

# Triodos Bank

## **Portfolio Triodos Sustainable Mixed Fund**

Through Triodos Sustainable Mixed Fund, you can invest in listed companies that combine a strong financial position with solid social and environmental performance. In addition to the usual risk and return analysis, we make a thorough assessment of how sustainable these companies are. Triodos Bank's research team is responsible for the sustainability research, which it uses to define our investment universe, based on social and environmental criteria. Delta Lloyd Asset Management, which handles the financial side of the fund's management, then selects the investment mix from this investment universe.

*The information in this document has been included in good faith, is intended for general informational purposes only and can be amended from time to time. It should not be relied on for any specific purposes and no rights can be derived from it.*

Below are the listed companies that Triodos Sustainable Mixed Fund currently invests in, as per ultimo September 2017. These are among the most sustainable companies in the world. The list also includes countries and regions that the fund invests in through bonds.

### **ABN AMRO**

Best in class - Banks, Netherlands

ABN AMRO Group NV provides various banking products and services for retail, private, commercial, and merchant banking clients in The Netherlands and internationally. ABN AMRO is a co-founder of the Equator Principles, and provides adequate reporting on the project finance it undertakes. The company also has a strong policy on responsible investment, and it has established an in-house Investment Engagement Committee. The company chooses suppliers who meet its social standards and encourages them to bring sustainability performance in line with the ISO 26000 standard. The company committed to reduce its carbon footprint by reducing energy consumption substantially. Green energy is used in the vast majority its Dutch offices.

### **Achmea**

Best in class - Insurance, Netherlands

Achmea is the largest insurance provider in the Netherlands, with Non-life, Health and Income Protection insurance products as its core competences, but is also a major institutional investor. Achmea has a Responsible Investment Policy that includes engagement on investments, exercising shareholder voting rights, implementation of sustainability criteria in the investment process, exclusion of controversial countries and manufacturers of controversial products, and impact investment aimed at clean technology, sustainable energy, micro-credit providers and health innovation. The company became carbon neutral by 2011 through a combination of energy efficiency measures and carbon offsetting.

### **Acuity Brands**

Pioneer – Climate Protection, United States

Acuity Brands' core business is light, for industrial, infrastructure and residential use. The company's products include everything from standard lamps and controls to integrated lighting systems, but also prismatic skylights to bring the daylight inside and services for lighting optimization. Acuity focuses on the creation of an 'ecosystem' of products by integrating indoor and outdoor lighting, day lighting and digital controls. Its energy efficient lighting products and intelligent control software help to minimise energy consumption. The company aims to avoid adverse impact of its business on the environment and the communities in which it operates and has implemented a due diligence framework for responsible sourcing of minerals that is consistent with OECD guidelines. Acuity reduced electricity consumption of its operations by 36 percent since 2006 and received LEED energy-efficiency certification for its facilities in Ohio and New York.

### **Adecco**

Best in class - Commercial & Professional Services, Switzerland

Adecco provides Human Resources services, like temporary staffing, permanent placement, outsourcing and consulting, with the purpose to help people find 'better work, better life'. The main focus areas of its Corporate Responsibility efforts are its workforce and associates. The Way to Work program offers youngsters opportunities to gain work experience through internships within Adecco or with one of its clients. The company established a global associate board composed of 200 members of one of its largest stakeholder groups, 18- to 26-year-olds from different countries and backgrounds, to learn about their wishes on the Future of work. In the Win4Youth employee engagement program employees take part in sports events and achievements are turned into donations to support youngsters in need a better start in life and work.

### **Adobe**

Best in class - Software & Services, United States

Adobe produces software, with Acrobat Reader topping the list of well-known programs it offers. Other programs, like Photoshop and Dreamweaver, allow customers to create and publish their digital content. The company promotes the power of creativity to inspire positive change. Adobe particularly stands out for its efforts to reduce its environmental footprint. The company's ultimate goal for its facilities is to produce or offset as much energy as they consume, resulting in net zero energy usage, and to conserve natural resources by building and managing facilities with the environment top of mind. The company set a target to power its operations and digital delivery of products entirely with 100 percent renewable electricity by 2035. The Adobe Youth Voices program helps youth develop their creative voices through digital storytelling techniques, putting a spotlight on issues they care about.

### **Aetna**

Best in class - Health Care Equipment & Services, United States

Aetna provides health care insurance to more than 45 million people in the US. The company aims to make the world healthier. To that end, it is building a simpler health care system that allows consumers to get the right care at the right time. It offers healthy life style coaching programs that focus on stress reduction, quit smoking, weight reduction and improvement of physical activity. The Aetna Foundation launched the Healthier World Innovation Challenge, to bring digital health innovation to vulnerable communities. The company also stimulates its employees to volunteer in community service. Its energy-use reduction program includes environmental LEED recognition for facilities and production of renewable energy by means of solar panel installations.

### **Agence Française de Développement**

Best in class - Diversified Financials, France

Agence Française de Développement (AFD) is a governmental agency that implements France's development assistance to developing countries and overseas territories. The agency finances and helps to implement development projects and aims to contribute to more sustainable and shared economic growth. The AFD projects improve the lives of millions of people by means of the provision of public transportation, the improvement of homes in slum districts, education and employment training programs, access to drinking water or improved sanitation services, financial support of small businesses and aid to family farms. For large projects, the agency performs impact assessments and monitors the environmental and social effects during realization. AFD values transparency and maintains a regular dialogue with stakeholders like parliamentarians, ministries, regional and local authorities, enterprises and civil society organizations. It raises the French public's awareness of development issues.

### **Akzo Nobel**

Best in class - Materials, Netherlands

AkzoNobel is a chemicals company with a strong focus on paints and coatings. The company's commitment to sustainability is reflected by the remuneration of its executive board that is partly linked to sustainability performances. It maps total greenhouse gas emissions of its coatings over their lifetime and focuses on Ecopremium products with a significantly better environmental footprint than competing offers. The company aims for 45% renewable energy use in 2020, which is material as its electricity consumption compares to that of a country like Lithuania. In addition, AkzoNobel has strong social supply chain standards and monitors compliance with respecting basic labour rights.

### **Amadeus IT Holding**

Best in class – Software & Services, Spain

Amadeus provides transaction processing power for the global travel and tourism industry. It builds the technology that enables travel agents and websites to book airline, rail, cruise and ferry tickets, hotel rooms, car hire and tour packages, but it also creates the systems that allows travelers to do everything from selecting their seat to reclaiming their luggage, once a booking is made. Amadeus has developed technology for its customers to reduce greenhouse gas emissions, for example by increasing the flight efficiency of airlines, leading to less fuel and less CO<sub>2</sub>. The company also supports initiatives in sustainable tourism, for example by creating a donation tool in partnership with UNICEF that asks travelers for a small donation for specific projects during the flight booking process. The company also partners with important tourism industry stakeholders to develop sustainable travelling and tourism.

### **Anthem**

Best in class - Health Care Equipment & Services, United States

Anthem is one of the largest health insurance companies in the United States. The company is committed to providing medical care to individuals in low-income groups. To motivate its associates to achieve a healthy lifestyle, Anthem offers programs that focus on five areas: Move More, Stress Less, Eat Better, Practice Prevention and Stop Smoking. The company also sets goals and discloses its progress on energy and water conservation, waste diversion and carbon footprint reduction. The Anthem Foundation offers the Healthy Generation grant for initiatives that improve public health, including a first aid training program for people suffering from cardiac arrest that more than 3 million people participated in.

### **ASML**

Best in class - Semiconductors & Semiconductor Equipment, Netherlands

ASML is the world's leading provider of lithography systems for the semiconductor industry. The company manufactures complex machines that are critical to the production of integrated circuits or microchips. It places great emphasis on its sustainability performance. Sustainability issues are discussed in a dedicated senior committee. Environmental efforts are in place for both products and processes and focus particularly on the reduction of greenhouse gas emissions and waste reduction with clear targets in place. ASML also takes due consideration of its employees and the employees of its suppliers. The company has programs in place to reduce health and safety incidents and the incident rate has seen a significant decline in recent years.

### **Assa Abloy**

Best in class - Capital Goods, Sweden

Assa Abloy makes all kinds of locks and door opening devices, ranging from mechanical locks that can be found in every private home, through automatic revolving doors and air curtains for shops and public buildings, to electronic hotel locks and smart access cards for businesses. The building industry has a strong focus on sustainability as an increasing number of buildings obtain environmental certification. Assa Abloy responds to this development by making its newly developed products as energy efficient as possible and considering the entire life cycle of products in the innovation process. The company also works to reduce its own environmental impact, by reducing energy intensity and decreasing water use and hazardous waste production. Assa Abloy implemented strong programs for health and safety in the workplace and has a zero-accident target.

