

# Overview: Tools for Sustainability Disclosure and Analysis

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## Sustainability Reporting Frameworks of Interest

### GLOBAL

- Global Reporting Initiative (detailed below)
- CDP (formerly known as the Carbon Disclosure Project – detailed below)
- UN Global Compact

### REGIONAL

- Southwestern Pennsylvania Sustainable Business Compact, a program of Sustainable Pittsburgh

## Sustainability Raters and Indices of Interest

### GLOBAL

- Dow Jones Sustainability World Index (detailed below)
- Bloomberg ESG Disclosure Scores (detailed below)
- MSCI ESG Indices

### NATIONAL

- Dow Jones Sustainability North America Index (detailed below)

## Other Notable Performance Programs

### GLOBAL

- B Corporation Certification (detailed below)

### REGIONAL

- Pittsburgh Green Workplace Challenge, a program of Sustainable Pittsburgh (detailed below)

	<h2>Global Reporting Initiative (GRI)</h2>
<p>Description</p>	<p>- GRI promotes the use of sustainability reporting as a way for organizations to become more sustainable and contribute to sustainable development. GRI's mission is to make sustainability reporting standard practice for all companies and organizations. Allows stakeholders (of many types) to compare disclosure on the sustainability topics that matter most.</p> <p>By July 1, 2018, GRI will phase out the GRI G4 guidelines — <a href="#">the world's most widely used sustainability reporting disclosures</a> — in favor of the <a href="#">GRI Sustainability Reporting Standards</a>. A set of 36 modular standards, the GRI Standards are intended to make reporting easier for companies, including small companies, to report.</p> <p>The GRI Standards are based on the G4 guidelines, which were designed to be universally applicable to organizations of all types and sectors, large and small, across the world. G4 includes references to other widely recognized frameworks, and is designed as a consolidated framework for reporting performance against different codes and norms for sustainability. The guidance in G4 is designed to be compatible with a range of different reporting formats.</p>
<p>Primary Purpose(s)</p>	<p><b>Provide a standardized framework for developing credible and meaningful sustainability reports.</b></p>
<p>Emphasis</p>	<p>G4 places the concept of <b>materiality</b> at the heart of sustainability reporting. A material issue is any that is important to the overall performance and viability of a business.</p> <p><b>Materiality</b> is the threshold of the organization's significant economic, environmental and social impacts. These are topics that substantively influence the assessments and decisions of stakeholders. Key stakeholders — such as investors, market regulators, civil society, suppliers, employees or customers — have a vital role to play in informing an organization's materiality assessment. Taking stakeholders' views into account is central to developing a robust understanding of a company's economic, environmental, and social impacts, and of how these relate to business value and resilience. In this way G4 invites companies to analyze the fundamental links</p>

	between their sustainability impacts and their business strategy and operations.
Requirements	<p>- <b>CORE OPTION:</b> This option contains the essential elements of a sustainability report and provides the background against which an organization communicates its economic, environmental, social, and governance performance and impacts. Reporting on the organization’s management approach (DMA) related to its material Aspects is an essential requirement. Under the Core option, an organization must report at least one Indicator for all identified material Aspects.</p> <p>- <b>COMPREHENSIVE OPTION:</b> This builds on the Core option by requiring a number of additional disclosures about the organization’s strategy and analysis, governance, ethics and integrity. Under the Comprehensive option, an organization must report all Indicators for all identified material aspects.</p> <p>- <b>SECTOR-SPECIFIC ISSUES:</b> Many sectors face unique sustainability issues that should be captured in sustainability reports. In order for a reporting organization to declare that its report has been prepared ‘in accordance’ with the Guidelines, sector-specific disclosures must be provided wherever GRI Sector Disclosures are available and they apply to the organization’s sector.</p> <p>- <b>TRANSPARENCY ON ASSURANCE:</b> The G4 Guidelines ask companies to state their policy and practice on external assurance as part of their report. While GRI recommends the use of external assurance, this is not a requirement.</p>
Participation Audience(s)	<p>- Mostly larger firms but intended for organizations of any size/type.</p> <p>- Of the world's largest 250 corporations, 93% report on their sustainability performance and 82% of these use GRI's Standards to do so.</p>
Performance Recognition	Organizations must meet the transparency assurance standard in order to claim their CSR report meets GRI G4 reporting standards.
Credibility claims	Organizations can claim their CSR/Sustainability reports adhere to the GRI G4 Standard.
External Alignment	GRI G4 is aligned with other global frameworks, including OECD Guidelines for Multinational Enterprises, the UN Global Compact Principles, UN Guiding Principles on Business and Human Rights.
Number of Participants	23,802 GRI Reports in the program
Length of Endorsement for Achievers	1 year

