

# INVESTOR POWER

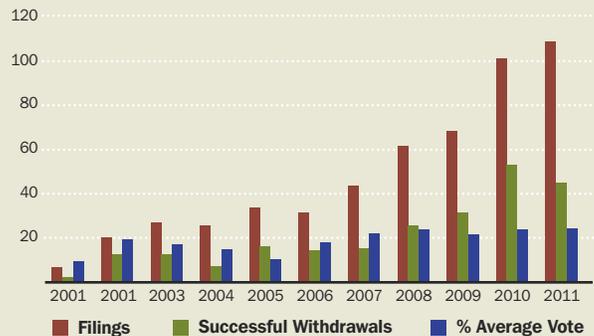
## SHAREHOLDER SUCCESSES ON CLIMATE, ENERGY & SUSTAINABILITY

**FOR MORE THAN A DECADE**, Ceres has worked with a network of leading institutional investors to press companies on the risks and opportunities from climate change and broader sustainability issues.

Through shareholder engagement, these investors have spurred hundreds of companies to make significant climate and energy related commitments that range from disclosing and reducing greenhouse gas (GHG) emissions, to investing in energy efficiency and renewable energy, to abandoning plans to build coal-fired power plants.

The initiative has grown steadily over the past decade, with shareholder resolutions filed rising from a handful in 2001 to 111 in 2011. Some of the nation's largest public pension funds, state treasurers and comptrollers are involved in the effort, along with labor unions, foundations, and social and religious investors affiliated with the Interfaith Center on Corporate Responsibility.

Climate and Sustainability Resolutions Filed by Ceres' Investor Partners 2001-2011



“Environmental, social and governance factors can affect the risk and return performance of investment portfolios to varying degrees across companies, sectors, regions and asset classes. Proxy voting rights must be diligently exercised as an aspect of fiduciary duty.”

— Anne Simpson, senior portfolio manager of the California Public Employees' Retirement System (CalPERS), the nation's largest public pension fund.

## A RECORD OF INVESTOR ACHIEVEMENT

Over the past three years, 230 sustainability-focused resolutions were filed by investors in Ceres' network. Many of these achieved positive outcomes. Nearly half, or 110 resolutions, were withdrawn by investors after the companies agreed to address their issues of concern.

To evaluate the effectiveness of these agreements, Ceres hired David Gardiner and Associates to assess company follow through on commitments secured from 2008-2010. The results are striking. More than 80 percent of the 110 agreements resulted in at least partial fulfillment by the companies, while

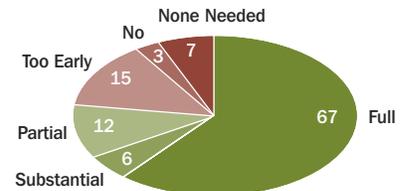
65 percent were completely fulfilled. Many of these agreements resulted in tangible environmental improvements, such as those described in the case studies below.

Investors have also scored victories when resolutions have gone to a vote at companies' annual meetings. Average voting support for resolutions has risen steadily over the past decade and is now at about 24 percent. More strikingly, a third of the resolutions going to a vote are now getting at least 30 to 40 percent support. A handful achieved majority support. These higher votes frequently elicit company action.

### Sample Company Responses to High Shareholder Resolution Votes

Company	Proxy Season	Vote	Lead Filer	Company Response
Idacorp	2009	52%	As You Sow	Set GHG reduction goal of 10-15% by 2013, announced its first wind energy projects, began a solar generation feasibility study.
Layne Christensen	2010	60%	Walden Asset Management	Released comprehensive sustainability report addressing climate change and water scarcity
Energen	2010	49.5%	Miller Howard Investments	Took steps to decrease methane emissions, additives used in fracking process and water usage.

### Company Follow Through on Agreements Negotiated by Investors, 2007-2010 Withdrawals



More than 75% of the 111 withdrawals were fully or substantially implemented.

## SHAREHOLDER RESOLUTION CASE STUDY



### Avon, Hershey and General Mills Commit to Source 100% Certified Sustainable Palm Oil

Indonesia is the world's third largest greenhouse gas emitter due to rampant destruction of carbon-storing forests and peat lands. One of the key drivers for this deforestation is the campaign to replace trans-fat oils with healthier palm oil. As a result, ever-expanding palm plantations are devouring large swaths of forestland to meet demand, especially in Indonesia and Malaysia, where 85 percent of the world's palm oil is grown.

Unsustainably-produced palm oil presents reputational, supply chain and even regulatory risks to food, cosmetics and other companies that use the oil. Environmental and consumer groups, for example, have launched highly successful campaigns against Nestle and the Girl Scouts.