### **Atlas Copco**

Best in class - Capital Goods, Sweden

Atlas Copco provides the manufacturing (including automotive), construction and mining industries with compressors, generators, construction and mining equipment and a wide range of industrial tools. Improved energy efficiency is one of Atlas Copco's most important drivers in product development, especially in relation to compressed air equipment, where substantial reductions in both costs and carbon dioxide emissions can be achieved. The company has a focus on social issues and a strong human rights policy.

## **Austria**

Best in class - Country

Austria is a country with a well-functioning democracy and a government that looks after the well-being of its citizens. The country is not subject to international sanctions and has signed and ratified important international conventions.

## **Baxter**

Pioneer – Healthy People, United States

Baxter provides hospital products, for the delivery of fluids and drugs to patients, and renal products for patients with kidney failure. The company has nine sustainability priorities, divided into three categories: Our People, Our Operations and Products, and Our World. Part of its priority to reduce its carbon footprint is the sourcing of more than 20% of energy used from renewable sources. Baxter uses life cycle assessment to evaluate the environmental performance of its products and determine ways to reduce environmental impact. The company commits itself to improve access to healthcare for the 'base of the pyramid' in developing economies by means of strategic product donation. Baxter's Sustainability Steering Committee oversees the company's sustainability strategy.

## **Becton, Dickinson and Company**

Pioneer - Healthy People, United States

Becton, Dickinson and Company (BD) produces a broad range of medical supplies, laboratory equipment and diagnostic products. The company recognises that the healthcare system in developed countries is focused reactively on fixing health problems instead of working proactively to prevent them and aims to help shift the dynamic toward wellness. BD commits to the access to health care and works with agencies and nonprofit organisations to build and strengthen healthcare infrastructures, to improve clinical practice and to support local communities. The company exceeded its environmental targets with almost 50% hazardous waste reduction and powering more than 30% of worldwide operations with renewable energy.

## **Beijing Enterprises Water Group**

Pioneer - Clean Planet, Hong Kong

Beijing Enterprises Water Group owns and operates over 90 water supply plants and water sewage treatment plants in Beijing and other regions, mainly in the eastern part of China. It has actual water treatment capacity over 10,000,000 tons per day. With almost 90% of revenues from water and sewage/waste-water treatment operations, the company contributes to the availability of clean drinking water and the cleaning of waste water which are important to the health of people and a clean environment.

## **Belgium**

Best in class - Country

Belgium is a country with a well-functioning democracy and a government that looks after the well-being of its citizens. The country is not subject to international sanctions and has signed and ratified important international conventions.

## **BMW**

Best in class - Automobiles and Components, Germany

BMW's core business is the manufacture and sale of cars and motorcycles worldwide under the BMW, MINI, and Rolls-Royce brands. In addition, the company provides financial services with a focus on car leasing, retail customer and dealer financing. Next to BMW's Efficient Dynamics development strategy that aims to make vehicles with conventional petrol and diesel engines more efficient, BMW launched its first electric car BMW i3 and plug-in hybrid model BMW i8 in 2014. Furthermore, the BMW i brand provides mobility services in service areas such as car-sharing (DriveNow) and recharging infrastructure for electric vehicles (ChargeNow). In the development of the BMW i3 and i8 the company employed a Life Cycle Engineering approach to integrate environmental aspects in the development and design of the vehicles. This method has subsequently been carried out on BMW Group vehicles with combustion engines.

### **Boston Properties**

Best in class - Real Estate, United States

Boston Properties owns, develops and manages office space, mainly in Boston, New York, San Francisco and Washington. The company's sustainability efforts are centered on energy efficiency, waste reduction, water conservation and green cleaning. It established a sustainability committee that identifies and implements sustainable building practices. Boston Properties invests in energy systems to reduce the cost of operations, from which both the company and its tenants profit. It is committed to the US Green Building Council's LEED® (Leadership in Energy and Environmental Design) certification program. The company also partners with its tenants to further their sustainability objectives.

### **BT Group**

Best in class - Telecommunication Services, United Kingdom

BT Group (British Telecom) helps its customers connect by providing telecommunication and internet products and services. The company is a leader in quality certification, customer satisfaction and responsible marketing practices. Through its Better Future program BT Group has set three goals to achieve sustainable growth until 2020. With Net Good the company helps society to live within the constraints of the planet's resources, for instance by promoting car-sharing, the use of green energy and signing up to climate change initiatives. Remarkably, BT Group has committed to helping its customers reduce carbon emissions by at least three times the total carbon emissions of its business activities. Connected Society aims to help improve society globally through the power of digital connections and inclusion. In Improving Lives BT joins forces with a coalition of companies to make sustainable living the new normal.

### **Canadian National Railway**

Pioneer - Clean Planet, Canada

Canadian National Railway (CN) is the largest railroad company in Canada, but its networks extend to the central US. The company transports mostly freight, from grain and forest products to industrial products and cars. CN aims to deliver goods safely and responsibly. It is committed to the safety of its employees, customers and the public, and strives to be the safest railroad in North America. CN's safety management system encompasses people, process and technology. Although rail is the most energy-efficient method of moving freight over land, the company has a program to improve the efficiency of its operations, both in vehicles, buildings and yard operations. When rail lines are discontinued, CN makes an effort to identify secondary uses for those corridors, for instance for recreational activities or public transportation. With its rail transport services, CN contributes to a cleaner planet.

### **Carrefour**

Best in class - Food and Staples Retailing, France

Carrefour operates hypermarkets, supermarkets, convenience stores, discount stores, and cash-and-carry stores. With many own brand products, important issues for the company are biodiversity, factory farming, genetic engineering, and basic labour rights. Carrefour has clear targets and deadlines for the use of sustainable palm oil and for sustainable fish products. Carrefour's product range includes organic foods and it has a clear policy on the use of GMOs, including a ban on GMO animal feed. Its labour standards and management program for suppliers include monitoring and corrective measures.

### **China Everbright International**

Pioneer - Clean Planet, China

China Everbright provides environmental services in China, including waste-to-energy, waste water treatment, biomass utilisation, hazardous waste treatment and renewable energy. It has a construction and engineering center for the development of its environmental protection and alternative energy projects. The company pioneers in the development of urban-rural projects, combining household waste-to-energy and agricultural biomass utilisation, which solves the air pollution caused by the burning of straw. The Everbright Environmental Protection Technology Institute conducts research and develops environmental technologies, both in-house and in cooperation with national and international research institutes. All operating plants received internationally environmental ISO 14001 certification.

### **Cisco Systems**

Best in class – Technology hardware and Equipment, United States

Cisco Systems' IT products connect networks and people, and contribute to shaping the Internet of Everything. The company recognises data security and privacy as one of its key CSR issues, together with – among others - digital inclusion and energy efficiency of products. The Cisco Trust and Transparency Center on the company's website provides customers with information about cybersecurity to help them manage risk. In addition, the company publishes an annual Security Report. Through its Accessibility Initiative, Networking Academy and Get Connected course, Cisco helps people with disabilities, trains students for careers in ICT and introduces people to basic computer and internet skills. By means of Design for Environment, focusing on the reduction of energy waste during operation, the company designs new products for longevity and with end of life in mind.

### **Coca-Cola Hellenic Bottling**

Best in class - Food, Beverages and Tobacco, Greece

Coca-Cola HBC is one of the largest bottlers of non-alcoholic beverages in Europe. Among the brands it bottles are Coca-Cola, Fanta, Sprite and Nestea. Water is largest component of the company's products and it is committed to reduce, recycle and replenish the water it uses. Coca-Cola HBC has strong and detailed water saving programmes, setting a goal of reducing its water use ratio with 40% per litre of produced beverage by 2020. The company also participates in environmental partnerships to protect watersheds and raise public awareness. Water stewardship is one of the four themes of the company's community investment. Sugar and fruit are the main agricultural raw materials used in Coca-Cola HBC's products. The company works with key suppliers to improve the sustainability of its agricultural supply chain. In addition, it aims to improve its energy efficiency by switching to cleaner energy sources and developing low-carbon technologies.

