparel brand in Retailing Today Top Brands survey, 2008.



# Spread the Word



## The ENERGY STAR® Legacy Continues: 7 Years of EPA Awards for Energy Efficiency

★	2011	Sustained Excellence
★	2010	Sustained Excellence
★	2009	Sustained Excellence
★	2008	Sustained Excellence
★	2007	Partner of the Year
★	2003	Partner of the Year
★	2001	Partner of the Year

Raytheon Sustainability  
Engaging our employees, customers, suppliers and communities to protect our environment and conserve natural resources.

**TURN OFF  
When Not In Use**

ENERGY STAR PARTNER

## STAPLES

that was easy:

### EPA's ENERGY STAR for Superior Energy Efficiency Building Certification

Your store has been awarded the U.S. Environmental Protection Agency's (EPA's) prestigious ENERGY STAR, the national symbol for protecting the environment through superior energy efficiency.

**ENERGY STAR Stores**  
Your store has been awarded the U.S. Environmental Protection Agency's (EPA's) prestigious ENERGY STAR, the national symbol for protecting the environment through superior energy efficiency.

**ENERGY STAR Products**  
Staples sells more than 800 ENERGY STAR products. These products represent the most energy efficient printers, copiers, monitors, copiers, etc. that our customers can buy. They are the "best of the best" in energy efficiency.

**ENERGY STAR Distribution Centers**  
The products shipped to your store were sent from an ENERGY STAR Distribution Center. Staples energy efficiency is through the supply chain, design, using ENERGY STAR products, and transporting these products from an ENERGY STAR certified distribution center.

**Maintaining Your ENERGY STAR Status**  
We need your help to maintain and improve your ENERGY STAR score. Your ENERGY STAR score is checked every month as new electric and gas bills are received and we must re-qualify for the award every 12 months.

As you go about your day and notice energy being used, you can make a difference by turning off items that do not need to be on and don't forget to turn them off at the end of the day.

Turn off the lights, computers, copiers, printers, equipment and report broken sensors or equipment. You can make a difference by turning it off and help save the environment.

- We build our stores with the latest energy efficient lighting and HVAC units to minimize the energy we use to light, heat and cool our facilities.
- We control our stores with the Novar control systems and motion sensors in office, bathrooms, systems are properly shut off and set back in the evenings.
- We use ENERGY STAR copiers for our copy and offices, ensuring that we minimize the additional energy used.
- We encourage a culture of energy efficiency for our associates to help us find and eliminate energy waste in our stores.

# Spread the Word



**GM**

## EnergyEfficiency

We strive to clean the grid & reduce petroleum dependence by being energy efficient.

**Reducing Energy Use**

- We reduced energy use at our global facilities 31% (reduction of 28% on a per vehicle produced basis) between 2005 and 2010. These savings reduced greenhouse gas emissions by 3.34M metric tons over that timeframe.
- Some of the tactics we use include automating shut-down of equipment when it is not needed, using energy-efficient lighting, tracking hourly consumption with energy management systems, and upgrading to more efficient heating and cooling systems. For example:
  - We save \$3M per year in energy costs across 10 plants by shutting down equipment when it's unneeded.
  - We save \$2M in the United States through real-time management of our HVAC equipment.
  - Lighting upgrades and other efficiency projects save our Detroit-Hamtramck plant \$2.5M/year in energy costs.
  - Our European sites conduct workshops to identify potential energy savings; they saved \$1.4M in 2010 alone.
  - We invested \$450,000 in a heat recovery project at our Glivice, Poland plant's paint shop; the energy savings also provided payback within five months.
  - Our Kaiserlautern, Germany plant saved energy worth \$750,000 per year with a compressor project that also helps us better meet compressed air demand.

