



***Energy, Environment, Safety & Health  
Sustainability Report***

***2007***

**“Sustainability and performance excellence go hand-in-hand at Lockheed Martin. We are focused on operating in a way that builds a solid future without negatively impacting the world around us.”**

Ken Meashey, Vice President  
Energy, Environment, Safety & Health



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## ESH Leadership Message

At Lockheed Martin, we take performance excellence very seriously. We are committed to continuous improvement in everything we do, and Energy, Environment, Safety & Health is no exception. In 2007, our ESH organization made strides toward improving performance and creating a sustainable organization.

Sustainability and performance excellence go hand-in-hand at Lockheed Martin. We are focused on operating in a way that builds a

solid future without negatively impacting the world around us. Achieving that goal requires conscientious decisions and thoughtful planning for tomorrow as well as a genuine dedication to improving our performance today.

This is our first report to follow Global Reporting Initiative (GRI) guidelines and to cover ESH's sustainability efforts as well as environmental

progress. The report details many of our 2007 ESH accomplishments, from improved metrics to the introduction of innovative programs that enhance our ability to conserve and preserve resources. It also serves as a baseline from which we'll measure subsequent improvement in both our performance and reporting, and is a guide to the ESH organization.

This past year was a significant one for Lockheed Martin's ESH organization. We set challenging but realizable ESH goals, and we have worked hard to achieve them. Our ultimate goal is zero impact. Achieving that goal requires two important components: firmly established metrics for measuring performance, and innovative initiatives that help us reach our goals.



Our Go Green program is a prime example of a natural blending of both components. In 2007, Lockheed Martin established the absolute goal of a 5 percent annual reduction in carbon emissions for 2008 as well as absolute reduction goals for water usage and waste reduction. The Corporation also set absolute goals to reduce waste, water and carbon emissions by 25 percent by 2012. ESH staff members and a corporatewide, multifunctional task force have worked together to move us closer to our goals by developing a comprehensive program that establishes sustainable policies and practices across the ESH function.

We are committed to integrating sustainability in all decision-making — individually, as teams, and as an entire Corporation. We are confident that doing so enhances our daily performance, strengthens our prospects for long-term sustainability and benefits our customers, shareholders, employees and communities today ... and tomorrow.

A handwritten signature in black ink that reads "Kenneth H. Meashey".

Ken Meashey  
Vice President  
Energy, Environment,  
Safety & Health

## Executive Summary

In 2007, Lockheed Martin Energy, Environment, Safety & Health (ESH) established new goals and programs that improved ESH performance and elevated corporatewide expectations for the ESH organization and every Lockheed Martin employee. With an eye on continuous improvement and performance excellence, ESH identified and targeted key areas that needed improvement, broadened its focus from compliance to more proactive risk management, and enhanced communication on ESH issues across Lockheed Martin and with external partners.

One of the most significant efforts was the Corporation's implementation of a comprehensive Go Green initiative, which is reducing the Corporation's negative impact on the environment through improved energy efficiency and reductions in water usage and waste sent to landfills.

The company has established aggressive absolute goals to reduce carbon emissions, water usage and waste to landfills by 25 percent by 2012. Incremental goals of a 5 percent reduction in carbon emissions and a 2 percent reduction in water usage and waste reduction were set for 2008.

In keeping with its commitment to increase collaboration, Lockheed Martin formed a multifunctional task force to establish sustainable energy policies and practices for reducing the Corporation's energy usage and lowering greenhouse gas emissions.

Lockheed Martin's energy program offers an excellent example of the benefits of collaboration. In 2007, Lockheed Martin facilities and information technology personnel, along with industry partners, performed a data center optimization analysis that will result in significant energy savings. Based on the analysis, small or underutilized data centers will be consolidated and optimization techniques will be implemented to minimize energy consumption.