### **Cognizant**

Best in class - Software & Services, United States

Cognizant Technology Solutions offers consultancy and information technology related services to manage business processes. Its sustainability efforts are focused on where it can have the greatest impact: Educational Opportunity, Environmental Stewardship and Employee Development. The Making the Future programme in the US sponsors educational activities in areas such as computer programming, robotics, 3D printing and wearable technology. In India the company helps 100 schools to achieve a 100% pass rate, 100% graduation rate and 100% employability rate. Cognizant's environmental initiatives include purchases of renewable energy, improved facilities design, and re-engineered business processes. The Go Green energy programme already accomplished a reduction of carbon emissions with 53% when compared to 2008. The Cognizant Academy offers both interactive and classroom-based learning programmes to help employees at each career stage.

### **Comcast**

Best in class - Media, United States.

Comcast is a global mass media conglomerate, providing TV-, internet-, and telephone services. The company is the largest home internet service provider in the United States. It employs several initiatives to benefit the community, such as providing free or low cost internet services to low income households through Comcast's Internet Essentials programme. The company's diversity and inclusion initiatives have been acclaimed and awarded on a number of occasions. Comcast also focuses on reducing energy usage, both in serving its customers as well as in its own business operations, for example through increasing the number of hybrid company vehicles.

### **Comunidad de Madrid**

Best in class - Country

Comunidad de Madrid is regional government in Spain, a country with a well-functioning democracy and a government that looks after the well-being of its citizens. Spain is not subject to international sanctions and has signed and ratified important international conventions.

### **Continental**

Best in class - Auto Parts & Equipment, Germany

Continental manufactures auto parts like tires, brake systems, and powertrain and chassis components. The parts are also used in other products, such as wind turbines for energy generation. The company aims to increase the safety, comfort and energy efficiency of vehicles, and make mobility affordable for everyone. Continental is a signatory of the Global Compact of the United Nations and supports its principles in the areas of human rights, labour, environment, and anti-corruption. The company has set environmental, social, and legal requirements for its suppliers in its Code of Conduct. The compliance of new suppliers is assessed before an order is placed. A majority of suppliers have certified environmental management systems, as have the majority of Continental's own locations.

### **Council of Europe Development Bank**

Best in class – Banks, France

Council of Europe Development Bank (CEB) is a multilateral development bank that provides banking and financial services in Europe. It grants loans to finance social projects for governments, local or regional authorities, and public or private financial institutions. The company provides its services to education and vocational training, health, and social housing sectors, as well as to SMEs and for the protection of environment. CEB is actively involved in the financing of projects to support financially disadvantaged people and economically underdeveloped regions. The company adopted the European Principles for the Environment (EPE), which are aimed at establishing a common approach to environmental management associated with the financing of projects.

### **Crédit Foncier**

Best in class - Banks, France

Real estate financier Crédit Foncier de France is a wholly-owned subsidiary of French bank Groupe BPCE. The company publishes a detailed section on ESG issues in its annual report and on its corporate website. Crédit Foncier has established programs to increase workforce diversity, with a focus on integrating people with disabilities. The parent company, BPCE, has implemented a very strong environmental management system across its operations, and set targets for its direct greenhouse gas emissions, which it also reports upon. Its carbon emissions intensity is well below the industry average. Crédit Foncier offers a range of sustainability-related financial services in the form of assistance and finance for 'green' real estate projects, both for individual and corporate customers. It also cooperates with certain NGOs to launch initiatives to favor sustainable social housing development.

### **Danske Bank**

Best in class - Banks, Denmark

Danske Bank is the largest bank in Denmark and one of the leading financial enterprises in northern Europe. The company has extensive programmes for financial literacy, including educational websites for children and young people. It has achieved CO2 neutrality through energy reductions and investments in projects that generate genuine CO2 reductions. Danske Bank promotes the use of renewable energy sources. It has a Corporate Responsibility Board in which several executive directors participate. Danske Bank's SRI policy covers human rights, arms, working conditions, the environment and anti-corruption.

### **Delphi Automotive**

Best in class – Automobiles & Components, United States

Delphi Automotive makes parts for cars and trucks, specializing in electrical and electronic parts, power train, safety and thermal systems for cooling and heating. With its products, the company contributes to safer vehicles with better fuel efficiency and lower carbon emissions, by reducing the weight of parts and their power use. For example, Delphi's vehicle sound generator that enables pedestrians to detect nearly silent hybrid and electric vehicles is three times lighter than a conventional product and uses 90 percent less power. Delphi also aims to reduce the environmental impact of its operations and has implemented certified environmental and quality management systems at all manufacturing facilities.

## **Denso**

Best in class - Automobiles & Components, Japan

Denso supplies technology, systems, and components to all major carmakers in the world. The company is committed to minimising the environmental impacts of automobiles by developing technologies such as fuel cell monitoring units or high-pressure hydrogen sensors that are installed in fuel cell vehicles. Furthermore, Denso aims to prevent tragic traffic accidents by providing advanced driving assistance technologies such as radar and vision sensors that can detect obstacles and pedestrians in front of a vehicle. The company has a very strong environmental management system and approximately 80% of its operations have received ISO 14001 certification.

## **Dentsply Sirona**

Pioneer - Healthy People, United States of America

Dentsply Sirona was created from a merger between US-based DENTSPLY International and Austria-based Sirona in February 2016. The company makes everything a dentist needs to help his patients, from preventive services to tooth replacement and from imaging systems to dentist chairs. Keystone to the company's corporate social responsibility is its Oral Health Improvement Initiative, through which it supports oral health education, treatment and prevention programs and dental student research and education. In the workplace, Dentsply Sirona focuses on career development, equal opportunity and health and safety. The company's environmental efforts center on energy management and use of renewable energy, and the reduction of hazardous waste. Local teams are given access to statistical data to develop environmental impact reduction strategies.

## **Deutsche Börse**

Best in class - Diversified Financials, Germany

Deutsche Börse provides stock exchange services to institutions and private investors. In its Corporate Citizenship initiatives, the company focuses among others on Education and research. It provides free learning material for teachers and shares know-how with business and economics students. Deutsche Börse promotes the use of ESG data in investment decisions by offering sustainability information free of charge on its website. The Equinix data center is the motor of the company's business and since 2012 all servers at the center have been supplied with hydroelectric power. In 2013, the company's headquarters received the 'Green Building Award'.

## **Deutsche Post**

Best in class - Transportation, Germany

Deutsche Post provides express delivery and logistics services under the Deutsche Post and the DHL brand names. Being one of the world's 10 largest employers, the company recognises that employees are its most valuable resource and encourages them to develop their potential to the full. With the Certified initiative it aims to develop all employees into certified experts and specialists. The company promotes diversity of its workforce, employee representation and a safe working environment. With more than 90,000 vehicles and 250 aircraft in operation, Deutsche Post puts a lot of effort in the reduction of greenhouse gases. Measures include renewal of the air fleet and the use of alternative energy sources for vehicles and buildings. With GoGreen Solutions it provides customers with environmentally-friendly products to help them optimize the environmental efficiency of their own business processes.

## **Deutsche Telekom**

Best in class - Telecommunication Services, Germany

Deutsche Telekom connects people with a wide range of communication services such as wireless, data, and telephone services. The company takes responsibility for a low-carbon society by offering services to dematerialize business processes such as online billing, digitized workflows and cloud computing. Furthermore, Deutsche Telekom analyses the CO2 reduction potential of its products and services and systematically measures its direct and indirect emissions along its value chain. Given its role as a provider of telecommunications network services, the issue of cyber security is of major importance for the company. Deutsche Telekom established the Cyber Defense Center to protect its customers from online dangers by identifying cyber-attacks and responding with countermeasures.



## **Diageo**

Best in class - Food, Beverages and Tobacco, United Kingdom

Diageo is specialised in spirits but also produces a branded collection of beer and wine. Main brands include Johnnie Walker, Smirnoff, Baileys and Guinness. The company recognises that misuse of alcohol can cause serious problems for individuals and society and it is a leader in developing programs to diminish and prevent the negative effects of alcohol use. Diageo supports over 370 responsible drinking programs in more than 50 countries. These programs aim to prevent drunk driving, underage drinking and excessive drinking. With water as a main ingredient of its products, water stewardship is the most important aspect of Diageo's environmental strategy. The company set targets for water efficiency, decrease of water wasted in water stressed areas and water quality. Its Water of Life program invests in access to clean water in local communities. The company includes ESG performance targets in executive compensation.

## **DS Smith**

Pioneer - CSR Pioneer, United Kingdom

DS Smith's core business is the manufacturing of corrugated packaging that is largely made of recycled material. The company is leading in the shift in mind-set from linear to circular, from supply chain to supply cycle. It sources used paper and old corrugated cases from retailers and traders and uses the fibre to make recycled paper, which in its turn is used to make corrugated board. It offers a full recycling service, including materials such as glass and metals, with a focus on recycling, to help its customers achieve zero waste. The company also produces specialist plastic packaging, like plastic bags, taps and fitments for use in bag-in-box packaging for liquids. In its PackRight Centers, customers co-create and design the right packaging solutions for their products, supported by DS Smith tools, services and skilled individuals.