**Renewable Energy**

- We believe in harnessing the power of renewable and alternative energy, and we're one of the leading users in manufacturing sector. We derive energy for manufacturing operations from solar, hydro, and landfill gas resources. In the U.S. alone, 1.4% of our U.S. energy consumption comes from renewable resources, with plans to double output to 60 megawatts annually in 2015. Sixty megawatts is the equivalent of powering approximately 10,000 homes annually in the U.S.
- GM Mexico purchased 22MW of small hydro power from two nearby irrigation dams in Rancho Cucumatlan. It was its first public solar project in the U.S. of over 1MW when it began operating in fall 2006, and it provides about 50% of the facility's electricity.
- We have the world's largest industrial rooftop solar installation at our Zaragoza, Spain assembly plant at 10.5 MW.
- The largest photovoltaic solar array in Southeast Michigan is being installed at our Detroit-Hamtramck assembly plant.
- Seven of our facilities have solar charging canopies on the grounds: Baltimore Operations, Bowling Green Assembly, Detroit-Hamtramck Assembly, Lordstown Assembly, Parma Metal Center, Warren Company Vehicle Operations and Milford Proving Ground, with six to eight more expected to begin construction shortly.
- GM Mexico purchased 22MW of small hydro power from two nearby irrigation dams in Rancho Cucumatlan in 2011.
- GM Brazil plants use hydro power to power 21% of their facilities in the United States. Four of our U.S. manufacturing facilities currently use landfill gas as a source of energy:
  - Landfill gas use is:
    - 14% of the energy consumed at the FL Wayne assembly plant
    - 16% at the Toledo transmission plant
    - 18% at the Silverport assembly plant
    - 40% at the Orion assembly plant
  - Landfill gas installations at our plants

**LEED Certifications**

- We have two buildings with gold certified Environmental Design program: **Lansing** and **GM China Headquarters in Shanghai** and GM China most complex manufacturing facility and most complex manufacturing facility.

**Reducing Emissions**

- By saving energy and increasing use of renewable energy, we reduced our 2010 CO<sub>2</sub> emissions (a reduction of 28% on a per vehicle produced basis).
- Since 1990, we decreased our manufactured CO<sub>2</sub> emissions in 2010 that will reduce up to 88 metric tons of carbon dioxide.
- Investment projects, implementation of natural resource responsible use of natural resources.
- We estimate our carbon-reduced Chevrolet is expected to sell in 2010.



## Letter from USA Leadership

Despite the evolving market conditions, we continued to integrate corporate responsibility (CR) into our business philosophy by seeking ways to enhance our performance in all four of our...

From the U.S. EPA and Department of Energy, making the Electric Star a true Energy Star... We are committed to make progress on environmental goals and objectives, such as the Indiana Harbor Energy Recovery & Reuse USA Boiler Project, which will allow us to use steel producing operations in 20... for other operations while reducing our emissions... in 2010, we produced...

**Table of Contents**

- 1 Key Performance Indicators
- 2 Message from the CR Governance Board
- 3 Investing in our people
- 4 Making our products available
- 5 Linking our communities
- 6 Transparent governance
- 7 Additional Resources



## Making steel more sustainable

ArcelorMittal recognizes that steel has an impact on the environment. As the industry leader, we accept our responsibility to improve the sustainability of our product both in and out of the environment. Steel is the most recycled material with approximately 90% of scrap recycled each year. We create a product that is both sustainable and future products. Through our investment and our steel production, we ensure that we are creating a sustainable future for our future generations.

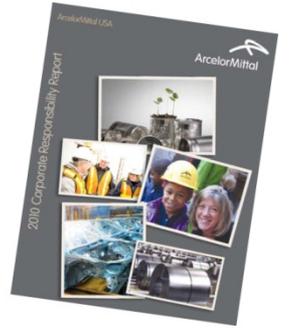
**90%** of steel is recycled

Steel is the most recycled material with approximately 90% of scrap recycled each year.