Concerned about such risks in their portfolios, investors filed resolutions with Avon and Hershey, and began a dialogue with General Mills, asking them to purchase 100 percent certified sustainable palm oil. As a result:

- **Avon committed to purchase book and claim certificates through GreenPalm, an organization that supports sustainably grown palm oil, to offset 100 percent of their uncertified palm oil consumption.**
- **Hershey and General Mills agreed to purchase 100 percent certified sustainable palm oil from the Roundtable for Sustainable Palm Oil (RSPO) by 2015.**
- **While the consumer campaigns against companies like Nestle influenced these three companies, it was the shareholder resolutions that spurred them to act.**

As Laura Campos, director of shareholder activities at the Nathan Cummings Foundation, one of the lead investors filing the resolutions puts it, "Shareholder resolutions are often very effective at getting a company to make a measurable public commitment to address an issue that it may have been thinking about for some time."

As a result, these three market giants are now committing to more stringent standards of RSPO-certified sustainable palm. Their actions will help spur their competitors to follow their lead.

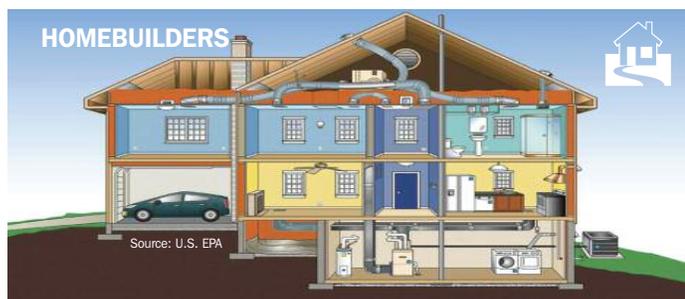
## SHAREHOLDER RESOLUTION PROCESS

**X** Shareholder voting is a key component of good corporate governance, and a primary means for investors to compel companies they own to engage in more responsible business practices.

Through a process regulated by the SEC, shareholders file resolutions that they want to bring to a vote at companies' annual meetings. Frequently, the resolutions spur robust engagement between investors and the company prior to the annual meeting. In many cases the company will agree to address investor concerns in exchange for a withdrawal of the shareholder resolution. In that way, the company responds to investor concerns without the resolution going to a formal vote.

If an agreement is not reached prior to the meeting, and the company does not contest the resolution, it goes to a vote. Votes are generally non-binding, but often prompt a response from management, especially if support is above 30 percent.

## SHAREHOLDER RESOLUTION CASE STUDY



### **Nation's Largest Homebuilders Slash Energy Footprint of New Homes**

Home energy use accounts for 21 percent of U.S. greenhouse gas emissions, but smart energy efficiency measures can substantially reduce those emissions. With strong encouragement from investors, leading homebuilders are catching on that cutting the energy footprint of their homes can attract homebuyers in an increasingly environmentally conscious and cash-tight consumer market.

In 2006, investors began filing resolutions with some of the nation's largest homebuilding companies, including KB Homes, Pulte Homes and D. R. Horton. The resolutions requested that the companies reduce greenhouse gas emissions from their products and operations.

KB Homes had already begun to improve the energy efficiency performance of its homes, but investor dialogue and support

from Calvert Asset Management spurred it to take deeper, more meaningful action.

The company has developed a first-of-its-kind energy label that informs homeowners of the estimated monthly energy cost of a new house. It also committed to build only ENERGY STAR qualified homes and began releasing comprehensive annual sustainability reports.

"The new homes we are building today deliver more than quality, beauty and functionality—these homes can also help our homeowners save money on their utility bills while protecting the environment," said KB Homes CEO Jeffrey Mezger.



**By 2010, 90 percent of the new homes built by KB were ENERGY STAR qualified and estimated to be 15 percent more energy efficient than homes built in 2004.**

**The 62,000 ENERGY STAR homes built by KB Homes over the last 10 years resulted in energy savings equivalent to removing about 29,400 automobiles from the road. Homeowners also saved \$26 million on their utility bills.**

Investors have achieved similar progress with Pulte, as a result of shareholder engagement. In 2008 the company joined the Department of Energy's (DOE) "Builder's Challenge" program which challenges companies to build homes that are at least 30 percent more energy efficient than standard homes. In 2009, DOE recognized Pulte for building the most high performance homes.