## **DSM**

Best in class - Materials, Netherlands

DSM's health, nutrition and materials products are used in many industries, ranging from food and feed, personal care, medical devices, automotive, paints, alternative energy and bio-based materials. The company's purpose is to create brighter lives for people today and generations to come. It measures the environmental and social impact of its products during their lifecycles to improve their sustainability. This results in the Brighter Living Solutions, combining ECO+ - and People+ products that have measurably less impact than mainstream products and that make up 60% of DSM's product portfolio. DSM Bio-based Products & Services is a pioneer in renewable energies and building materials. The company's Nutrition Improvement Program aims to fight hidden hunger and to serve people at the bottom of the pyramid.

## **Edwards Lifesciences**

Pioneer - Healthy People, United States

Edwards Lifesciences manufactures heart valves and repair products used to replace or repair a patient's diseased or defective heart valve. Its products include trans-catheter valves that allow clinicians to deliver valves via a catheter, eliminating the need for traditional open-heart surgery. The company's hemodynamic monitoring systems are used to measure a patient's heart function in surgical and intensive care settings. Edwards partners with clinicians to develop life-saving innovations. In 2014, the company launched a new philanthropic initiative – Every Heartbeat Matters – with the goal to, by 2020, support the education, screening and treatment of one million underserved people that suffer from heart valve diseases.

## **European Investment Bank**

Best in class - Diversified Financials, Luxembourg

The European Investment Bank (EIB) is the long-term lending bank of the European Union. Its operational priorities include economic and social cohesion and convergence; support for small and medium-sized enterprises; and protection and improvement of the environment. EIB has put in place strong governance-related, social and environmental policies and programs.

## **Evonik Industries**

Best in class - Materials, Germany

Evonik provides chemical elements that are used in a broad range of products, including animal nutrition, healthcare and consumer products. Evonik's commitment to sustainability is reflected in its CR Steering Committee which is responsible for developing and implementing the CR strategy as well as in the coupling of executive compensation with ESG performance targets. Health and safety is a top priority at Evonik and the company implemented strong programs including extensive guiding principles on occupational and transportation safety for its employees. These measures are also externally recognized since the majority of Evonik's sites have been certified according to OHSAS 18001. The company aims to reduce the environmental impacts of its manufacturing processes and sets targets to reduce its greenhouse gas emissions and water consumption by 12% until 2020 (based on 2012 levels).

## **First Solar**

Pioneer - Climate Protection, United States

First Solar is notable for its integration of all steps in the entire solar value chain. The company manufactures solar power modules and mounting systems, but also develops, finances, engineers, constructs and operates large PV power plants. Its integrated approach reduces risk and costs and increases reliability for the owner. First Solar also develops off-grid systems for underserved energy markets, bringing power to some of the 1.3 billion people without access to a modern energy grid. The company has integrated environmental responsibility into every aspect of the product life cycle, from raw material sourcing through to end-of-life collection and recycling. Furthermore, careful site selection, focused on low value land, community involvement, impact mitigation and biodiversity protection, are part of its power plant development.

## **Ford Motor**

Best in class – Automobiles & Components, United States

Ford manufactures vehicles, auto parts, and accessories worldwide. In its multi-decade strategy Blueprint for Mobility, the company outlines its vision of the car as part of a broader transportation network based on vehicles that can communicate with one another to avert accidents and to warn of traffic and infrastructure delays. In 2014, Ford started 25 mobility experiments around the globe to test new mobility concepts and evaluate their impact on the environment and society. Furthermore, Ford works on further implementing sustainability into its operations. For example, the company has a network of more than 11000 suppliers and has comprehensive programs for managing social and environmental supply chain risks including measures such as systematically considering suppliers' environmental performance during procurement or integrating compliance with environmental standards into legally binding agreements with suppliers.

## **France**

Best in class - Country

France is a country with a well-functioning democracy and a government that looks after the well-being of its citizens. The country is not subject to international sanctions and has signed and ratified important international conventions.

## **Fresenius Medical Care**

Pioneer - Healthy people, Germany

Fresenius Medical Care (FMC) is the world's largest provider of dialysis products and services for patients that suffer from chronic kidney failure. Products include dialysis machines and fluids, while the company also runs over 3,000 dialysis clinics in more than 45 countries. It is committed to improve the quality of life of kidney patients and supports home therapy programs, allowing patients to undergo dialysis treatment in their own homes and gain greater control over their lives. FMC's integrated management system is aligned with international quality and environmental certification standards. The company aims to make its dialysis machine more environmental friendly by using new materials and technologies that further reduce energy and water consumption. It introduced life cycle assessment to compare environmental performance of products, which can be used in the development of new products and improvement of existing ones.

## **Germany**

Best in class - Country

Germany is a country with a well-functioning democracy and a government that looks after the well-being of its citizens. The country is not subject to international sanctions and has signed and ratified important international conventions.

## **Great Portland**

Pioneer - CSR Pioneer, United Kingdom

Great Portland Estates (GPE) is a London property investment and development company that deals mainly with commercial real estate. The company applies a sustainability framework for development which includes aspirations for each step of the design process in respect of energy, waste, water, materials sourcing, transport, ecology, tenants, community and pollution. GPE aims to achieve a BREEAM rating of 'Excellent' on all new build developments and 'Very Good' or 'Excellent' on refurbishments. The BREEAM Rating is a well-established measurement for building sustainability. The company's Environmental, Social, and Governance policies and disclosure are excellent, especially considering the relatively small size of the company. Furthermore, new tenants receive a guide on the sustainability features of the building, and the company cooperates with its tenants to improve these features, for example in terms of reducing energy use in the buildings.

## **Hain Celestial**

Pioneer - Healthy People, United States

Hain Celestial manufactures and sells organic and natural, 'better-for-you' food and personal products. It aims to create and inspire A Healthier Way of Life. The company supports sustainable and responsible agriculture by working directly with the farmers who grow its key ingredients, and more specifically supports organic farming, as this considers the long-term sustainability of agriculture. Hain Celestial sources major ingredients like corn, wheat, oils, fruits and vegetables organically. Furthermore, the company works with Fair Trade USA to empower coconut, cocoa, and tea farmers. It endorses the mandatory labeling of food products containing GMOs in support of consumers' right to choose. |

## **Hammerson**

Best in class - Real Estate, United Kingdom

Hammerson is a real estate company, operating principally in the UK and France. Its biggest sustainability issues relate to the environmental impact of its buildings portfolio. Hammerson has in place an environmental policy, as well as a policy on green procurement. The company strives to generate renewable energy at all new development properties, ensures that all new shopping centers have green travel plans and actively investigates the feasibility of incorporating rainwater harvesting, 'grey' water recycling and green roofs at new developments. The company also measures tenant satisfaction.

## **Heineken**

Best in class – Food, Beverage & Tobacco, Netherlands

Heineken brews the most recognised worldwide brand of beer: Heineken. Other global brands are Amstel, Desperados and Strongbow Gold, but the company also produces more than 200 local brands. Emerging countries are an important growth market. Under the flag of 'Brewing a better future', Heineken has developed a sustainability strategy focusing on the four areas where it can make the biggest difference: protecting water resources, reducing CO<sub>2</sub> emissions, sourcing sustainably and advocating responsible consumption. Part of the strategy are 2020 commitments, including obtaining raw materials from sustainable sources and from local sources in Africa, empowering smallholder farms. Heineken recognises its responsibility to encourage people to drink responsibly and works on this commitment through campaigns, partnerships and industry initiatives.

## **Henkel**

Best in class - Household & Personal Products, Germany

Henkel is well known for its household and personal products, with top brands Persil and Schwarzkopf. However, the company's biggest business unit is Adhesive Technologies, with brands like Loctite, Pritt and Pattex. Henkel has set an ambitious sustainability strategy that aims to make its products and processes three times more efficient in 2030 than they are today and thus disconnect growth from resource consumption. The company today already has a strong environmental and social performance, with almost complete environmental, health & safety and quality certification of production sites. It is transparent about sustainability issues, like its use of white biotechnology. Henkel participates in many sustainability initiatives, but also initiates new ones, like the Forum on Sustainable Palm Oil that it established in 2013 together with other partners in order to go beyond the standard of the Roundtable for Sustainable Palm Oil.

