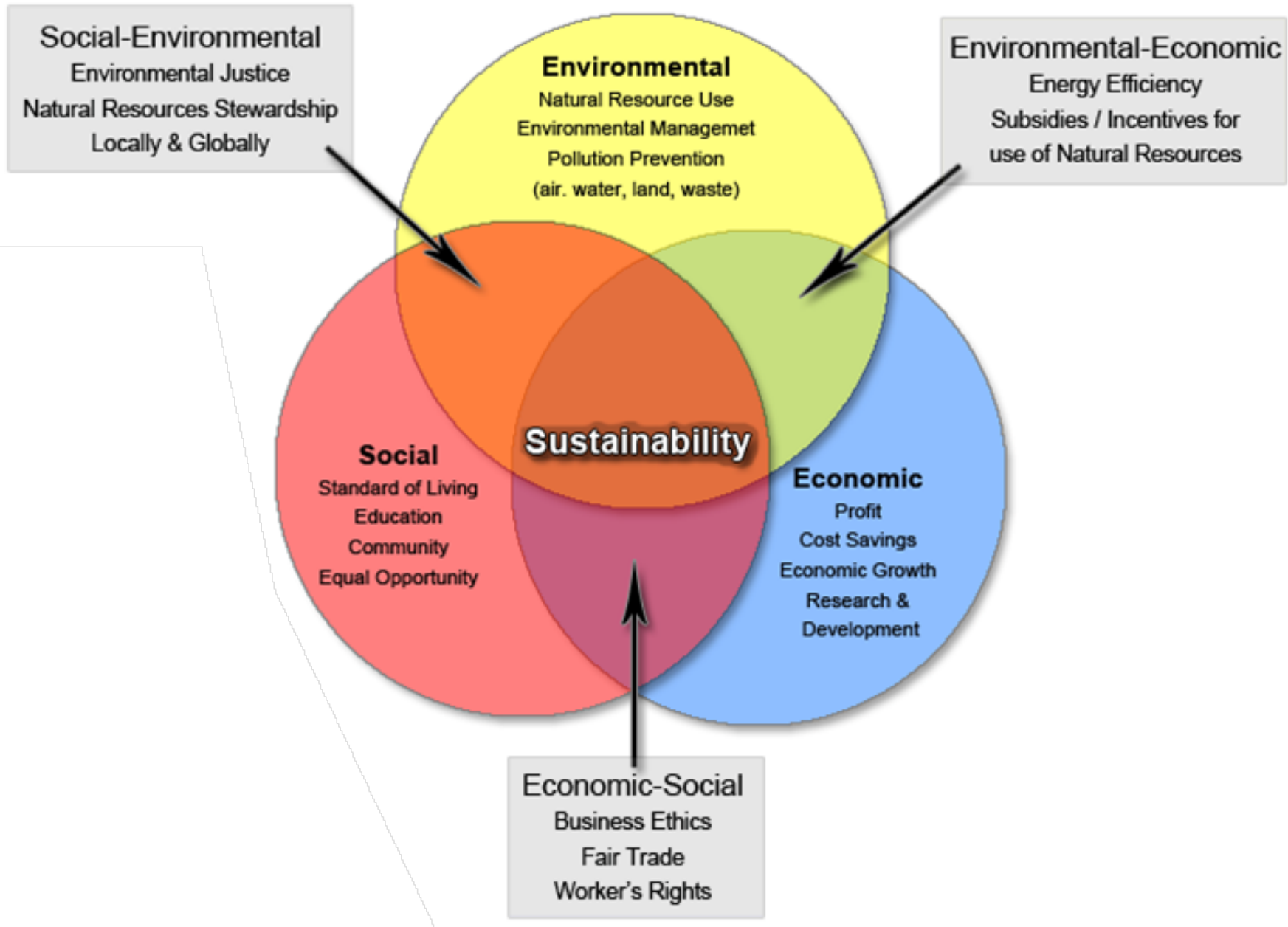


The Three Spheres of Sustainability



**Innovation
Capital Efficiency
Risk Management
Margin Improvement
Growth Enhancement
Total Shareholder Return**

Economics

**Jobs Creation
Skills Enhancement
Local Economic Impacts
Social Investments
Business Ethics
Security**

**Socio -
Economics**

**Resource Efficiency
Product Stewardship
Life-Cycle Management
Products to Services**

**Eco -
Efficiency**

Sustainability

Social

**Socio -
Environmental**

Environmental

**Diversity
Human Rights
Community Outreach
Indigenous Communities
Labor Relations**

**Clean Air, Water &
Land Emissions Reductions
Zero Waste, Releases & Spills
Biodiversity**

**Safety & Health
Environmental Regulations
Global Climate Change
Access to Potable Water
Crisis Management
Environmental Justice**