Taking an equally proactive approach to reducing water usage and waste, many Lockheed Martin sites have established stellar conservation programs. For example, Lockheed Martin Aeronautics in Fort Worth, Texas, initiated a rinse-water conservation project that is expected to reduce annual water use by 1.2 million gallons and installed a water recapture system that is expected to reduce water use by 1 million gallons. Lockheed Martin Electronic Systems in Archbald, Pa., worked closely with suppliers and its U.S. Navy customer to replace hexavalent chromium-containing paints with water-based, low-VOC paints.

On a trajectory toward zero injuries, Lockheed Martin in 2007 moved toward the first major milestone in its Target Zero safety program — reducing injuries by 50 percent against the 2003 baseline by the end of 2008. This was accomplished through leadership commitment, effective safety improvement tools, and enhanced safety training.

For example, to drive safety improvement, Lockheed Martin implemented its Injury Reduction Model (IRM) in 2007. The model drives deeper analysis of incident and safety performance data to identify root causes of high incident rates. The Corporation identified 25 directors whose manufacturing areas had the highest number of injuries, and required each of their areas to implement the IRM.

In every aspect of ESH, Lockheed Martin is taking a proactive approach to environmental sustainability — one that helps conserve natural resources, protect the environment, and ensure the health and safety of its employees and other stakeholders.

## Strategies & Analysis

### Key Impacts, Risks and Opportunities

In today's competitive marketplace, Lockheed Martin faces numerous challenges. Customers' budgets are tight. The cost of doing business continues to increase. The Internet has transformed how the world communicates. And the workforce is changing as a large baby boomer population begins to retire.

As it faces these and other challenges, Lockheed Martin is taking a proactive approach to environmental sustainability — one that helps conserve natural resources, protect the environment, and ensure the health and safety of its employees and other stakeholders. Focusing on environmental sustainability also serves as an important business discriminator, because it enhances the Corporation's performance today and strengthens its plans for tomorrow.

One of Lockheed Martin's internal challenges is to maintain and implement a meaningful ESH program that meets the needs of every Lockheed Martin site, even as products and demands vary from

one Lockheed Martin business area to the next and regulations differ from country to country. One of the important ways ESH meets that challenge is by working closely with the Corporation's LM21 Operating Excellence program. The partnership ensures that all Lockheed Martin

businesses incorporate environmental, safety and health imperatives into their operations and that ESH remains focused on continuous improvement and performance excellence in its operations. Working to improve ESH performance at every site enhances and expands Lockheed Martin's reach and positive environmental impact.

Another internal challenge for Lockheed Martin is the changing workforce. Today, more than 60 percent of employees in the aerospace industry are over age 40, and Lockheed Martin faces dramatic hiring demands as baby boomers begin to retire.

***Lockheed Martin takes a proactive approach to environmental sustainability.***

The Corporation's focus on sustainability helps attract and retain talented employees, because employees want to work for companies that demonstrate corporate responsibility. Lockheed Martin also is committed to educating employees about sustainability, which can have an impact even beyond the Corporation by helping employees better understand the importance of working and living in a manner that reduces each person's negative impact on the environment.

Lockheed Martin's sustainability efforts are addressing challenges brought on by external factors as well. For example, energy costs have skyrocketed. In 2007, the Corporation formed an integrated Energy Task Force to address the impact of volatile energy costs and increasing public concern over energy and climate change. The Task Force was chartered to establish collaboration across Lockheed Martin and to lower the Corporation's energy risk exposure.

In 2007, the Corporation also implemented the comprehensive Go Green initiative that is reducing carbon impact through increased energy efficiency and use of renewable resources; reducing waste to landfills through recycling, alternative materials and disposable methods; and reducing water utilization through conservation and increased efficiency. Already, the initiative is improving ESH performance and reducing the Corporation's negative impact on the environment.

Focusing on sustainability is a business imperative in today's competitive marketplace. Customers and investors alike are considering businesses' sustainability activities when deciding where to spend and invest their money, and many customers require





companies to include corporate responsibility information in proposals for new business.