	<p><b>CDP (formerly known as the Climate Disclosure Project)</b></p>
<p>Description</p>	<p>CDP is an international, not-for-profit organization providing a global system for companies and cities to measure, disclose, manage and share vital environmental information. It works with market forces to motivate companies to disclose their impacts on the environment and natural resources and take action to reduce them.</p>
<p>Primary Purpose(s)</p>	<ul style="list-style-type: none"> <li>- <b>CDP assesses information on climate risks and opportunities for the world’s largest companies</b> on behalf of 827 institutional investor signatories with a combined US\$100 trillion in assets.</li> <li>- <b>CDP holds the largest collection of self-reported climate change, water and forest-risk data.</b> Companies, investors and cities are better able to mitigate risk, capitalize on opportunities and make investment decisions for a more sustainable world.</li> </ul>
<p>Requirements</p>	<ul style="list-style-type: none"> <li>- <b>Climate change program:</b> CDP issues its annual information request to companies worldwide each year, after which the online response system is open for data input from disclosing companies. Corporations should submit their CDP response by the June 30 deadline. Publicly disclosed data are published in October.</li> <li>- <b>Supply chain program:</b> CDP sends out its annual information request to companies worldwide on 1 April, after which the online response system is open for data input from disclosing companies. Suppliers should submit their CDP response by the July 30 deadline. Publicly disclosed data are in January.</li> </ul>
<p>Participation Audience(s)</p>	<p>Companies, investors and cities worldwide</p>
<p>Performance Recognition</p>	<ul style="list-style-type: none"> <li>- Performance scores are made available at <a href="http://cdp.net">cdp.net</a>.</li> <li>- CDP publishes annual “Climate A List,” “Water A List,” and “Forest Leaders,” as well as historical performance shifts among firms.</li> </ul>
<p>Credibility claims</p>	<p>CDP ranking is based on scoring on the CDP questionnaire.</p>
<p>External Alignment</p>	<p>Global data partners: Bloomberg          Gold data partners: Quick, Trucost          Silver data partners: MSCI, Nedbank Capital, Thinkstep, Sustainalytics, CSRHUB, oekom research AG, Verdantix, Foundation Center, Permian Global, NTT Data</p>
<p>Number of Participants</p>	<p>5,500 organizations and 827 institutional investors globally disclose their climate change, water and forest-risk information in response to CDP’s requests.</p>
<p>Length of Endorsement for achievers</p>	<p>1 year</p>

