

SR INC'S SUSTAINABLE BUSINESS & ENTERPRISE ROUNDTABLE (SBER) SPRING REVIEW

From the Service Leader

JAMES BOYLE, CEO & CHAIRMAN



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People Centered Places & Power

In the spring of 2017, companies leading the global move to more sustainable corporate operations largely ignored the tumult in Washington DC other than to make it unequivocally clear that the fastest growing public companies in the U.S. remained passionately committed to innovating towards a more sustainable way of doing business.

Two innovations of note seemed to have blossomed this spring and they both shared the same driver. The fierce competition to hire and engage the brightest talent has focused the C Suite of growth companies on what they can do to help recruit, retain and engage employees. By the spring of 2017, this has elevated concern for a company's global talent community (current and future employees and associates) into a primary driver of corporate efforts towards greater sustainability.

In dozens of confidential interviews with cross departmental teams focused on more sustainable corporate operations, an unmistakable pattern emerged that made clear companies increasingly recognized that the best talent cares about - and responds to - efforts towards greater sustainability. Moreover, it became clear across companies and industries two innovative items that some of the most sought after talent valued where more sustainable and healthier workplaces and their employers' use of renewable energy.

Sustainably healthy workplaces and the use of renewable energy may not be what the emerging - and largely excellent - Sustainability Accounting Standards Board (SASB) would deem to be "material" to shareholders of companies in the 79 industries where SASB has defined "material" sustainability issues; but they are of real interest to the employees growing companies seek to hire and engage. Therefore, it is not surprising that most all Sustainable Business & Enterprise Roundtable (SBER) Member-clients are integrating sustainability and health considerations into their global workplace programs and committing, at a minimum, to analyzing their global portfolios for opportunities for advanced energy solutions.

Among the most exciting development in more sustainable corporate operations is the aggregated procurement of off-site renewable energy. The ability to aggregate procurement of multiple buyers - pioneered by SBER Member-client MIT - is beginning to unlock for high credit enterprises the economies of scale previously enjoyed by only the world's largest companies (some SBER Member-clients). After nearly a decade of advising SBER Member-clients one-on-one on procuring renewable energy both on and off-site, SR Inc is pleased to have become a sponsor of the RMI's Business For Renewables Center great non-profit work in this area and has committed to helping Member-clients with the aggregated procurement of renewables. Although SR Inc is focused in 2017 on helping Member-clients already familiar with the advantages of large scale off-site renewables, SR Inc is systematizing the documentation and process to help develop a form of renewable energy for every high credit enterprise interested. So the spring of 2017 has offered the promise of a renewable blossoming of some notable importance.

2017 Select SBER Events

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|-----------------------------------|--|
| Feb 16, 2017
11am PT | Charter Member Meeting
Charter Members meet virtually to discuss and ratify the SBER 2017 Service Agenda |
| Mar 30, 2017
12-3pm ET | Q1 Executive Symposium
SBER Member-Clients meet in Boston, MA & virtually |
| June 15, 2017
12-3pm PT | Q2 Executive Symposium
SBER Member-Clients meet in Bay Area & virtually |
| Sep 28, 2017
12-3pm ET | Q3 Executive Symposium
SBER Member-Clients meet in New York, NY & virtually |
| Oct 19, 2017
12-2pm PT | SBER Multi-Client Meetup
SBER Member-Clients meet in the Bay Area |
| Nov 8, 2017
6-8pm ET | GreenBuild VIP Dinner
SR Inc hosts Member-Clients for dinner in Boston |
| Dec 7, 2017
7-9 pm ET | Summit VIP Dinner
SR Inc hosts SBER Member-Clients in Denver |
| Dec 8, 2017
8:30-5pm ET | The Summit for Sustainable Operations VI
SR Inc hosts Member-Clients & Presenters in Denver |

Please contact [Brittany Doherty](mailto:Brittany.Doherty@sustainabilityroundtable.com) to register for events

Q1 Executive Symposium: Sustainably Healthy Workplaces Portfolio-wide

On March 30, 2017, Sustainability Roundtable, Inc hosted the Q1 Sustainable Business & Enterprise Roundtable (SBER) Executive Symposium at our headquarters in Cambridge, MA. Corporate Real Estate (CRE) and Sustainability Executives from across industries joined SR Inc to initiate our mutual examination of one of the SBER core research topics for 2017 – Sustainably Healthy Workplaces Portfolio wide & Renewable Energy Portfolio-wide. We were joined by **Dr. Whitney Austin Gray**, Executive Director of Research & Innovation at Delos to discuss SR Inc's partnership with **Delos** as a 2017 Premier **Thought Leader** to develop rigorous, science-based SBER Executive Guidance & Decision Tools in 2017 to help executives profitably move to Sustainably Healthy Workplaces in owned and leased space. We also announced the original signers of the [Sustainable Tenants' Leasing Principles](#) which builds on the success of the **Corporate Renewable Energy Buyers' Principles** and the **Corporate Colocation and Cloud Buyers' Principles**, and establishes a new signal to the multi-trillion dollar commercial real estate market that top tenants will prioritize for more sustainable and healthy leased space.