Lockheed Martin is committed to sustainable operations because it wants to be a good corporate citizen — one that ensures its operations have minimal negative impact today and are conserving resources and preserving the environment for future generations.

### **Process Improvement**

Lockheed Martin's comprehensive ESH Management System serves as the foundation for all ESH operations. With 1,000 U.S. locations and sites in 75 nations and territories, Lockheed Martin needs an ESH management system that provides the business units with operating flexibility while also ensuring that ESH is integrated and managed consistently across the Corporation. The ESH Management System provides an infrastructure that enables Lockheed Martin to drive the corporate ESH program out to the sites while also drawing the sites' feedback back into the corporate organization.



Lockheed Martin is working to build a culture of excellence, and in 2007, the Corporation broadened its focus from ESH compliance to a more proactive approach of analyzing risks, identifying close calls and proofing against mistakes. Several ESH objectives helped drive the culture of excellence in 2007, as the Corporation worked to demonstrate senior management's commitment to ESH excellence

and established key elements in the model for excellence. ESH also worked to enhance its metrics for measuring performance excellence and to expand its use of systems, processes and tools that improve performance.

### **ESH Priorities**

Lockheed Martin's ESH mission is to protect people and the environment. Achieving that mission ensures the safety of employees and the community. It also enhances Lockheed Martin's quality, ability to serve customers, and competitive advantage.



Two ESH initiatives at the core of Lockheed Martin's sustainability efforts are Go Green and Target Zero, Lockheed Martin's safety program.

As explained in this report, Lockheed Martin has set short-term and long-term absolute goals that will help ensure the Corporation's operations are sustainable. Although the goals are aggressive, they are achievable, because thoughtful examination, strategic planning and a focus on continuous improvement are part of the ESH culture. For Lockheed Martin, sustainability is critical to maintaining operations that are world-class today ... and tomorrow.

***Lockheed Martin is committed to integrating sustainability in all decision-making — individually, as teams, and as an entire Corporation.***



## Lockheed Martin at a Glance

### Vision:

Powered By Innovation, Guided By Integrity, We Help Our Customers Achieve Their Most Challenging Goals.

### Values:

- Do What's Right
- Respect Others
- Perform With Excellence

### Business Areas:

- Aeronautics
- Electronic Systems
- Information Systems & Global Services
- Space Systems

### 2007 Sales: \$41.9 Billion

**Employees:** 140,000 employees in the United States and internationally

**Operations:** 1,000 facilities in 500 cities and 46 states throughout the U.S.; internationally, business locations in 75 nations and territories

**Customer Base:** As a lead systems integrator and information technology company, the majority of Lockheed Martin's business is with the U.S. Department of Defense and the U.S. federal government agencies. In fact, Lockheed Martin is the largest provider of IT services, systems integration, and training to the U.S. government. The remaining portion of Lockheed Martin's business is comprised of international government and some commercial sales of our products, services and platforms.

## ESH Sustainability at a Glance

**Mission:** Protect people and the environment. Achieving that mission ensures the safety of employees and community and enhances Lockheed Martin's quality, ability to serve customers, and competitive advantage

**Strategic Direction:** Reduce risk and ensure compliance; drive social responsibility; fully integrate sustainability throughout the corporation; and foster an innovative environment that enhances sustainability.

### **Safety: Target Zero**

**Goal:** Safety of every employee

**Strategy:** Track and investigate all injuries, determine root cause, and implement corrective actions.

**Results:** Since 2003, Lockheed Martin has:

- Reduced recordable injury rate by 48%
- Reduced 'days away' case rate by 31%
- Reduced severity of injury rate by 52%

### **Energy and the Environment: Go Green**

**Goal:** Eliminate adverse environmental impact from Lockheed Martin operations

**Strategy:** Multi-pronged strategy includes:

- Reducing carbon impact through increased energy efficiency and use of renewable resources
- Reducing waste to landfills through recycling, alternative materials and disposable methods
- Reducing water utilization through conservation and increased efficiency

**Results:** In 2007, Lockheed Martin:

- Continued to improve energy efficiency, now yielding an annual savings of 125 million kilowatt hours
- Opened first U.S. Green Building Council – Leadership in Energy and Environmental Design (LEED) certified building in Sunnyvale, Calif. Today, 16 green buildings are in the pipeline across the Corporation.
- Implemented waste reduction, recycling and water utilization programs across the Corporation.