## **Inditex**

Best in class - Retailing, Spain

Inditex is a retailer of own brand apparel, footwear and fashion accessories, with Zara as the largest and best-known brand. Its Right to Wear philosophy reflects the company's ambition to guarantee both the quality and the sustainability of all Inditex products and business activities. The company has outsourced its production and, like many of its competitors, has been involved in controversies regarding violations of basic labour rights. However, it has strong supply chain standards and its 'Tested to wear' program to monitor supplier compliance includes external audits, reporting, targets and corrective measures. Inditex produces garments made of 100% organic cotton, but also started programs for garments containing 5% and 50% organic cotton. Executive compensation is explicitly tied to ESG performance targets. The company's integrated annual and sustainability report has been externally verified according to ISO 19001 and GRI G4 standards.

## **ING**

Best in class - Diversified Financials, Netherlands

ING offers banking services for individual and business customers. The company has achieved excellent results in cutting greenhouse gas emissions, and 3/4 of the company's electricity consumption comes from renewable sources. It also upholds high standards concerning its supply chain. ING has formulated sustainable investment policies on numerous topics, such as weapons, animal testing, human rights and nuclear energy. It has a statement on access to economic opportunity and supports the development of microfinance. The company offers several opportunities in terms of sustainable investment, such as the Sustainable Equity Funds and responsible investments for ING Private Banking and Retail Banking clients.

## **Intuit**

Best-in-class - Software & Services, United States

Intuit provides software applications for personal finance and business accounting, including technical support, website design and hosting services for small and medium-sized businesses. Its products have evolved from the desktop to the cloud, with many available both online and for mobile devices. Intuit develops alliances with non-profit organisations to help them do more with their resources. The company's data center locations are partly powered by renewable energy. Intuit powers an app to re-use workplace materials. The Intuit Financial Freedom Foundation sponsors programs related to the public interest and that directly benefit individuals and small businesses.

## **Italy**

Best in class – Country

Italy is a country with a well-functioning democracy and a government that looks after the well-being of its citizens. The country is not subject to international sanctions and has signed and ratified important international conventions.

### **Johnson Matthey**

Pioneer - Clean Planet, United Kingdom

Johnson Matthey makes specialty chemicals products, many of which have a positive impact on the environment and on resource efficiency. Its emission control catalysts are fitted to about a third of all cars produced around the world and have already prevented millions of tons of pollutants from reaching the atmosphere. The company also manufactures catalysts for industrial processes, making them more efficient and reducing their energy use. To better understand the sustainability impact of its supply chain, Johnson Matthey uses carbon footprint and life cycle assessments. Furthermore, it considers alternative end of life opportunities for specific products, to accommodate a 'cradle to cradle' approach.

### **Jones Lang LaSalle**

Pioneer - CSR Pioneer, United States

Jones Lang LaSalle - or JLL - provides commercial real estate and investment management services. The company is a sustainability leader in its sector, which is reflected in its mission to hold itself accountable for the social, environmental and economic impact of its operations. It recognises that it has the skills and opportunity to reduce the significant impact that real estate has on the environment. JLL incorporates sustainability at every stage of the property lifecycle. For example, its GreenSmart Lease Program helps companies achieve their environmental commitments through site selection and lease conditions. Over 95% of its clients' buildings participate in the Energy Star Portfolio Manager that benchmarks energy use.

### **Kering**

Best in class – Consumer Durables & Apparel, France

Kering offers luxury goods such as clothing, leather goods, shoes and jewelry, as well as sport and lifestyle goods including apparel, footwear and accessories. Kering is a sustainability leader in the Textiles, Apparel & Luxury Goods industry, with strong policies and programs. Notable is the Environmental Profit & Loss account which measures Kering's environmental footprint across all its supply chains and integrates natural capital into business accounting by translating environmental impacts into monetary terms. Kering's commitment to sustainability is also reflected in targets such as sourcing 100% of precious skins & furs, gold & diamonds and leather from responsible and verified sources by 2016.

### **KPN**

Best in class - Telecommunication Services, the Netherlands

Royal KPN offers wireline and wireless telephony, internet and TV to consumers and end-to-end telecom and ICT services to business customers. KPN operates climate-neutral since 2015 and also helps its customers to use less energy with its energy efficient products and services. Its new cradle-to-cradle data center in Eindhoven received the Dutch ICT Environment Award. The company recognises the importance of privacy and security in online communication and based its security model on the security lifecycle approach that includes prevent, detect, respond and verify. Through its Foundation, KPN enables vulnerable groups in society to maintain social contact. For instance, its KlasseContact initiative keeps chronically ill children connected to their classrooms and friends

### **Kredietanstalt für Wiederaufbau (KfW)**

Best in class – Banks, Germany

KfW is the promotional bank of the Federal Republic of Germany, formed in 1948 after World War II as part of the Marshall Plan. It promotes sustainable economic, social and ecological development in- and outside Germany, supporting domestic investments, import- and export finance and projects in developing countries. KfW follows the UN Principles for Responsible Investment and has a dedicated in-house team safeguarding that comprehensive social and environmental standards are applied. Almost every third euro of KfW's promotional funds flow into climate mitigation and environmental projects, such as thermal insulation and wind parks. For its own activities, the bank has been carbon-neutral since 2006. KfW enables access to financial services for disadvantaged people by lending to entrepreneurs, giving micro-credit to people in developing countries and funding educational programs.

**Kubota**

Best in class - Capital Goods, Japan

Kubota produces a broad range of machinery, from farm machinery like tractors and harvesters, to sewage facilities, irrigation systems and vending machines. Its mission is to support the future of the earth and humanity with its products for the production of food and the supply of reliable water. Specifically on environmental issues Kubota performs well. To address the formation of a recycling society, the company works on waste reduction and recycling, and effective utilization of water resources. The company developed its own Eco-Products label for products that save energy and resources, and use less hazardous substances. It also has a strong green procurement policy and monitors its suppliers to ensure compliance with its policies.

**Land Hessen**

Best in class - Country

Land Hessen is a regional government in Germany, a country with a well-functioning democracy and a government that looks after the well-being of its citizens. Germany is not subject to international sanctions and has signed and ratified important international conventions.

**Land Nordrhein-Westfalen**

Best in class - Country

Land Nordrhein-Westfalen is a regional government in Germany, a country with a well-functioning democracy and a government that looks after the well-being of its citizens. Germany is not subject to international sanctions and has signed and ratified important international conventions.

**Land Rheinland-Pfalz**

Best in class - Country

Land Rheinland-Pfalz is a regional government in Germany, a country with a well-functioning democracy and a government that looks after the well-being of its citizens. Germany is not subject to international sanctions and has signed and ratified important international conventions.

**Liberty Global**

Best in class - Media, United Kingdom

Liberty Global provides video, broadband Internet, fixed-line telephony and mobile services in Europe, Latin America and the Caribbean. In its corporate responsibility efforts, the company focuses on the positive potential of connectivity, digital entertainment and technology. The Digital Imagination program encourages young people to develop digital skills needed to be Future Makers. Liberty Global supports and invests in Original Thinkers, small businesses using digital technology to inspire social change. By means of digital technology the company aims to bring people together to find Collective Solutions to the challenges that society faces. For instance, the Spark campaign sources responses to real business challenges by tapping into the collective creativity of its employees. As part of its Responsible connectivity program, Liberty Global protects its customers' personal data and helps keep children safe online.

**Merck**

Best in class – Pharmaceuticals, Biotechnology & Life Sciences, Germany

Merck manufactures medicines, lab materials and specialty chemicals. In realising its corporate responsibility, the company focuses on the areas where it has the greatest impact: health, environment and culture. Merck works with partners to improve access to health care in low- and middle-income countries. The company improves the sustainability footprint of its products through its Design for Sustainability program, but also aims to help customers achieve their own sustainability goals. Merck supports cultural initiatives and educational programs that inspire people and broaden their horizons. Merck's commitment to sustainability is reflected in its group-wide corporate responsibility committee and its strong business ethics standards.

### **Nationwide Building Society**

Best in class - Diversified Financials, United Kingdom

Nationwide Building Society is a mutual society providing mortgages and other personal financial services in the United Kingdom to its members, which are also its owners. Because it was born out of a social purpose, citizenship is central to Nationwide. The four strands of its citizenship program 'Living on your side' reflect its core business activities. 'Your Home' includes the company's efforts to help people buy or rent homes, but it also support organisations that help the homeless. 'Your Money' includes its savings business and its support of initiatives to improve people's financial capability. 'Your community' aims to strengthen local communities through fundraising and volunteering. 'Your Society' reflects the company's commitment to run Nationwide in a responsible and ethical way, putting members first, looking after employees, working fairly with suppliers and minimising its impact on the environment.

