



# IBM: Driving performance through sustainability

*Strategy, synergy and significance*

IBM Institute for Business Value

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ECTC Conference | May 26, 2015



# IBM's sustainability history is a long one

**1974**

Corporate policy on energy and materials conservation and recycling

**1973**

Established IBM's global energy conservation program

**1976**



Think, the company magazine, devoted an entire issue to IBM's energy conservation program and 1973-1976 performance

**1990 - 2009**

IBM's global energy conservation actions:

Saved 5.1B kWh  
 Avoided nearly 3.4M tons of CO<sub>2</sub> emissions – equal to 50% of its 1990 emissions  
 Saved over \$370M

**1990**

Initiated programs to reduce employee work-related commuting

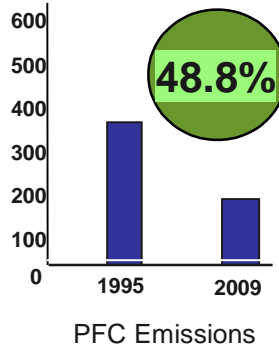
2009: Over 29% of global workforce participates.

Conserved approx. 2.9M gallons of fuel, avoided more than 25,400 tons of CO<sub>2</sub> emissions in the U.S.



1605(b) voluntary emissions reporting since 1995

**1995 - 2009**



**2000 - 2001**

Piloted WRI/WBCSD GHG Protocol for Corporate Accounting and Reporting

**1998**

1<sup>st</sup> semiconductor manufacturer to set a numerical goal for PFCs emissions reduction

**2005**

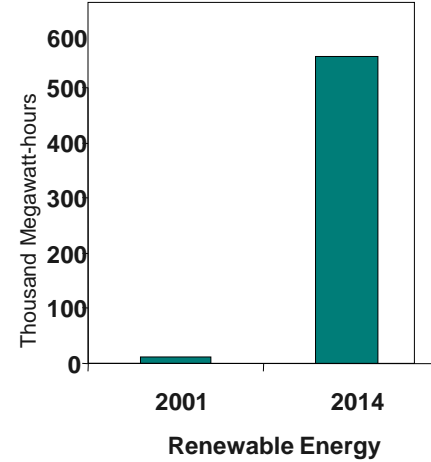
Met goals under U.S. EPA Climate Leaders program

**1996**

Revised IBM's corporate-wide energy conservation goal from a cost-based to a consumption-based goal to better focus on energy use reduction

2009: Conservation projects saved energy equivalent of 5.4% of IBM's actual global energy use

**2001 - 2014**



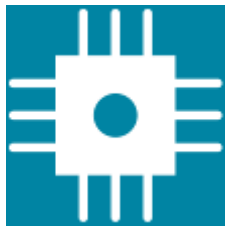
**2006**

Set 2<sup>nd</sup> generation CO<sub>2</sub> reduction goal

Reduce CO<sub>2</sub> emissions associated with IBM's energy use 12% between 2005 and 2012 through energy conservation and the procurement of renewable energy



# Something profound is happening around us



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## INSTRUMENTED

We now have the ability to measure, sense and see the exact condition of practically everything in real-time.

## INTERCONNECTED

People, buildings, campuses, cities, etc. are now interacting in entirely new ways.