**ENERGY STAR AWARD 2011 SUSTAINED EXCELLENCE**

Saving energy across USA facilities

Stakeholders bring their leadership and commitment to being energy efficient. Our commitment that we can continue to reduce greenhouse gas emissions and protect our global environment is the backbone of our global commitment to our stakeholders and our commitment to our stakeholders.





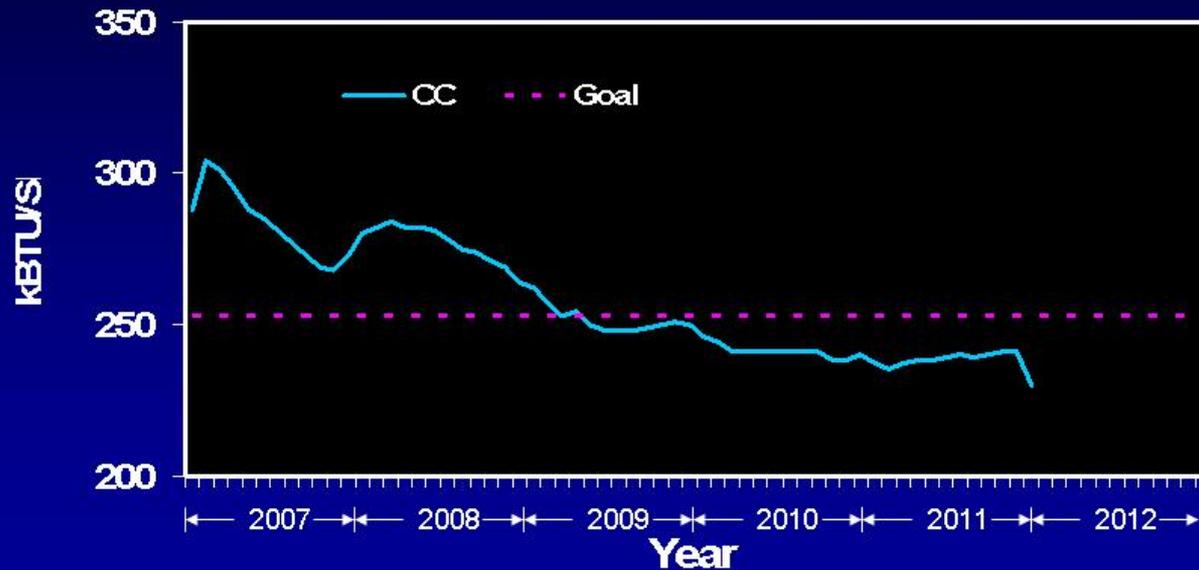
# Communication to Stakeholders

Cleveland Clinic

# Energy Use Data



## Energy Usage Index



# 14% of Eligible Portfolio

 <p><b>Euclid Hospital</b> 18901 Lakeshore Boulevard Euclid, Ohio 44119 216.531.9000</p>	 <p><b>Cleveland Clinic Administration Campus</b> 3050 Science Park Dr Beachwood, Ohio 44122</p>
 <p><b>Fairview Hospital</b> 18101 Lorain Avenue Cleveland, Ohio 44111 216.476.7000</p>	 <p><b>Hillcrest Medical Office Building II</b> 6801 Mayfield Road Mayfield Heights, Ohio 44124</p>
 <p><b>Hillcrest Hospital</b> 6780 Mayfield Road Mayfield Heights, Ohio 44124 440.312.4500</p>	 <p><b>Lakewood Professional Building</b> 14601 Detroit Road Lakewood, Ohio 44107 216.523.7040</p>
 <p><b>Marymount Hospital</b> 12300 McCracken Road Garfield Heights, Ohio 44124 216.581.0500</p>	 <p><b>Lyndhurst Campus</b> 1950 Richmond Road Lyndhurst, Ohio 44124 877.331.9355</p>
 <p><b>HS Building - Stanley Shalom Zielony Plaza</b> 8911 Euclid Avenue Cleveland, OH 44195</p>	 <p><b>Sagamore Hills Medical Center I &amp; II</b> 863 West Aurora Road Sagamore Hills, Ohio 44056</p>