### **Community Outreach**

**Goal:** Strengthen the quality of life in Lockheed Martin communities

**Strategy:** Multi-pronged strategy includes:

- Supporting community programs in education and environmental awareness
- Transparency and outreach in all Lockheed Martin environmental remediation activities

**Results:** In 2007:

- Lockheed Martin employees logged 1.3 million volunteer hours.
- The Corporation contributed \$22 million to charitable causes; employees contributed another \$17 million.
- ESH sponsored numerous community outreach efforts, including major Space Day events for students in Tallavast, Fla., and Riverside, Calif.

## Governance

At Lockheed Martin, the Corporate ESH function provides the structure and high-level guidance that's necessary to ensure all Lockheed Martin sites are meeting regulations and achieving ESH excellence. Lockheed Martin sites have the autonomy to determine how best to implement corporatewide programs and achieve Lockheed Martin ESH goals. That ESH structure provides the guidance and support the sites need, while also promoting responsibility and ownership at the site level.

At the corporate level, ESH sets enterprisewide policies, procedures and goals, and develops the tools necessary to achieve ESH excellence. Each level of function has responsibilities, with line managers at each site most closely associated with day-to-day ESH performance at their location. Line managers report to the Lockheed Martin company where they work, and are part of the team that manages ESH local operations, identifies and reduces site-level risks, and ensures compliance.

### Corporate Responsibilities

The Corporate Vice President of Energy, Environment, Safety & Health oversees the ESH organization. Based on the policy, the ESH vice president is responsible for developing and maintaining ESH corporate policies, functional procedures, metrics, programs and performance goals. The ESH vice president also ensures that the function is providing Lockheed Martin sites with:



- Common systems and processes for consistent data collection and analysis, and
- Resources such as technology, best practices, lessons learned, and the legal requirements of the countries in which Lockheed Martin operates.



The ESH vice president, who reports to the Vice President for Enterprise Business Services, is responsible for evaluating ESH performance and communicating results to Lockheed Martin executives and the Board of Directors. The ESH vice president also develops Lockheed Martin positions on emerging regulatory and legislative ESH issues and coordinates those positions with Lockheed Martin Washington Operations. Additionally, the vice president coordinates the Corporation's positions on emerging state-level ESH issues and communicates with appropriate staff within the Lockheed Martin business units.

The ESH vice president also guides Lockheed Martin's interface with public stakeholders — from ensuring the Corporation is represented on boards and industry organizations to providing information for corporate and business unit ESH communication efforts.

### Business Area Responsibilities

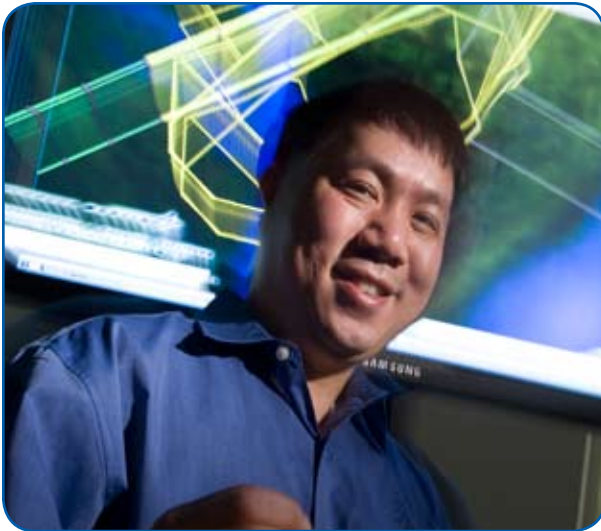
Lockheed Martin has four business areas, and the executive vice president of each business area has ESH responsibilities that ensure pertinent ESH messages and procedures are cascading from the top of the business area to employees at each site. For example, business area executive vice presidents are responsible for establishing business area ESH performance goals that align with the corporate ESH performance goals. The vice presidents also are responsible for ensuring the business area achieves its ESH performance goals.