	 <p>SOUTHWESTERN PENNSYLVANIA SUSTAINABLE BUSINESS COMPACT</p>
Description	The Southwestern Pennsylvania Sustainable Business Compact is a commitment and performance platform that provides a credible and rigorous pathway for businesses to advance and publically demonstrate their corporate sustainability achievements.
Primary Purpose(s)	<ul style="list-style-type: none"> <li>- <b>Support organizational sustainability performance capacity</b> in 14 operational areas of sustainability.</li> <li>- <b>Provide a credible platform for communicating</b> about an organization’s sustainability achievements.</li> </ul>
Emphasis	<p>14 areas of sustainable organizational capacity deployment:</p> <ul style="list-style-type: none"> <li>• Diversity, equity inclusion</li> <li>• Energy efficiency and conservation</li> <li>• Sustainable materials management</li> <li>• Smart Growth, sustainable communities, and green buildings</li> <li>• Workforce development</li> <li>• Economic prosperity</li> <li>• Water quality and stewardship</li> <li>• Transportation</li> <li>• Citizen civic engagement</li> <li>• Health and wellness</li> <li>• Air quality improvements</li> <li>• Governance and management</li> <li>• Anti-corruption</li> <li>• Product Responsibility</li> </ul>
Requirements	<ul style="list-style-type: none"> <li>• Completion of 108 sustainability indicators across 14 areas of sustainable organizational capacity.</li> <li>• Transparency requirements for higher levels of recognition.</li> </ul>
Participation Audience(s)	Large and medium-sized corporations in SWPA
Performance Recognition	<ul style="list-style-type: none"> <li>- Publically award plaques according to 3 performance levels: Challenger, Leader, and Champion</li> <li>- Promotion of achievement to media and peer organizations</li> </ul>
Credibility claims	Organizations have demonstrated evidence that they possess <b>sustainability-based organizational capacities</b> across 14 areas of sustainability as well as sectoral and regional material (i.e., significant and relevant) sustainability issues
External Alignment	Program aligned with Global Reporting Initiative (GRI) version 4.0 requirements

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Number of Participants	20 (6 achieving recognition)
Length of Endorsement for Achievers	2 years from date of program recognition

 <p>Dow Jones Sustainability Indexes</p>	<h3>Dow Jones Sustainability Indexes: World and North America</h3>
<p>Description</p>	<ul style="list-style-type: none"> <li>- DJSI serve as benchmarks for investors who integrate sustainability considerations into their portfolios; it also provides an effective engagement platform for companies that want to adopt sustainable best practices.</li> <li>- Most renowned is Dow Jones Sustainability World Index (DJSI World), <b>which tracks the performance of the top 10% of the 2,500 largest companies in the S&amp;P Global Broad Market Index that lead the field in terms of sustainability.</b></li> <li>- Made up of 14 subset indices for broad markets, blue chips, specialty/screening, and diversified portfolios.</li> <li>- Only firms that lead their industries based on this assessment are included in the indices. The indices are created and maintained according to a systematic methodology, allowing investors to appropriately benchmark sustainability-driven funds and derivatives over the long term.</li> </ul>
<p>Primary Purpose(s)</p>	<ul style="list-style-type: none"> <li>- <b>Provide market benchmarks for investors that integrate sustainability considerations into their portfolios</b></li> <li>- <b>Provide an engagement platform for companies who want to adopt sustainable best practices</b></li> </ul>
<p>Emphasis</p>	<p>Components are selected according to a systematic corporate sustainability assessment that identifies the sustainability leaders in each of 57 industry groups.</p> <ul style="list-style-type: none"> <li>- The underlying research methodology accounts for general as well as industry-specific sustainability trends and evaluates corporations based on criteria including climate change strategies, energy consumption, human resources development, knowledge management, stakeholder relations and corporate governance. While no industry is excluded in the selection process and in the composition of the Dow Jones Sustainability World Index, subsets of the index provide investors with the possibility to apply filters against certain sectors.</li> </ul>