- Newsletters
- Websites
- Internal Talks
- CCTV
- Campaigns

- Energy Committee
- CEO Awards
- Chairman Awards
- Videos
- Tied to Mission





# Discussion



# Topic #5: Expanding Environmental Benefits

# Expand benchmarking in a portfolio

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- Benchmark water use and new space types
  - **Bentall Kennedy**: Multifamily sustainability pilot program
  - **TIAA-CREF**: Tracks energy and water use in 100% of office and multifamily portfolio; multifamily communities have reduced their adjusted energy use by more than 13%.
  - **TRANSWESTERN**: Benchmarks water consumption and inputting industrial projects in Portfolio Manager
  - **USAA Real Estate**: Benchmarks water use; benchmarked all multifamily assets and in the process of benchmarking industrial portfolio

# Coordinate with local schools and universities

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- Partner with K-12 schools and local colleges to give real-world experience and gain fresh ideas
  - **HEI Hotels & Resorts**: Partnership with Cornell's Sustainability Program; students are tasked with a detailed project designed to target a specific sustainability need.
  - **Des Moines Public Schools**: Offers the Iowa Energy and Sustainability Academy, an innovative STEM-discipline program involving public/private partnerships which will prepare students for 21st century green-collar careers.
  - **CFEEA**: Training University of Central Florida students how to benchmark buildings and save energy through their Energy Specialist Training Program.
  - **J.C. Penney**: Mentored students at two schools participating in EPA's National Building Competition.

# Pay it Forward

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- Reach out to industry partners and colleagues to help them reap the benefits of energy efficiency
  - [USAA Real Estate](#): Working with their third party hotel operators to help them enhance energy efficiency.
  - [Merck](#): Mentors other ENERGY STAR partners.
  - [Brown Printing](#): Engage the printing industry in an ENERGY STAR Focus and benchmarking.
  - [Food Lion](#): Mentored independently operated sister companies —Hannaford and Sweetbay Supermarket.
  - [Jones Lang LaSalle](#): Engaging 2,000+ real estate brokers in ENERGY STAR

# Engage the Supply Chain

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- Expand suppliers up and down stream to expand environmental benefits
  - **PepsiCo**: Engaged 150 suppliers in its Environmental Supplier Outreach Program; in 2011, these improved fuel efficiency by 2% and electricity efficiency by 6%.
  - **Toyota**: Advanced the long-term energy performance of auto manufacturing through leadership in ENERGY STAR Focus and continuing to train Tier 1 suppliers to conduct internal plant energy assessments (Treasure Hunts).
  - **Boeing**: Led more than 400 supplier workshops on ways to reduce emissions and modified its supply chain procurement contracts to include standard language that supports environmental improvements.
  - **Staples**: Launched “race to the top” to challenge key suppliers to find innovative solutions for product manufacturing, packaging, and distribution that reduce impacts on the planet.



# Expanding Environmental Benefits

Sears Holdings Corporation



Learn more at [energystar.gov](https://energystar.gov)

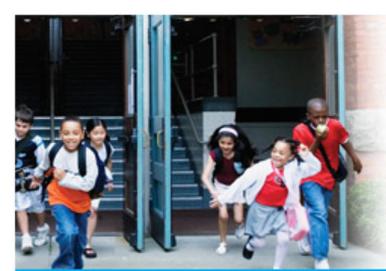


# Sears Holdings Corporation



- This year, EPA awarded SHC with 2012 ENERGY STAR Corporate Commitment for best in class energy management and product retailing.
- SHC joined as a commercial building partner in Jan. 2010, earning over 300 ENERGY STAR labels to date.
  - result of lighting retrofits, sound energy management disciplines, building competitions, and associate engagement
- Beyond energy, the SHC Sustainability Team manages several other environmental initiatives including waste reduction, electric vehicle charging station installation, and alternative fuel programs.
- How do we engage our customers?
  - Key message: “Sustainable Solutions from Our Home to Yours<sup>SM</sup>”
  - Re-launch of [www.sears.com/green](http://www.sears.com/green) and [www.kmart.com/green](http://www.kmart.com/green)