As the leader of the business area, each executive vice president oversees implementation of the ESH Management System, ESH continuous improvement activities, communication of key ESH

messages, and business area compliance with all requirements. While the executive vice president designates a senior-level employee to implement the business area's ESH program, it is the vice president who ultimately must ensure that the business area complies with all relevant requirements and that ESH is integrated into all business area operations.



The ESH Leadership Council, which consists of members of the senior ESH staff and ESH leads from each business area, provides valuable input on ESH activities. The council helps guide ESH decisions and helps ensure that ESH staffs are moving in the same direction and as one corporatewide team. Council members enhance communication by bringing business area and functional concerns to the table and by taking information about corporate programs and corporatewide best practices back to their business areas or functions.



#### **Business Unit and Site Level Responsibilities**

At the business unit and site levels, managers are responsible for ensuring that employees are aware of their ESH responsibilities and that they understand their critical role in ESH performance. Managers also help ensure that all employees who work under hazardous conditions or in hazardous areas are evaluated annually on their ESH performance, and that evaluations are documented. ESH line managers report to the Lockheed Martin company where they work, and are critical in identifying and reducing site-level risks and ensuring compliance.



## ESH Management System

Lockheed Martin's Energy, Environment, Safety and Health (ESH) organization developed and adheres to a comprehensive ESH Management System that serves as the foundation for all ESH operations. The corporate ESH policy, a critical component of the management system, establishes baseline expectations for all Lockheed Martin companies. The policy defines ESH standards, goal setting, communication, and policy reviews and updates. The overarching objective of the policy is to ensure that ESH programs at every Lockheed Martin location are aligned with the high standards established by the Corporation.



### A Comprehensive System

Lockheed Martin has been an industry pioneer in instituting ESH management system requirements for its companies based on the International Organization for Standardization (ISO) standards. The ESH management system consists of eight elements:

- Policy,
- Compliance Requirements,
- Risk Assessment,
- Objectives and Targets,
- Programs,
- Training,
- Self-Assessment, and
- Senior Management Review.

The management system provides operating flexibility to business units while ensuring ESH is integrated into operations and managed in a manner that is consistent with other program standards.

***Lockheed Martin has been an industry pioneer in instituting ESH management system requirements.***

### Management System Tools

Numerous tools have been developed to help assist businesses in implementing all aspects of the management system. The backbone is **ESHWeb**, an enterprise resource aiding ESH, hazardous materials transportation compliance and risk management. The site includes information on:

- Regulatory, corporate and voluntary programs;
- Important messages such as those related to the Corporation's Go Green initiatives; and
- Extensive databases that assist ESH users with their responsibilities.

Other enterprise tools in the ESH Management System include:

- **Lockheed Martin's Standard Injury and Illness (LMSII)** tool, which supports the Corporation's Target Zero safety initiative by tracking occupational injuries and illnesses with the intent of preventing recurrence.
- **Site Information Database (SID)**, which collects information on the ESH aspects of individual facilities.
- **Self-Assessment Manager (SAM)**, which uses information in SID and provides site-specific, compliance-based audit checklists.
- **Computer-based training courses**, which provide standardized training information and on-demand delivery to support a variety of ESH training requirements that are tracked in Lockheed Martin's Learning Management System.
- **Updated ESH risk assessment tool**, unveiled in 2007 to enable facilities to examine "beyond compliance" aspects of facility operations and hazard controls with the objective of further reducing ESH-related risks for people, the environment and Lockheed Martin's stakeholders.

