

|                            | ENGAGE EXECUTIVES  | INVEST IN PEOPLE  | ACCESS CAPITAL   | MANAGE PROJECTS & DATA   | SHARE RESULTS   |
|----------------------------|--|---|--|--|---|
| <b>LEADING 4.0</b>         | <ul style="list-style-type: none"> <li>Organization-wide absolute goals</li> <li>EM updates shared with executives weekly</li> </ul>                 | <ul style="list-style-type: none"> <li>Several FTE dedicated to EM organization-wide</li> <li>Significant expertise in EM</li> <li>Cross-functioning team always implements EM</li> <li>Nearly all employees regularly engaged in improving EM</li> </ul> | <ul style="list-style-type: none"> <li>Significant funding</li> <li>Projects can almost always get budget approval</li> <li>All employees know how to obtain funding through a transparent and formal process</li> </ul> | <ul style="list-style-type: none"> <li>Always looking to identify new projects</li> <li>Typically implement projects with longer payback even when high risk</li> <li>Collect real-time energy data for most to all major assets</li> <li>Always model and measure savings from energy projects</li> <li>Always make decisions based on energy data</li> </ul>                                   | <ul style="list-style-type: none"> <li>Reporting to third party organizations and independent verification</li> <li>Actively engage our industry to improve EM practices</li> </ul>             |
| <b>ADVANCING 3.0</b>       | <ul style="list-style-type: none"> <li>Departmental or regional absolute goals</li> <li>EM updates shared with executives monthly</li> </ul>         | <ul style="list-style-type: none"> <li>Multiple FTE dedicated to EM</li> <li>Moderate expertise in EM</li> <li>Cross-functioning team often works together to implement EM</li> <li>Most employees engaged in improving EM</li> </ul>                     | <ul style="list-style-type: none"> <li>Moderate funding</li> <li>Projects can often get budget approval</li> <li>Most employees know how to obtain funding</li> </ul>  | <ul style="list-style-type: none"> <li>Consistently identify new projects</li> <li>Typically implement projects with longer paybacks if low risk</li> <li>Collect interval energy data for some major assets</li> <li>Often model and measure savings from projects</li> <li>Often make decisions based on energy data</li> </ul>  | <ul style="list-style-type: none"> <li>Reporting to third party organizations</li> <li>EM best practices are shared at events and via reports</li> </ul>  |
| <b>DEVELOPING 2.0</b>      | <ul style="list-style-type: none"> <li>Organization-wide intensity-based goals</li> <li>EM updates shared with executives quarterly</li> </ul>       | <ul style="list-style-type: none"> <li>One FTE dedicated to EM</li> <li>Some expertise in EM</li> <li>Cross-functioning team sometimes works together to implement EM</li> <li>Some employees engaged in improving EM</li> </ul>                          | <ul style="list-style-type: none"> <li>Some funding</li> <li>Projects can sometimes get budget approval</li> <li>Some employees know how to obtain funding</li> </ul>  | <ul style="list-style-type: none"> <li>Identify projects opportunistically as they arise</li> <li>Typically implement projects with short paybacks, but sometimes consider longer paybacks</li> <li>Collect interval energy data for a few major assets</li> <li>Sometimes both model and measure savings from energy projects</li> <li>Sometimes make decisions based on energy data</li> </ul> | <ul style="list-style-type: none"> <li>Regular reporting via organization's own communication channels</li> <li>Company shares high level EM best practices</li> </ul>                          |
| <b>EMERGING 1.0</b>        | <ul style="list-style-type: none"> <li>Departmental or regional intensity-based goals</li> <li>EM updates shared with executives annually</li> </ul> | <ul style="list-style-type: none"> <li>Partial EM responsibilities</li> <li>Very little expertise in EM</li> <li>Cross-functioning team occasionally works together to implement EM</li> <li>Few employees engaged in improving EM</li> </ul>             | <ul style="list-style-type: none"> <li>Very little funding</li> <li>Projects can rarely get budget approval</li> <li>Few employees know how to obtain funding</li> </ul>   | <ul style="list-style-type: none"> <li>Infrequently identify one-off projects</li> <li>Sometimes implement non-essential projects with short paybacks</li> <li>Collect some interval energy data (short-term period)</li> <li>Rarely model or measure savings from energy projects</li> <li>Rarely make decisions based on energy data</li> </ul>  | <ul style="list-style-type: none"> <li>Limited reporting via organization's own communication channels</li> <li>EM best practices are sometimes shared in confidential conversations</li> </ul> |
| <b>NONE or MINIMAL 0.0</b> | <ul style="list-style-type: none"> <li>No energy or GHG emissions reduction goals</li> <li>EM updates never shared with executives</li> </ul>        | <ul style="list-style-type: none"> <li>No EM responsibilities</li> <li>No expertise in EM</li> <li>No cross-functioning team to implement EM</li> <li>Almost no employees engaged in improving EM</li> </ul>  | <ul style="list-style-type: none"> <li>No funding</li> <li>Projects can almost never get budget approval</li> <li>Employees do not know how to obtain funding</li> </ul>   | <ul style="list-style-type: none"> <li>Do not look to identify new energy projects</li> <li>Only implement projects that are essential to keep systems functioning</li> <li>Do not track energy data or only collect energy data from monthly utility bills</li> <li>Never model or measure savings from energy projects</li> <li>Never make decisions based on energy data</li> </ul>           | <ul style="list-style-type: none"> <li>No reporting</li> <li>EM best practices are kept internal</li> </ul>   |

**Definitions**

**ABSOLUTE GOAL** – A goal that sets a firm cap on the energy consumption or greenhouse gas (GHG) emissions

**ASSETS** – Including major equipment, buildings, or other energy-consuming property

**CROSS-FUNCTIONING TEAM** – A team of employees, each with different core competencies and likely working in different divisions or departments of an organization (e.g. engineering, sustainability/CSR/EH&S, finance, IT, management)

**EM** – Energy Management

**FTE** – Full-time equivalent

**GHG** – Greenhouse gas(es)

**INTENSITY-BASED GOAL** – A goal that limits energy use or GHG emissions per some unit of measure (e.g. square foot, unit of product produced, employee)

**INTERVAL ENERGY DATA** – Energy data collected from submeter(s) in 5-minute, 15-minute, 30-minute or 1-hour increments

**THIRD PARTY ORGANIZATION** – Independent group that is not affiliated with the organization or the end-user of the products or services being verified for compliance: no commercial bias is present (e.g. CDP, GHG Protocol)