# Website Screenshots



Best of our green products

 Products for your yard	 Products for your car	 Refrigerators	 Dishwashers	 Clothes Washers	 Air Conditioners
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Learn more about what Sears Holdings is doing and what you can do too

 Carbon & Energy Management	 Waste Reduction & Recycling	 Water Management	 Transportation Management	 Product Stewardship	 Stakeholder Engagement
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<p><b>livegreener</b></p> <p>Explore our interactive frame to find eco-friendly products &amp; tips for every room.</p> <p><a href="#">Learn more</a></p>	<p><b>Featured Green Product</b></p> <p>Soda Stream Jet Sodamaker Start Kit</p>  <p><a href="#">Shop now</a></p>	<p><b>DID YOU KNOW?</b></p> <p><b>At School:</b> Pack school lunches in reusable containers, instead of plastic bags. Did you take the bus today? You can help cut down on carbon emissions if you take a bus instead of a car.</p>	<p><b>managemylife</b></p> <p><b>Energy Smart Holiday Lighting:</b> Do you think you are paying too much to decorate your home during the holidays?...</p> <p><b>Simple Steps for an Eco-Friendly Winter:</b> With the Farmers Almanac calling for colder than normal winters in many parts of the country this winter...</p> <p><b>Install a Programmable Thermostat:</b> You mean to change the thermostat when you leave in the morning...</p>
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 <p>CHANGE THE WORLD START WITH ENERGY STAR</p> <p><a href="#">Learn and pledge</a></p>	<p>Take the ENERGY STAR® Pledge: small steps can make a difference for the environment and your wallet.</p>	<p><b>Don't Be a Litterbug!</b></p> 	<p><b>TIPS BY CLIMATE ZONE</b></p> 
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# Website Screenshots

## Carbon & Energy Management

### OUR HOME

▶ Energy Management

▼ ENERGY STAR® Commercial Buildings

The sustainable practices and innovative solutions implemented at SHC has aided in successfully earning the ENERGY STAR® label for over 180 Sears and Kmart buildings.

A building that performs in the top 25% of energy efficiency nationwide compared to its peers may be eligible for the ENERGY STAR. On average, ENERGY STAR certified buildings use 35% less energy, generate 35% fewer greenhouse gas emissions and cost 50 cents less per square foot to operate (office buildings). (Source: Cadmus Group. ENERGY STAR® Lunch N Learn. SHC Headquarters, Hoffman Estates. Lecture)

#### Find your local ENERGY STAR labeled store!

California

Colorado

Florida

Hawaii

Idaho

Illinois

Indiana

Iowa

FORSYTH, IL, 62535

**Sears (2011)**  
1607 36TH ST  
PERU, IL, 61354

**Sears (2011)**  
105 NORTHWEST HIGHWAY  
CRYSTAL LAKE, IL, 60014

**Sears (2010)**  
Market Place Mall  
Champaign, IL, 61820

FORSYTH, IL, 62535

**Sears (2011)**  
42ND AND BROADWAY  
MT VERNON, IL, 62864

**Sears (2011)**  
2917 N VERMILION ST  
DANVILLE, IL, 61832

**Kmart (2010)**  
1880 South West Ave  
Freeport, IL, 61032

▶ Facility Retrofits

### YOUR HOME

▶ Green Consultations at our Sears Home Appliance Showrooms

▼ Products

Continually works to broaden its selection of ENERGY STAR qualified products within the Home Appliances and Consumer Electronics categories.

#### ENERGY STAR® Qualified Appliances

Refrigeration

[view more](#)



Dishwashers

[view more](#)





# Discussion



# Questions & Feedback