### Senior Management's Commitment

One of the key components of Lockheed Martin's ESH performance is the ongoing commitment from senior management. Lockheed Martin executive vice presidents of the business areas show their support for ESH excellence by discussing environmental, safety and health topics at staff meetings and by requiring their businesses to hold events such as safety stand-downs. During a safety stand-down, all employees are required to stop work to discuss safety. Supervisors meet with their teams to talk about how to make processes and procedures safer in their work area. The events are well-received, because the executive leaders show a visible commitment and set the tone for their business area.



The ESH Management System provides a structure that everyone — from executives, to program managers, to ESH staff — can follow to set ESH goals, measure performance, and evaluate metrics to drive improvement.



## ESH Policies and Procedures



Lockheed Martin follows ESH policies and functional procedures that ensure the Corporation meets its commitment to operating in a manner that prevents accidents and ESH incidents, actively manages risk, conserves natural resources, protects the environment, and ensures the safety of employees, contractors, and the public.

### **The Corporation's policy is implemented through Functional Procedures that require ESH senior management to:**

- Develop and maintain ESH corporate policies, functional procedures, metrics, programs, and performance goals.
  - Provide ESH common systems and processes for consistent data collection and analysis across the Corporation.
  - Provide ESH resources, including technology, best practices, lessons learned, and legal requirements of countries in which Lockheed Martin operates.
  - Alert business units to emerging legislative and regulatory requirements and industry trends.
  - Evaluate ESH performance, including the business areas' effectiveness in identifying and mitigating risk, and report results routinely to corporate executives and the Ethics & Corporate Responsibility Committee of the Board of Directors.
  - Participate in public policy processes to promote the development of ESH laws and regulations that protect human health and the environment and are consistent with sound science and risk assessment principles.
  - Develop Lockheed Martin positions on emerging regulatory and legislative ESH issues and coordinate those positions with Lockheed Martin Washington Operations, and coordinate Lockheed Martin positions on emerging state-level ESH issues with the business units.
- Ensure that Lockheed Martin is represented on boards, committees, industry associations, and similar organizations that address ESH issues.
  - Support corporate programs to communicate Lockheed Martin ESH issues and performance to shareholders and other external stakeholders, and support business unit outreach programs designed to communicate ESH matters to host communities.
  - Establish requirements for and oversee the performance of ESH assessments for mergers, acquisitions, divestitures, joint ventures, and real estate transactions, and determine risks and liabilities and recommend appropriate mitigation actions.
  - Manage the ESH-related aspects of discontinued operations. Report progress quarterly to the corporate Vice President & Controller.
  - Develop ESH inputs for Securities and Exchange Commission (SEC) filings with ESH Legal Counsel.
  - Collect financial assurance data from the business units as required and prepare the necessary financial assurance certificates. File the certificates with the appropriate regulatory agencies and provide copies to the affected business units.

***The policies and procedures strengthen ESH performance and sustainability by ensuring that Lockheed Martin's 140,000 employees take a thoughtful and proactive approach to environment, safety and health initiatives.***

### **The Fundamental Procedures require business area executive vice presidents to:**

- Establish business area ESH performance goals that align with the corporate ESH performance goals, and ensure that the business area achieves its ESH performance goals.