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Requirements	<ul style="list-style-type: none"> <li>- The key factor in selecting constituents for any DJSI index is a company's Total Sustainability Score (TSS), calculated under RobecoSAM's annual Corporate Sustainability Assessment (CSA).</li> <li>- For each type of index, companies are invited to participate by filling out an extensive, industry-specific questionnaire. The assessments have been due in September in recent years.</li> <li>- For firms that do not complete the questionnaire, RobecoSAM relies on publically available information.</li> <li>- Generally, the top 10% of companies in each sector are invited to join as index benchmark companies. The percentages and industries vary by the type of index.</li> <li>- The list filters out companies per screening criteria for such areas as alcohol, tobacco, gambling, armaments, cluster bombs, firearms, landmines, adult entertainment, nuclear weapons and nuclear power generation</li> <li>- The remaining firms are weighted according to sustainability score and market capitalization.</li> </ul>
Participation Audience(s)	Invited, screened, publically traded companies that align with the index's market tracking goal.
Performance Recognition	- Being part of the index is viewed as a sustainability achievement by virtue of being a top 10% performer in an industry or sector.
Credibility claims	Organizations can claim to be included as part of the DJSI index.
External Alignment	<ul style="list-style-type: none"> <li>- Based on the RobecoSAM comprehensive sustainability assessment (CSA) questionnaire.</li> <li>- RobecoSAM monitors news coverage of companies in the universe using media stories compiled and pre-screened by RepRisk, a leading provider of business intelligence on environmental, social and governance (ESG) risks.</li> <li>- Companies are also screened by Sustainalytics, a provider of ethical investment research services.</li> </ul>
Number of Participants	2,500 largest companies in the DJSI World Index
Length of Endorsement for Achievers	1 year

<b>Bloomberg</b>	<b>Bloomberg ESG Disclosure Scores</b>
Description	<p>The Bloomberg Terminal is a seamlessly integrated information service that provides real-time data, news and analytics to help market participants make smarter, faster, more informed business decisions; it also provides execution capabilities that financial and business professionals count on.</p> <p>Sustainability issues have become material concerns for many businesses and investors. Bloomberg provides Environmental, Social and Governance product offerings to help its customers meet this challenge.</p>
Primary Purpose(s)	<p><b>- There is a lack of complete, consistent, comparable and decision-useful data that empowers the investment community to value sustainability risks and opportunities. In response, Bloomberg collects Environmental, Social and Governance (ESG) data from published company materials</b></p> <p><b>- Bloomberg covers more than 11,300 companies with ESG data</b></p>
Requirements	<ul style="list-style-type: none"> <li>- No specific requirements.</li> <li>- Publically traded firms are scored on more than 700 different sustainability metrics that are summed up into an overall ESG score.</li> <li>- Data are collected by Bloomberg analysts from public sources of disclosure.</li> </ul>
Participation Audience(s)	<ul style="list-style-type: none"> <li>- Publically traded companies</li> <li>- Institutional investors</li> </ul>
Performance Recognition	The data is available only to Bloomberg Terminal subscribers; no public recognition of ESG score is offered.
Credibility claims	ESG score is based on Bloomberg analysts' methodologies.
External Alignment	Acts as supplier of ESG information to various rating organizations.
Number of Participants	12,078 Bloomberg customers are using ESG Data.
Length of Endorsement for Achievers	ESG score updated near continuously.

 <p>Certified <b>B</b> Corporations</p>	<h2>B Corporation Certification</h2>
Description	B Corps are for-profit companies certified by the nonprofit B Lab to meet rigorous standards of social and environmental performance, accountability, and transparency.
Primary Purpose(s)	- B Corps lead a growing global movement of people using business as a force for good. Through the power of their collective voice, one day all companies will compete to be best for the world and society will enjoy a more shared and durable prosperity for all.
Requirements	<ul style="list-style-type: none"> <li>- <b>Complete the B Impact Assessment</b> (an extensive questionnaire).</li> <li>- <b>Determine the path for your corporate structure and state of incorporation</b></li> <li>- <b>Sign the B Corp Declaration of Interdependence and Term Sheet.</b></li> <li>- <b>Pay a registration fee scaled to annual sales of the firm. Ranges from \$500 - \$50,000+.</b></li> </ul>
Participation Audience(s)	Companies with a social mission
Performance Recognition	Website displays inspired stories from the B Corp blog. Website displays “Best of the Best,” a listing of Top 10% of all scorers in various assessment categories.
Credibility claims	B Corp assessment scoring and pledge
External Alignment	N/A
Number of Participants	1,600 certified B Corps from 42 countries and over 120 industries.
Length of Endorsement for Achievers	Recognition is for 2 years.