## INTELLIGENT

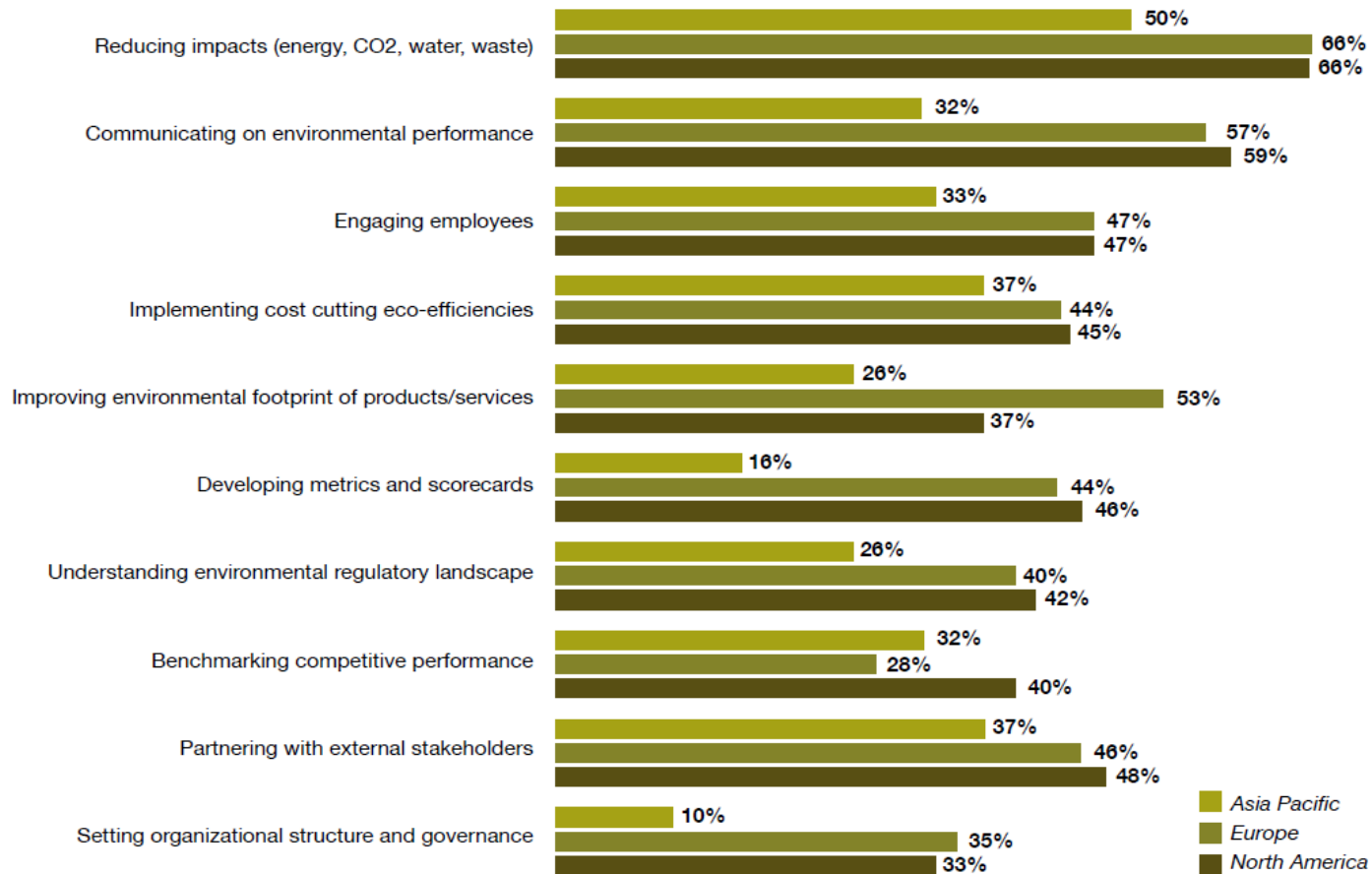
All this information can be used to make optimal decisions that are based on historical trends and predicted events.

## SMARTER

We can gather, synthesize and apply this information to achieve financial, **environmental** and operational benefits.

# Leaders implement sustainability practices with comprehensive programs

To what extent have you implemented the following sustainability practices? Top 10  
(Respondents who answered "significant")