- Institute an ESH Management System in accordance with the ESH policy.
- Designate a senior-level employee who will be responsible for implementing the business area's ESH program.
- Ensure continuous improvement of the business area's ESH program.
- Ensure that management is aware of its ESH responsibilities.
- Ensure that the business area complies with all relevant federal (or foreign), state, local, customer, and corporate ESH requirements.
- Demonstrate that ESH is integrated into business operations, including but not limited to product design, services, procurement, supplier selection, manufacturing, and property upgrade/renovation/rearrangement.
- Develop metrics that measure performance, facilitate management accountability, and address customer requirements.
- Identify, document, and share ESH best practices and lessons learned.
- Report environmental releases; incidents resulting in fatalities or serious injury/illness, and ESH proceedings such as civil and criminal enforcement proceedings, administrative orders, notices of violations, compliance agreements, consent decrees and agreed orders, and similar actions by a regulating authority or other potential claimant.
- Respond to employee, community, customer, and regulatory agency concerns regarding any potential ESH impact from facility operations, and ensure that external communications are coordinated.
- Recycle materials and reduce the use of natural resources.
- Ensure that ESH legal issues are coordinated with the corporate Vice President & Associate General Counsel-ESH or designee.



**The Corporation's policy is implemented through Functional Procedures that require business unit management to:**

- Ensure that employees are aware of their ESH responsibilities, and encourage them to take responsibility for the element's ESH performance.
- Ensure that all managers and employees who work under hazardous conditions or in hazardous areas are evaluated annually on their ESH performance, and that the evaluations are documented.

**To ensure a comprehensive approach to ESH performance, Lockheed Martin also follows ESH functional procedures for:**

- ESH Due Diligence for Business and Real Estate Transactions
- ESH Data Collection Requirements
- Incident Reporting
- Contractor Management
- Waste Disposal
- Commercial Motor Vehicle Safety
- Hazardous Materials Transportation
- ESH Host-Tenant Responsibilities
- Environment, Safety and Health Self Assessment Process
- Decommissioning and Decontamination
- Environment, Safety and Health Management of Nanomaterials
- Safe Use of Electronic Devices While Operating Vehicles.

Lockheed Martin's ESH policies and functional procedures are consistent with the Corporation's values and its commitment to operating excellence. The policies and procedures strengthen ESH performance and sustainability by ensuring that Lockheed Martin's 140,000 employees take a thoughtful and proactive approach to environment, safety and health initiatives.

## ESH Economic Performance

In 2007, Lockheed Martin made a commitment to long-term ESH performance by implementing its formal Go Green program and setting challenging absolute goals to eliminate adverse environmental impact from Lockheed Martin operations. That commitment requires increased human resources and financial



resources, and in 2007, Lockheed Martin approved increased funding for both in the 2008 ESH budget.

When Lockheed Martin evaluates the merits of a new ESH program, the

Corporation's first consideration is whether the program will protect people and the environment. The Corporation's discussion of financial considerations is secondary to its determination that a program will be beneficial.

When evaluating the financial value of a proposed program, Lockheed Martin considers many factors. For example, when evaluating the financial value of the Go Green program, Lockheed Martin considered:

- The program's importance to customers and alignment with the customer's goals,
- Whether the program would reduce business risks, and
- Whether the program would help the Corporation attract and retain talented staff.

As was true in previous years, in 2007, Lockheed Martin's largest ESH expenditure was environmental remediation at heritage sites. The Corporation also spent millions on energy efficiency projects. With guidance from the ESH Leadership Council and support from ESH management, the ESH vice president oversees most large ESH funding decisions. The ESH vice president seeks approval from the vice president of Enterprise Business Services for major expenditures, and implementation of programs such as Go

Green requires approval from executive leadership and the Board of Directors.

A business's commitment to sustainability can be measured by its willingness to make hard decisions that are right for the environment. To date, Lockheed Martin's decisions to support programs such as Go Green have been relatively easy to make,

***In 2007, Lockheed Martin made a commitment to long-term ESH performance by implementing its formal "Go Green" program and setting challenging absolute goals to eliminate adverse environmental impact from Lockheed Martin operations.***

because the Corporation still is implementing new programs that reap big benefits. However, Lockheed Martin is committed to supporting ESH initiatives even when the short-term return on investment is not as large. Why? Because that decision will ensure that there is no environmental impact from Lockheed Martin operations and that those operations are sustainable for many years to come.