	
Description	The GWC provides businesses, non-profits, municipalities, colleges/universities, and K-12 schools the opportunity to include sustainability-based activities in an approachable competition that provides tools, information, and guidance necessary to reduce costs, improve performance, and increase long-term social and environmental sustainability.
Primary Purpose(s)	<ul style="list-style-type: none"> <li>- <b>Measure year-to-year performance improvements</b> in 7 measurable sustainability-related outcomes in sectoral cohorts of similarly-sized entities.</li> <li>- Aggregate year-to-year resource savings in 7 measurable sustainability-related outcomes across the entire field of competitors/participants.</li> </ul>
Emphasis	<p>Year-over-year measurable impacts in 7 specific areas:</p> <ul style="list-style-type: none"> <li>• Social Equity</li> <li>• Energy Performance</li> <li>• Water Performance</li> <li>• Materials Management</li> <li>• Transportation Performance</li> <li>• Air Quality</li> <li>• Employee Engagement</li> </ul>
Requirements	<ul style="list-style-type: none"> <li>• Sharing of data related to equity, energy, water, waste, and commuter performance, air quality, and employee engagement across 2 years.</li> <li>• Deployment of actions that support improved capacity to measure 7 aspects.</li> </ul>
Participation Audience(s)	Micro, small, medium, and large businesses, nonprofits, municipal governments, universities, and K-12 schools
Performance Recognition	<ul style="list-style-type: none"> <li>- Awards for top overall performance in equity, water, energy, waste, and commuter footprint, air quality, and employee engagement, as well as top performer in each sectoral and size category.</li> <li>- Promotion of achievement to media.</li> </ul>
Credibility claims	Organizations have demonstrated actual year-to-year <b>measurable improvements</b> and organizational capacities in equity, energy, water, waste, commuter footprint, air quality, and employee engagement.
External Alignment	- Program aligned with Pittsburgh Climate Initiative goals to reduce GHG emissions 20% by 2023 below 2003 levels.

	- Larger entities are steered toward participation in the SWPA Sustainable Business Compact to broaden their sustainability performance beyond the 7 measured areas in the GWC.
Number of Participants	120+
Length of Endorsement for Achievers	Period between ending of competition to the beginning of the next competition: approximately 6 months.

**Note Concerning Sustainable Pittsburgh’s Regional Performance Programs**

The SWPA Sustainable Business Compact is the broadest, most challenging regional program that a SWPA organization can use to demonstrate their sustainability performance. It consists of 14 areas of sustainability that embody the most relevant and impactful sustainability challenges in SWPA, as determined through a cohort of regional sustainability experts and professionals. It requires transparency on the part of the organizations claiming achievement in the program at the higher levels, as well as a declaration of their organization’s sectoral main sustainability challenges and how they are leading in addressing these challenges. For this reason, fewer organizations have been able to complete the higher levels of the program, but more and more organizations are showing that they are working to develop these sustainability capacities.

The Pittsburgh Green Workplace Challenge challenges regional organizations to demonstrate that they can save as much environmental resources as possible when measuring a prior year’s performance to the competition year’s performance. Points in the competition are most heavily weighted towards these measurable improvements and for employee engagement actions that scale measurable improvements. Other points are provided for organizational investments that lead to future reductions in the 7 major measurable quantities. Larger-entity participants are steered toward participation in the SWPA Sustainable Business Compact (or comparable Sustainable Pittsburgh programs for municipalities and small businesses) to broaden their capacities and overall sustainability performance.

Example Comparison/Contrast of Sustainability Reporting Initiatives:  
Lockheed Martin and Exelon Corporation