### **Netherlands**

Best in class - Country

The Netherlands has a well-functioning democracy and a government that looks after the well-being of its citizens. The country is not subject to international sanctions and has signed and ratified important international conventions.

### **Nike**

Best in class - Consumer Durables & Apparel, United States

Nike's main product is sports footwear, but the company also produces sports apparel, equipment and accessories. As virtually all products are manufactured by contractors outside the US. The basic labour rights of the employees of these contractors are the most important sustainability topic for the company. Nike has strong supply chain standards and monitoring programs in place. However, after nearly a decade of monitoring, Nike decided that this hasn't solved the recurring problems in the industry. That is why the company is shifting its focus now to its contractor relationships, looking for new ways to define and share responsibility. In 2005, it was the first company in the industry to disclose a complete list of contracted factories for its Nike Brand. These days, it discloses all factories that manufacture Nike products, including the Converse, Hurley, Jordan and Nike Golf brands. On account of the recurring contractor problems, Nike is involved in controversies regarding basic labour rights, but it responds adequately when they occur. On the environmental side, Nike aims to shrink the footprint of its products and has developed eight indices that rate, among other things, the environmental impact of materials, production processes, suppliers' operations and chemicals use.

### **Novo Nordisk**

Best in class - Pharmaceuticals, Biotechnology & Life Sciences, Denmark

Novo Nordisk is a world leader in Diabetes care, offering a broad range of products from insulin to insulin pens. The company aims to help turn the tide of the diabetes pandemic: the number of adults with diabetes has doubled within the past three decades as a result of population growth, ageing and a lifestyle of unhealthy diet and physical inactivity. Novo Nordisk contributes by raising awareness, improving access to care and addressing psychosocial aspects of diabetes. With its NovoHealth programme the company also stimulates healthy living among its employees. The company has strong business ethics standards, captured in the Novo Nordisk Way. They include policies on animal testing and on genetic engineering that meet the strict Triodos requirements. The company adheres to ethical guidelines for clinical trials, which are considered best practice, and to the WHO Ethical Criteria for Medical Drug Promotion. All its production sites are Health & Safety (OHSAS 118001) and environment (ISO 14001) certified.

### **NWB**

Best in class - Banks, Netherlands

Nederlandse Waterschapsbank (NWB) is a major player in lending to Dutch local public authorities (municipal and provincial) and institutions in the areas of social housing, healthcare services, education, water and environmental services. The company's aim is to keep the cost of fulfilling these services for Dutch society and the cost of public facilities in the Netherlands as low as possible. It is primarily present in the Netherlands, offering its public clients long and short-term loans and advances. All institutions financed by NWB are guaranteed and/or controlled by central or other public authorities. NWB's treasury department is responsible for implementing the responsible investment policy. This policy, based on exclusions, is considered adequate. In June 2014, the company launched its first Green Bond issue, underpinning its role as a sustainable finance partner to the Dutch public sector.

### **Paypal Holdings**

Best in class – Software & Services, United States

PayPal Holdings operates a worldwide online payments system. Online money transfers serve as electronic alternatives to traditional paper methods like checks and money orders. PayPal is one of the world's largest internet payment companies. The company performs payment processing for online vendors, auction sites and other commercial users, for which it charges a fee. The company was spun off from Ebay in July 2015. PayPal puts efforts in Social Innovation, including financial inclusion & participation. PayPal also engages in fighting global cybercrime, increasing financial literacy and supporting cross border trade.

### **Perkinelmer**

Pioneer - Healthy People, United States

Perkinelmer provides products and services that are used in therapeutic and disease research, prenatal screening, environmental testing and industrial monitoring. The company's human health segment provides diagnostic products and services, including newborn and prenatal screening and ViaCord umbilical cord blood banking. The products of the environmental health segment include analytical techniques to help ensure safety standards and detect environmental hazards in air, water and soil. In majority, Perkinelmer's products clearly contribute to a healthier and clean society.

### **Priceline**

Best in class - Retailing, United States

Priceline is an online travel company that offers services like hotel room reservations, car rentals, airline tickets, vacation packages, cruises and destination services. The company distinguishes itself from competitors by its large offering of beds and services worldwide, making it very easy for customers compare prices and to book a room or a rental car at the other end of the world. The prices are maintained low, without reservation costs, booking is very easy, and customer service is available in many languages.

### **Procter & Gamble**

Best in class - Household & Personal Products, United States

Procter & Gamble (P&G) products can be found in almost every household. The brand names of its personal products, like Head & Shoulders, Wella, Gillette, Oral-B and Pampers, ring a bell with many people. But the company is also well known for its detergents with brands like Ariel and Tide. P&G has set ambitious long-term environmental goals, including powering all plants with 100% renewable energy, using 100% renewable or recycled materials for all products and packaging and having zero consumer and manufacturing waste go to landfills. The time line to reach these goals stretches beyond 2020, for which year the company has set intermediate targets. Furthermore, P&G actively promotes the use of alternatives to animal testing and will only use them itself as a last resort and when required by law. P&G also set a goal to purchase only certified sustainable palm oil and wood pulp and is well on its way to reach this goal.

### **Prologis**

Best in class - Real Estate, United States

Prologis develops and manages industrial real estate, specializing in logistics facilities near key seaports, airports and major highway interchanges. The company's objectives for environmental stewardship are to provide energy-efficient buildings that reduce operating costs and increase customer profitability, deliver best-in-class projects that enable more efficient customer operations and enhance the local community and engage its associates to reduce energy, water, and waste. Prologis seeks environmental certification of its projects in accordance with recognized standards like LEED and BREEAM. The company recognises its potential for hosting solar energy systems as one of the world's largest owners of rooftops and partners with utilities or investors seeking to provide renewable energy to their customers.



### **Publicis Groupe**

Best in class – Media, France

Publicis offers marketing and communication services to large corporate customers like Bank of America, Diageo, Microsoft, Renault and Unilever. The company has a strong focus on the social aspects of sustainability, with its people, their training and their careers being top priority. Promotion of work-life balance and flexible working hours is part of its efforts, to counterbalance the nature of the services provided that requires workers to be responsive, readily available and swift. Furthermore, Publicis is committed to community issues, resulting in pro bono campaigns and volunteer work carried out by its staff worldwide.

### **Red Electrica**

Best in class - Electric Utilities, Spain

Red Eléctrica de España is the Spanish electricity transmission and power infrastructure company. It is engaged in the transmission of electricity and the operation of the electrical system in Spain. The company monitors its employee health & safety performance and has certified all of its operations and its health and safety programs under international health and safety standards. It has also set standards for its supply chain and has a system to monitor compliance with these standards. The company further has green procurement guidelines and programs to reduce air emissions, hazardous waste generation and greenhouse gas emissions. All of its sites are ISO 14001 certified. Red Eléctrica's carbon intensity is very low, compared to typical electric utility companies.

### **Red Hat**

Pioneer - CSR Pioneer, United States

Red Hat provides open-source software services, using the collective input and knowledge of a global community of contributors who collaborate to develop and enhance software. The company is the largest contributor to the market for Linux, the computer operating system that is the open source alternative to the proprietary software model that is dominated by Microsoft's Windows. Open source software can be developed quicker and at lower costs, while users can participate in the development of programs, give and receive comments and modify them accordingly. This model provides an interesting social 'added value' in co-creation and shared interests.

### **RELX**

Best in Class - Commercial & Professional Services, United Kingdom/Netherlands

RELX Group (formerly Reed Elsevier), publishes business news and magazines for medical, legal, tax and regulatory professionals. The company is a founding party in the PREPS system, a paper grading system designed to aid publishers in reviewing the sources of their paper. It is committed to having 100% of its paper use tracked to the source, so that it can guarantee it has no involvement in illegal deforestation. RELX set a target of having 100% of its electricity from renewable energy by 2020. Executive compensation is explicitly tied to ESG performance targets.

### **Renault**

Best in class - Automobiles and Components, France

Renault makes cars, aiming to reduce their fuel consumption and carbon emissions by reducing their weight, improving the aerodynamics and employing alternate drive technology in its plug-in hybrid and full electric vehicles such as the models Twizy, Kangoo, SM3 and ZOE. The company is committed to a circular economy model and develops solutions for collecting and processing end-of-life vehicles and for reusing parts and materials with no loss of quality. Renault monitors its progress in reducing the environmental footprints of its products by conducting life cycle assessments according to the ISO 14040 standard.