## SHAREHOLDER RESOLUTION CASE STUDY



### **Natural Gas Companies Improve Hydraulic Fracturing Safety**

Natural gas wells are being drilled across much of the U.S., from Colorado to Pennsylvania to Texas. With hydraulic fracturing technology opening up vast new reserves, many view natural gas as a cheap, plentiful and cleaner alternative to coal and nuclear power. But hydraulic fracturing, or "fracking," has its drawbacks—notably water and air contamination, blow-outs from poorly-constructed wells and inadequate regulatory oversight.

Though natural gas is an important "bridge" fuel that can smooth the transition to cleaner forms of energy, its environmental and safety risks must be addressed.

In 2011, Ceres investor partners, in collaboration with the Investor Environmental Health Network and Green Century Capital Management, filed shareholder resolutions with nine oil and gas companies pressing them to disclose their plans for

managing water pollution, chemicals use and other risks associated with the controversial practice. Ceres also pressed the Securities and Exchange Commission for better corporate disclosure on the issue.

Many of the measures investors seek make good financial sense and companies are beginning to respond:

- **Williams Companies** captures and sells methane gas that otherwise would be vented to the atmosphere or flared (burned off). EPA estimates that these so-called "green completions" can pay back their costs in about one year.
- **Range Resources** reports saving approximately \$200,000 per well from wastewater recycling and reuse in the Marcellus Shale region of Pennsylvania. Similarly, **Chesapeake Energy** reports annual savings of \$12 million from recycling and reuse of wastewater in the Marcellus Shale region.
- **Chesapeake Energy** reports it has eliminated 25 percent of the additives used in fracturing fluids in most of its shale activity.
- **Energen** reduced their accumulated methane emissions by two billion cubic feet and is piloting a program to recycle wastewater.

These company actions are a step in the right direction, especially while states and the federal government develop regulations and sufficient oversight to ensure fracking's safety.

“ Proxy voting is the sleeping giant of the investment world: an enormously powerful tool if used thoughtfully to shape corporate behavior. ”

— Julie Fox Gorte, senior vice president for sustainable investing at PaxWorld Management.



“ If our portfolio companies are to provide long-term shareowner value, they need to be proactive, not reactive, in addressing climate change and other environmental and social issues. The excessive focus on short-term profits at the expense of all else has proven disastrous and has led to widespread financial issues. ”

— Jack Ehnes, CEO of the California State Teachers' Retirement System (CalSTRS)

## SHAREHOLDER RESOLUTION CASE STUDY



### **Electric Power Utilities Abandon Plans for Dozens of New Coal Plants**

The financial risks of new coal-based power generation have been a major focus of investor proxies in recent years.

From 2005 to 2010, when utilities were proposing to build more than 100 new coal plants, investors filed dozens of resolutions asking hard questions about the financial risks of operating these plants once carbon-reducing regulations take hold.

Investors such as the Connecticut Treasurer's Office feared these plants were risky investments that could leave companies

with stranded assets—coal plants that were too costly and could not meet critical environmental requirements. One of the most prominent examples was TXU, which proposed to build 11 new coal plants in Texas. Investors filed shareholder resolutions with TXU, raising a range of concerns about the company's ambitious plans. Facing extensive opposition, TXU eventually cancelled plans for 8 of the 11 plants.

Shareholders raised similar concerns with numerous other companies proposing new coal plants, such as Sempra, Dynegy, NV Energy, CMS Energy and Dominion. This shareholder engagement—which raised issues of material risk with companies—contributed to the cancellation of dozens of coal plant proposals, including the recent announcement by CMS Energy to abandon its plan to build a new coal plant in Michigan. The New York City and New York State Comptrollers had encouraged CMS to reconsider its coal plant proposal and commit to a greenhouse gas reduction target. With the dramatic decrease of new coal plant proposals over the past few years, investors are now focusing on how power companies are reducing risks associated with their existing fleets of coal plants, such as those that will be impacted by Clean Air Act regulations for mercury and other air pollutants.

## LOOKING FORWARD

✕ Resolutions being filed by our investor partners are growing increasingly more varied, ranging from water scarcity risks for utilities and food producers, to worker safety issues at oil refineries, to integrating sustainability metrics into executive compensation. Ceres will continue working with investors as they tackle a broader mix of environmental, social and governance factors affecting the risk and return performance of investment portfolios.

Ceres is an advocate for sustainability leadership. It leads a national coalition of investors, environmental organizations and other public interest groups working with companies to address sustainability challenges such as global climate change and water scarcity. Ceres also directs the **Investor Network on Climate Risk**, a network of 100 investors with collective assets totaling more than \$10 trillion. [www.ceres.org](http://www.ceres.org)