		
Sector/ Industry	Capital goods/aerospace/defense	Electric utilities
DJSI Indices	DJSI World 2014–2016 DJSI North America 2013–2016	DJSI North America 2005–2016
GRI G4	<p>“Core” reporting standard, with the following additional disclosures:</p> <p>Governance disclosures with metrics:</p> <ul style="list-style-type: none"> <li>• Anti-bribery and anti-corruption</li> <li>• Ethics Supplier Mentoring</li> <li>• Business Code of Conduct Training (BCCT) for Sensitive Information and International Trade Compliance, and for International Business Practices.</li> <li>• Privacy Impact Assessments</li> <li>• External stakeholder participation in the Core Issues Assessment</li> <li>• Sustainable Supply Chain Management Voluntary Assessment</li> <li>• Ethics training and anti-retaliation programs</li> </ul> <p>Other material areas disclosed with tracking metrics:</p> <ul style="list-style-type: none"> <li>• Product performance issues</li> <li>• Talent competitiveness</li> <li>• Supplier sustainability</li> <li>• Resource Efficiency</li> <li>• Information security</li> </ul>	<p>“Core” reporting standard</p> <p>General governance statement</p> <p>Other material areas disclosed tracking with metrics:</p> <ul style="list-style-type: none"> <li>• Fuel Diversity and Generation</li> <li>• Generation Efficiency</li> <li>• Investments in Energy Infrastructure</li> <li>• Value of Clean Energy</li> <li>• Cyber Security/Physical Security</li> <li>• Energy Affordability</li> <li>• Innovative Products and Services</li> <li>• Service to Customers</li> <li>• Air Quality</li> <li>• Climate Adaptation/Resiliency</li> <li>• GHG Emissions</li> <li>• Habitat and Biodiversity</li> <li>• Nuclear Fuel Cycle</li> <li>• Water Management</li> <li>• Diversity and Inclusion</li> <li>• Employee Engagement</li> <li>• Health, Safety and Wellness</li> <li>• Workforce Planning</li> <li>• Community Development</li> <li>• Public Health and Safety</li> </ul>

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CDP	CDP Climate A List 2013–2016 (known as CDP Climate Performance Leadership Index until 2015)	CDP Climate Disclosure Leadership Index (CDLI) 2004–2015
RobecoSAM Sustainability Yearbook Distinctions 2016	Sustainability Leaders 2016, Aerospace and Defense: RobecoSAM Silver Class	Not listed
CEO Performance Tied to Sustainability	Not explicitly stated; no clear connection, likely no connection	Yes
CERES Company Scorecard Highlights (2014)	<p>Top performance in:</p> <ul style="list-style-type: none"> <li>• Governance for Sustainability Overall</li> <li>• Board Oversight</li> <li>• Focus Engagement Activity</li> <li>• Stakeholder Dialog</li> <li>• GHG Emissions and Energy Efficiency</li> <li>• Employee training</li> </ul> <p>Weakest Areas:</p> <ul style="list-style-type: none"> <li>• Investor engagement</li> <li>• Executive compensation</li> <li>• Financial disclosure documents</li> <li>• Verification and assurance</li> <li>• Engaging suppliers</li> <li>• Design for sustainability</li> </ul>	<p>Top performance in:</p> <ul style="list-style-type: none"> <li>• Governance for Sustainability Overall</li> <li>• Board Oversight</li> <li>• Management Accountability</li> <li>• Executive Compensation</li> <li>• Stakeholder Engagement Overall</li> <li>• Focus Engagement Activity</li> <li>• Stakeholder Dialogue</li> <li>• Investor Engagement</li> <li>• Disclosure Overall</li> <li>• Standards for Disclosure</li> <li>• Disclosure in Financial Filings</li> <li>• Vehicles for Disclosure</li> <li>• GHG Emissions and Energy Efficiency</li> <li>• Water Management</li> <li>• Employee training</li> <li>• Design for sustainability</li> </ul> <p>Weakest Areas:</p> <ul style="list-style-type: none"> <li>• Verification and assurance</li> <li>• Engaging suppliers</li> <li>• Measurement and disclosure</li> </ul>

		
Newsweek Ranking of top 500 Green Companies 2016 (vs. 2015 rank)	47 (56)	37 (61)
Member of Business Roundtable for Sustainable Development	Yes	No

### Lockheed Martin/Exelon Comparison Summary

Both companies show leadership on sustainability reporting and disclosure. LMT is a broader company, focusing on capital goods and aerospace/defense. Exelon speaks more directly to the utility sector and energy sector. LMT's strongest areas are in governance, as well as ethics and anti-corruption practices. It is part of the DJSI World Index as a leader in the Capital Goods/Aerospace/Defense business for these high standards of anti-corruption. It is weaker in connection with financial performance and disclosure. LMT targets conflict mineral problems knowing that it uses rare elements in its products. It tracks energy and resource reductions from a 2010 baseline — and shows significant progress. LMT practices energy efficiency along the lines that Exelon does.