## **Roche**

Best in class – Pharmaceuticals, Biotechnology & Life Sciences, Switzerland

Roche makes medicines for the treatment of cancer, brain diseases, bacterial and viral diseases, and immunologic diseases. The company aims to make its products accessible for every person who needs them. To achieve this, Roche develops local solutions together with local stakeholders. One of its programs is AmpliCare that improves HIV/AIDS diagnosis and monitoring in sub-Saharan Africa and in parts of South America and Asia where the disease burden is highest. With the internal “Roche 3Rs Award” Roche stimulates employees to develop new methods to reduce the number of animals used in testing and improve their welfare. The Roche Scientific Ethics Advisory Group (SEAG) offers advice and counsel on issues associated with developments in biomedicine, with particular emphasis on their ethical impact, including genetics.

## **Rockwell Automation**

Best in class - Capital Goods, United States

Rockwell Automation offers products for industrial automation, like components, control systems, software and services. These enable its customers to be more productive and more sustainable by means of the Connected Enterprise, where information technology and operations technology converge. In its own business activities, the company puts employee safety and the environment first and it has its management systems certified according to international standards OHSAS 18001 and ISO 14001. Rockwell also aims to improve safety at its customers, by granting the annual Manufacturing Safety Excellence Awards to manufacturers that make safety a core business value. The company aims to reduce its CO2 emissions with 30% by 2022. It promotes diversity and equality among its employees. Furthermore, it sources the majority of its supplies with businesses located in regions closest to its sites.

## **Saint-Gobain**

Best in class - Building Products, France

Saint-Gobain makes construction materials, from self-cleaning windows and photovoltaic glass to plaster, insulation and pipe systems, but also packaging products like bottles and jars for food products. The company is committed to developing sustainable buildings and reducing its products' environmental impact by taking all lifecycle stages into account. It aims to reduce its environmental impact, both in its plants and during product shipment. Saint-Gobain has a strong environmental management system with clear targets and regularly measures its performance. Saint-Gobain further aims to reduce the number of health and safety accidents and also requires its suppliers to comply with a range of social standards. Compliance to these standards is monitored and the company is transparent about the performed audits.

## **SAP**

Best In Class - Software & Services, Germany

SAP makes software for businesses, helping them to streamline their processes. The company's vision is to help the world run better and improve people's lives, and it believes digital technologies will enable companies and organizations to tackle some of the world's most complex problems, as presented in the Sustainable Development Goals. SAP is committed to diversity and inclusion in the workplace. It achieved the Economic Dividends for Gender Equality (EDGE) certification as the first technology company in the United States. The company's openSAP internet learning platform provides more than 90 free-of-charge massive open online courses (MOOCs) to students all over the world, delivering state of the art technology, programming, and digitisation skills.

## **SEGRO**

Best in class – Real Estate, United Kingdom

SEGRO owns, develops and manages warehouses and industrial buildings near key transportation hubs in Europe. The company is a founding member of the UK Green Building Council and has representatives on the Sustainability Committee of the British Property Federation. It has a strong environmental management system and its carbon emission intensity is well below the industry average. SEGRO has set a target to reduce the energy intensity of its portfolio and introduced a renewable energy project fund. By providing renewable energy to its customers at a below market rate, the company improves the environmental performance of its buildings and reduces operating costs for its customer.

## **Spain**

Best in class - Country

Spain has a well-functioning democracy and a government that looks after the well-being of its citizens. The country is not subject to international sanctions and has signed and ratified important international conventions.

## **Starbucks**

Best in class - Consumer Services, United States

Starbucks roasts and retails specialty coffee in more than 21,000 stores all over the world. The company is committed to have all its coffee certified under a sustainability standard, such as Fair Trade or Starbucks' own C.A.F.E. standard that includes both environmental and social guidelines. It set up seven Farmer support centers to help coffee growers to improve quality, yield and sustainability of their product. Starbucks has a strong community program focused both on the neighborhoods where its stores are located and the communities that grow its coffee, tea and cocoa. The company employs about 75% of its workforce in the U.S. and established a minimum wage for baristas at a higher level than current regulations prescribe. Starbucks purchases renewable energy equivalent to 100% of the electricity used in company-owned stores and builds new stores with LEED energy-efficiency certification.

## **Svenska Handelsbanken**

Best in class - Banks, Sweden

Svenska Handelsbanken provides universal banking and life insurance services through more than 800 branches in 25 countries. The bank aims to be a responsible participant in society by taking responsibility for how it affects stakeholders and the community. It manages its business with a high degree of decentralisation and a strong local presence, to be available for its customers. Sustainability is an integral part of the Bank's investment processes and it offers a range of funds with special focus on sustainability. In its Nordic operations, Svenska Handelsbanken uses 100% renewable energy sources, while for its overall operations the percentage is well over 85.

## **Symrise**

Best in class - Materials, Germany

Symrise specialises in fragrances, flavors and cosmetic ingredients for personal and household products and for food and beverages. The four pillars of the company's sustainability agenda are Footprint, Innovation, Sourcing and Care. The company minimises its environmental footprint along the entire value chain with emission reduction, efficient use of raw materials and water management. In product development, Symrise uses green chemistry, advanced technology and intelligent networking to create a sustainability concept for each product group. Sustainable sourcing implies obtaining raw materials from regions surrounding production sites and fostering long-lasting relationships with suppliers, while upholding human rights. Symrise demonstrates its care for employees and local communities by providing a safe and healthy workplace and supporting municipal infrastructure. The company reports about its influence on the UN Sustainable Development Goals.

## **Taiwan Semiconductors**

Best in class - Semiconductors and Semiconductor Equipment, Taiwan

Taiwan Semiconductor Manufacturing Company Limited (TSMC) designs and manufactures integrated circuits and other semiconductor devices. Its products and services are used in personal computers and peripheral products, wire and wireless communication systems, automobile and industrial equipment, as well as digital consumer electronic products. The company considers the environmental impacts of its products at the design-stage and adopted a life-cycle assessment system for evaluating the environmental impacts at every stage of the product's life-cycle. TSMC works on reducing its environmental impact, for example by adopting waste programs in order to reduce, reuse and recycle raw chemical usage. Furthermore, the company is a member of the Electronic Industry Citizenship Coalition (EICC), upholds strong labour standards and encourages its suppliers and contractors to source conflict free minerals.

## **Terna**

Best in class - Utilities, Italy

Terna owns and operates the electricity grid in Italy, balancing energy demand and supply. It is responsible for the efficiency and maintenance of the electricity infrastructure, but also for the development and construction of the grid. In dialogue with the WWF, Legambiente and Greenpeace the company aims to improve the sustainability of the grid. Terna replaces traditional pylons of power lines by pylons that take up 10 times less space, and places nesting boxes on them. Furthermore, the company places, on stretches of its high voltage lines where birds frequently cross, devices to make the lines more easily perceivable to birds in flight. Furthermore, Terna engages with local communities that are directly affected by its construction activities.

## **Tesla Motors**

Pioneer – CSR Pioneer, United States

Tesla Motors produces full-electric vehicles and electric vehicle power train components. Its first commercially manufactured full electric vehicle, the Roadster sports car, came into production in 2008 and in 2012 the Model S sedan became available. Without a historic brand name or years of experience in the industry, Tesla has managed to quickly establish a name in electric mobility. And by rolling out a network of fast charger stations, and its plans for a large scale battery factory, the company really pushes electric driving, even moving into smart grid and integrated power solutions. With its exclusive focus on electric vehicles, electric drive and battery technology, the company is considered a pioneer in low impact mobility and energy efficient innovations in the automobile industry.

## **Time Warner**

Best in class - Media, United States

Storytelling is at the heart of Time Warner's business that spans film, television, cable TV and online content. The company believes it can create economic and social value by telling the world's stories that develop at the intersection of society, culture, and business. At the heart of its corporate citizenship are journalistic integrity, freedom of expression, diversity of viewpoints and responsible content. Examples of Time Warner's contribution to a dialogue on important social issues are programs on bullying prevention and promoting healthy lifestyles, like the Move it Movement Tour that aims to empower youth ages 6-14 to become more active. Time Warner's film studios developed a Tobacco Depiction Policy to reduce or eliminate the depiction of smoking and tobacco products/brands in its films.