Key Takeaways re: Sustainably Healthy Workplaces Portfolio-wide:

1. **Member-clients are finding that wellness in the workplace is a competitive advantage**
 - a. Benefits including increased employee attraction, retention and productivity, accrue to employers and directly impact operating costs/revenues.
 - b. There are many direct and indirect costs of poor-wellbeing in the workplace. Costs related to work-related injuries and illness, and disengagement at work, cause an estimated \$2.2 trillion in losses each year in the US (12% of GDP). Keeping employees healthy & productive drops to the bottom line.
2. **Member-clients are advancing wellness in the workplace goals by implementing assessment tools that address the health impacts of the work environment**
 - a. Various Building Health & Wellness frameworks (e.g. World Green Building Council, the WELL Building Standard, Fitwel, etc.) identify and measure aspects of the built environment that impact worker wellness/performance. Each has a different rating system, and varies significantly in terms of focus, cost and implementation time.
 - b. Assessment frameworks range from custom designed and self-administered to third-party verified performance standards. Which program is right fit for a company depends upon what results company is seeking. (Consult with us for more a more specific recommendation for your company.) The WELL Building Standard represents the most comprehensive, performance-based health & wellness assessment and rating system.
3. **Leaders are integrating health and wellness into their sustainability strategies**
 - a. Health & wellness initiatives are a natural extension of Sustainability programs that require cross-departmental collaboration, a trend that also positions CRE and Sustainability leads as corporate-wide strategy integrators.
 - b. Strategies for Sustainably Healthy Workplace Portfolio-wide integrate the welfare of employees, the number one cost for most companies into the sustainability workplace programs Impacting the performance of employees, raises sustainability to a strategic and financial imperative with C-suite attention.

Materials presented at the Q1 Executive Symposium are available in SR Inc's Member-only Digital Library: [Sustainably Healthy Workplaces Portfolio-wide](#)

The Sustainable Tenants' Leasing Principles

As Earth Day approached, more than half a dozen world leading firms came together to make it clear to the landlord industry that they value more sustainable and healthy leased space. Top companies jointly endorsed a simple set of six principles to make it clear to their service providers, landlords and potential landlords that they are in great company when they seek more sustainable and healthier leased space. Sustainability conscious companies are invited - on a no cost and no obligation basis - to join these leading companies by publicly endorsing the six simple principles that comprise the [Sustainable Tenants' Leasing Principles](#).



Interested Companies can simply let the organizer of the Sustainable Tenants' Leasing Principles – Sustainability Roundtable Inc. (“SR Inc”) – know of their interest in endorsing the principles. Whether firms publicly endorse the **Sustainable Tenants' Leasing Principles** or not, all firms are invited to benefit from them by simply adding a question to their Request for Proposals (RFPs) for leased space asking interested landlords: *“Do you support all of the Sustainable Tenants' Leasing Principles?”* Some of the world's fastest growing and most sought after corporate tenants have committed to the Sustainable Tenants' Leasing Principles including **Akamai, Anthem, Intuit, Lenovo, LinkedIn, Oracle, Pegasystems** and **Teradyne**. Others are welcomed to join them as original signers of the Sustainable Tenants' Leasing Principles through contacting SR Inc.

SR Inc Member-clients requested that the [Sustainable Tenants' Leasing Principles](#) be created to build on the success of the **Corporate Renewable Energy Buyers' Principles** and the **Corporate Colocation & Cloud Buyers' Principles**. Consequently, SR Inc created the Sustainable Tenants' Leasing Principles with guidance from Patrick Flynn, Senior Director of Sustainability at Salesforce (who helped lead on the creation of the Corporate Colocation & Cloud Buyers' Principles).

Contact: Brittany Doherty,
brittanydoherty@sustainround.com

SR Inc Welcomes Raytheon as a Q1 Member-Client

Raytheon Raytheon Company, headquartered in Waltham, MA, is a technology and innovation leader specializing in defense, civil government and cybersecurity solutions. Raytheon provides state-of-the-art electronics, mission systems integration, capabilities in, sensing, effects and mission support services. Raytheon strives to act with unwavering integrity that earns the trust, confidence and satisfaction of Raytheon's stakeholders. This commitment extends from manufacturing their products efficiently, safely and responsibly to equipping their employees and supply chain partners to excel. Raytheon envisions a sustainable future of limitless possibilities, where coming generations enjoy a healthy environment. Raytheon is leading the way by reducing their impact on the planet and innovating ways to use natural resources in a responsible manner.

SR Inc Welcomes TripAdvisor as a Q1 Member-Client

 **TripAdvisor, Inc** headquartered

in Needham, Massachusetts, is the world's largest travel site, enabling travelers to unleash the potential of every trip. TripAdvisor branded sites make up the largest travel community in the world, reaching 390 million average unique monthly visitors in 49 markets worldwide. With a Mission is to help people around the world plan and have the perfect trip, TripAdvisor's GreenLeaders Program showcases a variety of eco-friendly hotels and B&Bs, from budget to luxury – and they're all committed to sustainable practices like recycling, local and organic food, and electric car charging stations. TripAdvisor has also partnered with the United Nations Environment Programme to encourage hotels and B&Bs to "Think.Eat.Save." and reduce their food footprint.