EXC is more focused on energy issues. It is a North American leader in the utility sector, although not a world leader. It has a long history of participation in GRI, CDP, and DJSI. EXC's reporting focuses mostly on environmental issues and is weaker on broader issues of governance and supply chain.

### Assessment

Both would be strong representatives of sustainability practices for the Pittsburgh market and can inspire broader regional engagement in sustainability worthy of emulation. LMT is a stronger representative of what is required to do business on the world stage in a diversified portfolio of high-tech products and services. Key material issues focus on governance, ethics, and anti-corruption. EXC is a stronger representative of utility and energy sector sustainability issues, focusing more on environmental sustainability issues. EXC's longtime status as a leader in sustainability

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performance in the utility/energy sector sets a high bar for any such regional energy/utility company.

## Resources

### LMT

[http://www.ceres.org/roadmap-assessment/progress-report/company-scorecards/company-scorecard/@@company\\_detail\\_view?company\\_id=001A000000OONUyIAP](http://www.ceres.org/roadmap-assessment/progress-report/company-scorecards/company-scorecard/@@company_detail_view?company_id=001A000000OONUyIAP)

<http://www.newsweek.com/green-2015/top-green-companies-u.s.-2015>

<http://businessroundtable.org/resources/sustainability/2015/companies/lockheedmartin>

<http://www.washingtonpost.com/news/business/wp/2015/03/20/from-fighter-jets-to-fish-farms-why-lockheed-martin-is-taking-on-climate-change/>

<http://www.satprnews.com/2015/10/10/lockheed-martin-camden-facility-earns-arkansas-environmental-federation-diamond-award-for-turning-waste-into-revenue/>

<http://www.greenbiz.com/article/how-lockheed-martin-helped-green-us-embassy-nicaragua>

[http://www.csrhub.com/CSR\\_and\\_sustainability\\_information/Lockheed-Martin-Corporation/](http://www.csrhub.com/CSR_and_sustainability_information/Lockheed-Martin-Corporation/)

<http://www.lockheedmartin.com/us/news/press-releases/2015/september/2015-dow-jones-sustainability-index.html>

<http://www.lockheedmartin.com/us/news/press-releases/2015/april/lockheed-martin-reporthighlightssustainabilityachievements.html>

<http://www.fastcompany.com/1653464/sustainability-faceoff-raytheon-vs-lockheed-martin>

### EXC

[http://www.ceres.org/roadmap-assessment/progress-report/company-scorecards/company-scorecard/@@company\\_detail\\_view?company\\_id=001A000000QF650IAD](http://www.ceres.org/roadmap-assessment/progress-report/company-scorecards/company-scorecard/@@company_detail_view?company_id=001A000000QF650IAD)

<http://www.newsweek.com/green-2015/top-green-companies-u.s.-2015>

[http://www.morningstar.com/news/business-wire/BWIPREM\\_20150914005968/exelon-recognized-for-industry-leading-sustainability-performance-for-tenth-year-in-a-row.html](http://www.morningstar.com/news/business-wire/BWIPREM_20150914005968/exelon-recognized-for-industry-leading-sustainability-performance-for-tenth-year-in-a-row.html)

<http://annovalng.com/news/new-exelon-report-shows-companys-transition-to-sustainable-energy-future>

<http://www.ceres.org/roadmap-assessment/roadmap-in-action/governance/linking-employee-compensation-with-environmental-performance>

<http://blog.constellation.com/2015/06/23/exelon-ranks-top-5-most-green-companies/>