## **Toyota Motor**

Best in class – Automobiles and Components, Japan

Toyota is one of the largest global automobile manufacturers. It has been a pioneer in developing alternative, low carbon drive technology, making the company a leader in hybrid vehicle sales worldwide. In 2015, Toyota introduced the Toyota Mirai, one of the first fuel cell vehicles for the mass market. In its 'Toyota Environmental Challenge 2050' plan, the company has set itself the ambitious goal to reduce its negative environmental impact to zero and even move towards a net positive environmental impact. Toyota identifies six challenges for realising this goal and outlines an action plan that addresses zero carbon emissions for new vehicles, life cycle and plants, minimising water usage, recycling-based systems, and establishing a future society in harmony with nature.

## **UBI Banca**

Best in class - Banks, Italy

UBI Banca is a cooperative bank serving families and businesses in local communities through eight network banks with more than 1,700 branches in Italy. In its Code of Ethics the bank addresses the principles of promoting the common good and of the sustainable development of the local communities in which it operates. The company has a strong performance on social issues. Its addresses the core basic labour rights in its policies for both its own employees and for its supply chain. Employee turnover is low and the bank has a program to promote financial inclusion. Furthermore, UBI Banca has programs to reduce its GHG emissions and increase the use of renewable energy. The company limits its exposure through loans in controversial sectors, including Arms and weapons systems, Tobacco, Alcohol, Furs, Nuclear and Gambling to a minimum.

### **Unibail-Rodamco**

Best in class - Real Estate, France

Unibail-Rodamco seeks BREEAM certification for all of its large new developments. BREEAM is the world's most widely used sustainable construction certification. The company's environmental management system helps reduce the impact of its real estate at every stage in its lifecycle, from initial design to daily operation. Energy and water efficiency is a determining factor in the choice of technical equipment. In addition, active energy management helps to reduce consumption, and the company works to reduce the carbon content of the energy it consumes by purchasing energy from low- carbon and renewable sources. Climate change impact assessments are being used to identify regions that are particularly susceptible to water shortages and to implement appropriate solutions. The majority of Unibail Rodamco's real estate have central locations in major European cities and are easily accessed by sustainable modes of transport, making it easier for visitors to use low-carbon transport. The company stimulates this by creating pedestrian footpaths and cycle tracks and promoting charging points for electric vehicles, shuttle connections to local transport hubs, and car-sharing schemes. Unibail-Rodamco aims to build strong relationships with local residents and public authorities and holds extensive public consultations for all development and extension projects.

### **Valeo**

Best in class – Automobiles & Components, France

Valeo produces components and integrated systems for cars and trucks. It helps automobile manufacturers build more energy efficient vehicles with its products like fuel efficient power trains, fuel-saving transmissions, vehicle hybridization technology, new solutions for recovering energy from braking, and technology for full electric vehicles. The company uses environmental impact assessments in the development of its products and has a strong focus on lowering CO2 emissions, recyclability of materials and systems, and safety of materials. In addition, Valeo collects used parts and remanufactures them for sale on the aftermarket. These efforts are based on a strong environmental management system that is externally certified. The company's strong employee policies also apply to its suppliers.

### **Verizon Communications**

Best in class – Telecommunication Services, United States

Verizon connects people with mobile, fixed telephone and television services. The company balances customer privacy with law enforcement from governments across its operating countries, and calls on governments to make public the number of demands they make for customer data from telecommunications and Internet companies. The company set up the Verizon Innovative Learning Schools (VILS) program that trains teachers on using smartphones and tablets in the classroom, using kids' love of this technology to stimulate learning. Verizon committed to support ConnectEd, a White House initiative that aims to close the digital learning divide. The company also makes its technology available for people with chronic diseases to better manage their diets and medication, and for households to manage their energy use.

### **Vestas**

Pioneer - Climate Protection, Denmark

Vestas Wind Systems is among the largest producers of wind power systems. The company has installed wind turbines in all worldwide markets and regions that have wind energy potential. Through its products, Vestas contributes to meeting the challenges related to climate protection. The company's reporting on environmental performance is comprehensive. Furthermore, 98% of its operations have certifications for environmental protection (ISO 14001), quality guarantee (ISO 9001) and health & safety measures (OHSAS 180001). Vestas has a strong supply chain policy that includes social and environmental standards.

## **Vodafone**

Best in class - Telecommunication Services, United Kingdom

Vodafone provides voice, messaging and data transfer across mobile and fixed networks in around 30 countries. Its approach to sustainability emphasizes two commitments: 'delivering transformational solutions' and 'operating responsibly'. The first commitment is reflected through the company's efforts such as providing mobile payment service, M-Pesa, to people without bank accounts in emerging markets, mobile service to remote farmers to enhance crop productivity, etc. The second commitment is expressed through its sector-leading performance in human rights, privacy protections, cybersecurity, and disclosure. Vodafone takes initiative towards transparency by publishing its 'Law Enforcement Disclosure Report'.

## **Walt Disney**

Best in class - Media, United States

The Walt Disney Company is a family entertainment and media enterprise with five business segments: media networks, parks and resorts, studio entertainment, consumer products and interactive media. Disney outsources and licenses the manufacturing of its own-brand consumer products to a large number of suppliers and contractors, whose compliance to the Disney Code of Conduct for manufacturers is closely monitored. The company has established a program to increase safety awareness and responsibility in its workforce in response to a series of fatal accidents. Walt Disney has a paper sourcing and use policy for its publishing activities, and is in the process of developing a tracking system.

## **Waste Management**

Pioneer - Clean Planet, United States

Waste management provides waste services to over 21 million customers throughout the United States and Canada. These services go beyond traditional waste management, such as collection and transfer, and include recycling and landfill gas projects. The company also provides consulting services to other businesses to help them reduce and recycle waste as well as produce green energy. Waste management works with partners to develop new ways to convert waste into value, for instance by diverting organic waste from landfill to composting facilities, which is not common in the US. Furthermore, the company collects commercial food waste from food processing plants, grocery stores and restaurants, and turns this into a food stock for biogas.

## **Waters Corp.**

Best in Class - Pharmaceuticals, Biotechnology & Life Sciences, United States

Waters Corporation makes analytical instruments that are used by a broad range of industries to determine the composition of products and resources, and the physical properties of materials. Besides the analysis of, for instance, pharmaceutical and food products, its analytical systems are also used in the identification of chemical contaminants in air, water and soil. Waters aims to minimise its impact on the environment. Its Environmental, Health & Safety program includes internal compliance auditing. In addition, Waters has introduced a life cycle assessment tool to better understand how laboratories may operate more efficiently using the company's technology.

## **Whitbread**

Best in class - Consumer Services, United Kingdom

Whitbread operates Premier Inn hotels, Costa coffee shops and several restaurant chains, primarily in the UK. The company's Corporate Responsibility program is called 'Good Together'. Under this program, Whitbread has already reduced carbon emissions by more than 30% and its hotels and restaurants diverted more than 90% of waste from landfill. The company recognises that young people often find their first entry job at Whitbread and invests in training to build skills and careers. Whitbread's responsible sourcing strategy focuses on ten priority products: cocoa, coffee, tea, timber, palm oil, fish, beef, sugar, cotton and soy. As part of the strategy, the company partners with the Rainforest Alliance, uses FSC certified timber, and sources RSPO certified palm oil and animal products from farms that respect the Five Freedoms. Whitbread also improves the nutritional value of meals offered, providing customers with healthier choices.

**WPP**

Best in class - Media, United Kingdom

WPP plc was founded in 1971 and is based in London. There are more than 150 companies within the Group and each is a distinctive brand in its own right. The company is the best performer on sustainability issues in the advertising industry, and has good policies in place relating to relevant industry topics. These include Data Privacy, Conflicts of Interest, and Advertising Ethics. In addition, the company has strengthened its efforts to reduce greenhouse gas emissions and increase its use of renewable energy, by setting clearly defined targets and deadlines.

**Xylem**

Pioneer - Clean Planet, United States

Xylem specialises in water technology that covers every stage of the water cycle from collection, distribution and use to the return of water to the environment. Its products enable customers to transport, treat, test and efficiently use water in public utility, residential and commercial building services, industrial and agricultural settings. Through its products and services, Xylem contributes to a clean planet.

**Zimmer Biomet Holdings**

Pioneer - Healthy People, United States

Zimmer is a specialist in joint replacement technologies. The company designs and markets orthopedic products, including reconstructive implants used in knee or hip replacement surgery. Zimmer has a strong focus on product quality and all the manufacturing facilities have received external quality certification. The company performs life cycle analyses of its products to further improve their sustainability, which is rare in the industry. Like almost all companies operating in the health care industry, Zimmer is involved in animal testing. The company is however committed to reduced use of animals and development of alternatives.