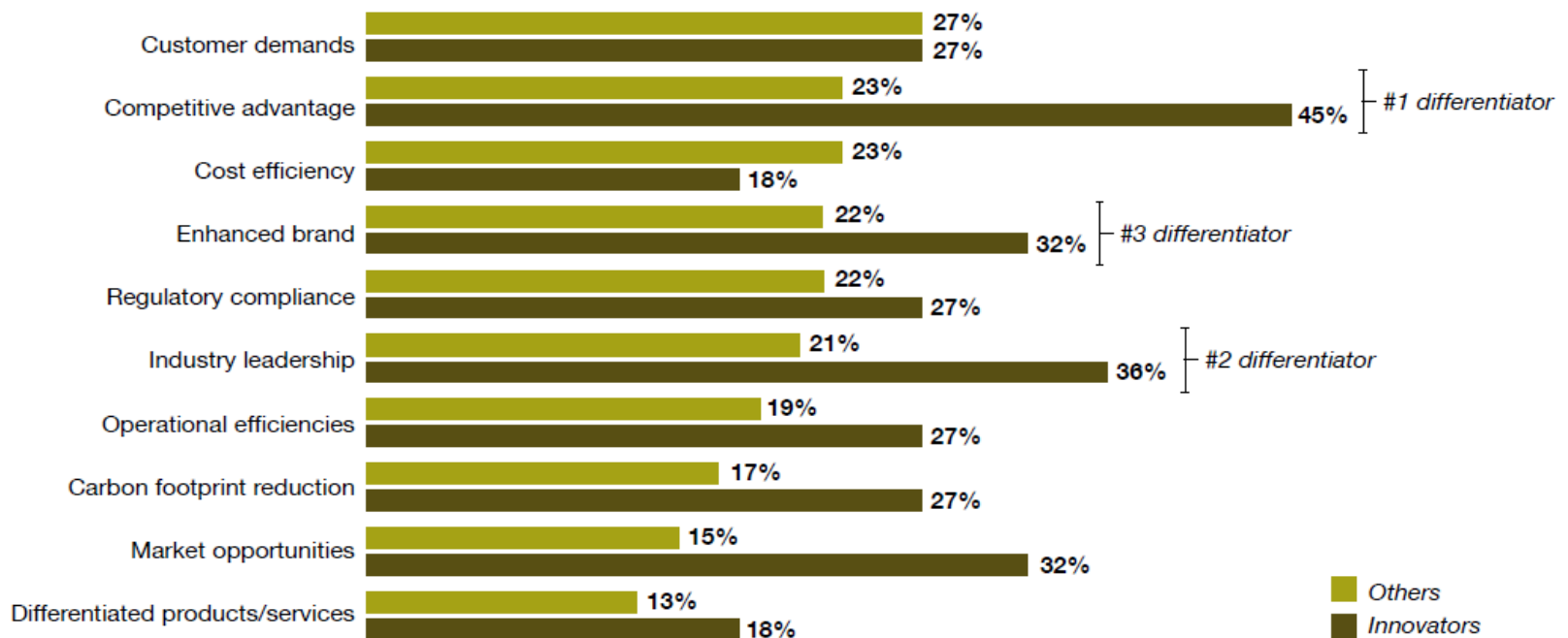


Source: IBM Institute for Business Value.