Selected Charter Members of the SBER Include:

AEW Capital Management
 Akamai
 Anthem
 Apollo Group
 Bentall Kennedy
 BlackRock
 Bloomberg
 Brandywine Realty Trust
 Capital One
 Cimpress
 Cisco Systems
 City National Bank
 EMC Corporation
 HCSC
 Genentech
 Grainger
 Interpublic Group
 Intuit
 Kaiser Permanente
 Lenovo
 LinkedIn
 McKesson
 MetLife
 MITIMCo
 National Institutes of Health
 NetApp
 Nokia
 Novant Health
 Oracle
 Pegasystems
 PG&E
 Putnam Investments
 Raytheon
 REIT Management & Research
 Salesforce
 TripAdvisor
 T. Rowe Price
 Teradyne
 The Tower Companies
 U.S. GSA
 Verizon Wireless
 Xerox

SBER Premier Thought Leader: Delos



SR Inc has partnered with **Delos** to develop rigorous, science based SBER Executive Guidance & Decision Tools in 2017 to help executives profitably move towards Sustainably Healthy Workplaces. As the pioneer of Wellness Real Estate™ and founder of the WELL Building Standard™, Delos is transforming homes, offices, schools and other indoor environments. Exploring the intersection between people and the built environment, Delos creates spaces that actively contribute to human health, performance and well-being by marrying the best innovations in technology, health, science, design and enterprise. Delos has fostered research collaborations with the Cleveland Clinic, Mayo Clinic, a board of doctors from the Columbia University Medical Center and leading architects, scientists and wellness thought leaders to introduce wellness standards, programs and solutions into the built environment.

SBER Premier Thought Leader: NRG Energy



SR Inc has been pleased to partner with **NRG Energy, Inc.** as a SBER Premier Thought Leader to help Member-Clients understand, in actionable detail, the opportunities and challenges inherent in our new energy reality. NRG is the leading integrated power company in the U.S., built on the strength of the nation's largest and most diverse competitive electric generation portfolio and leading retail electricity platform. NRG aims to help customers with their sustainability goals through advising on and making available solutions for renewable energy, demand response, load reduction and a number of other initiatives. Through collaborative and strategic partnerships, NRG hopes to achieve its vision for a "sustainable energy future that provides reliable, cleaner power that enhances people's lives and delivers value to stakeholders."

SBER Thought Leader: Onyx Renewables



SR Inc is pleased to partner with **Onyx Renewable Partners** as a SBER Thought Leader. Established by funds managed by Blackstone Energy Partners., Onyx focuses on greenfield development and M&A opportunities in the North American solar and wind sectors. The Onyx team brings over 250 years of collective industry capability and perspective having developed more than 1GW of renewable projects across the United State and who targets opportunities across the C&I, small scale utility solar and wind sectors, from early stage development to operation. Their robust pipeline is comprised of Solops legacy projects, Blackstone portfolio companies, greenfield development opportunities, and new business.

SR Inc Expands its Renewable Energy Procurement Services (REPS)

As renewable energy has become a defining feature in most clients' sustainability programs, SR Inc is pleased to expand its Renewable Energy Procurement Services (REPS). SR Inc's REPS helps Member-clients develop renewable energy strategies that are integrated with their sustainability and conventional energy strategies. REPS is an elite Strategic Advisory Service that by special request helps Member-clients set goals, define needs, build implementation teams, qualify suppliers across selected categories, manage competitive procurement processes and negotiate comprehensive Letters of Intent all before timely awards. REPS regularly assists Member-clients on both off-site and on-site solutions as well as bundled and unbundled RECS. Moreover, on-site solutions now regularly integrate energy storage and demand response. SR Inc is pleased to welcome a 6+ year former Member-client and leader of the global movement towards corporate procurement of renewable energy as Principal Advisor within REPS.



Ali Ahmed is a Principal Advisor with SR Inc's Renewable Energy Procurement Services (REPS). Ali has led globally in the development and implementation of corporate renewable energy strategies. For more than six years Ali was the global leader of **Cisco's Energy & Sustainability function**. He has led in developing more than 50 energy and sustainability programs with over twenty years of experience. Ali founded Green Strategies LLC through which he partners with SR Inc.



Roger Freeman is the Managing Director of SR Inc's Renewable Energy Procurement Services ("REPS"). Roger has led at the intersection of alternative energy development, procurement, law and regulations for more than twenty (20) years. Roger **has led the development of more than 240 MW of wind and solar power** and created a development portfolio of more than 1000 MW of wind power across the U.S. He founded and led a solar development firm which has developed more than a dozen commercial solar projects and serves as an elected commissioner on a municipal utility.