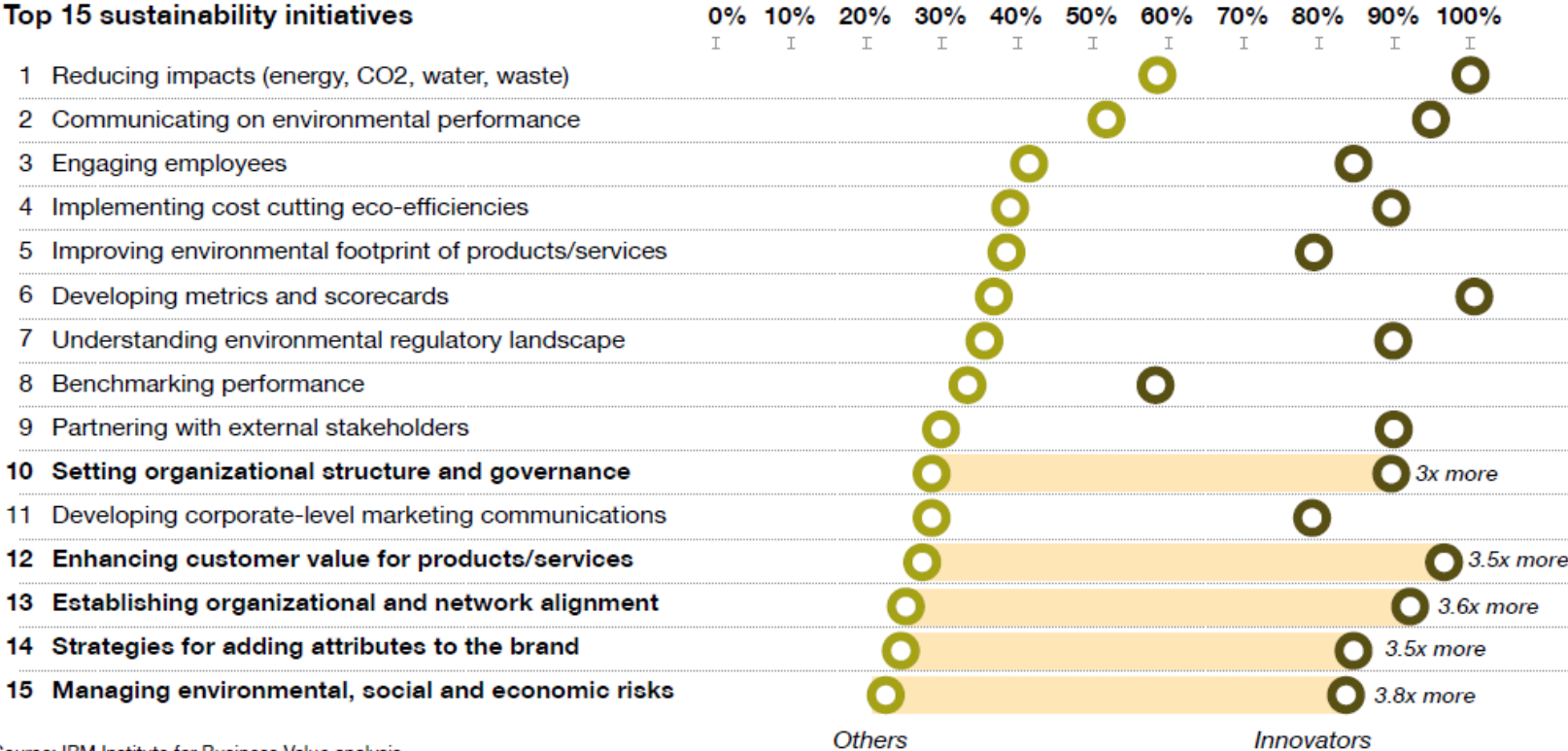


# Innovators differentiate on achieving competitive advantage

## What are the strategic objectives of your sustainability strategy?



# Risk management, organizational alignment and customer value are key differentiators

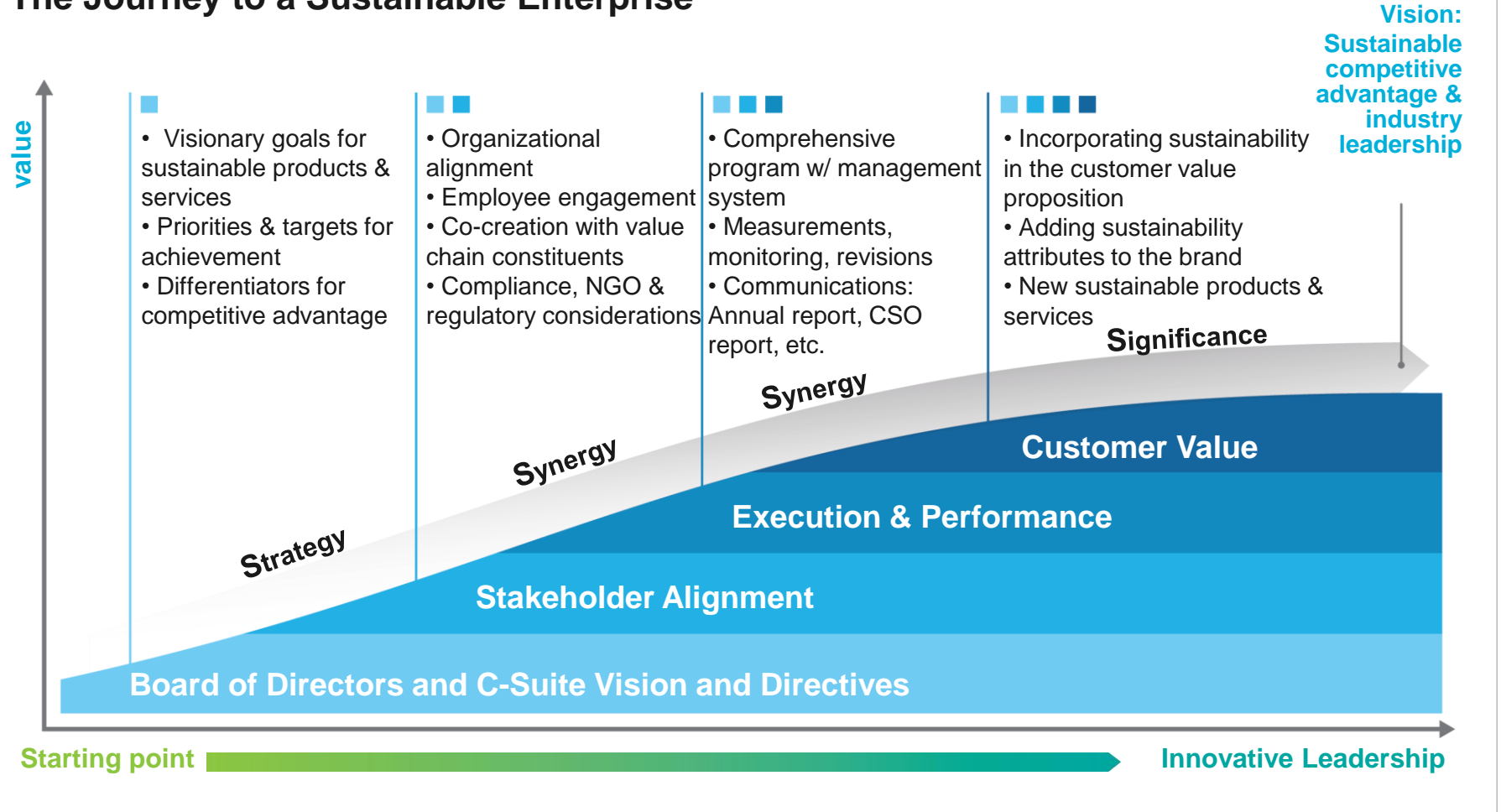


 **Innovators stand out in performance on the top 15 initiatives**



# Where are you on the journey to becoming a Sustainable Enterprise?

## The Journey to a Sustainable Enterprise



Source: IBM Institute for Business Value