## Corporate Citizenship

### Summary

Environmental, safety and health activities are a major component of Lockheed Martin's commitment to responsible corporate citizenship. These activities help strengthen the quality of life in Lockheed Martin communities and at former sites where



the Corporation maintains a presence. The Corporation's ESH employees volunteer thousands of hours in community-building activities in their home communities, and the ESH organization hosts a wide variety of educational, recreational and environmental events in communities where

the Corporation is conducting remediation activities. In addition, the ESH team identifies and promotes ESH-related non-profit causes that are supported through generous financial contributions, and it helps organize ESH events for all Lockheed Martin employee volunteers in communities where they work.

### Community Outreach

Community outreach initiatives are the cornerstone of the Lockheed Martin ESH team's commitment to enriching the communities where the Corporation operates today and where it has in the past. These activities range from ESH employees participating in community service projects to major educational events that excite the imagination of thousands of children. Here are some examples of community outreach activities supported by ESH and its employees in 2007:

#### *Space Day*

As the world's leading aerospace company, Lockheed Martin has vast knowledge in the areas of space exploration and rocket science. By organizing and staffing Space Day events, the

Corporation uses this knowledge to excite the interest of youngsters in science, engineering and mathematics.

In 2007, two of the Corporation's biggest Space Day events were held in or near the communities of Tallevast, Fla., and Riverside, Calif., where Lockheed Martin ESH is conducting remediation activities related to past operations. ESH employees organized and hosted both events on behalf of the Corporation.

***The ESH team is committed to enriching the communities where the Corporation operates today and where it has operated in the past.***

In Manatee County, Fla., Space Day at Kinnan Elementary School provided an opportunity for approximately 1,000 local students to meet an astronaut, see actual spaceflight equipment and simulators, and participate in hands-on activities at 40 "space stations." The activities were provided by Lockheed Martin businesses in Sarasota, Pinellas and Orlando, Fla.; the Traveling Space Museum from Santa Monica, Calif.; Bishop Planetarium at the South Florida Museum in Bradenton; G.WIZ, the Hands-On Science Museum, in Sarasota; Mote Marine Laboratory in Sarasota; NASA's Kennedy Space Center; Manatee Fire Department; and Bay News 9. For its efforts, the Corporation received a Manatee County Chamber of Commerce 2007 Business Partner Award.



***By organizing and staffing Space Day events, the Corporation uses its aerospace expertise to excite youngsters about science, engineering and mathematics.***

Approximately 1,000 students also participated in Space Day at Longfellow Elementary School in Riverside, where they met a NASA scientist, saw actual spaceflight equipment and simulators, and participated in hands-on activities at nearly 30 space stations provided by Lockheed Martin businesses in Palmdale, Burbank, Livermore and Los Angeles, Calif., and Bethesda, Md.; the Traveling Space Museum from Santa Monica; NASA's Jet Propulsion Laboratory (JPL) in Pasadena; the Riverside Astronomical Society; and Corona Naval Base.

#### ***Education Support***

In addition to sponsoring Space Day activities, Lockheed Martin ESH has established a strong, ongoing partnership with Manatee County, Fla., schools to improve education.

In 2007, the Corporation provided funding through its partnership with the Manatee Education Foundation for 38 teachers to complete two sessions at the South Florida Museum's Institute

for Science Teaching. The Institute was made possible through \$100,000 in funding provided by the Corporation. During the weeklong sessions, teachers were guided in hands-on activities, lesson plan development, and question and answer periods.

In addition, the Corporation sponsored two Manatee County teachers at the Keystone Center in Silverthorne, Colo., where they participated in a week of intense environmental training that provided them with new teaching techniques.

Further education support came in the form of a \$9,000 donation that provided every Kinnan Elementary School student an opportunity to participate in the Mote Marine Laboratory's learning experience about the environment and the ways humans can affect the world and all its living things.

Individual Lockheed Martin businesses also support environmental education. In Manassas, Va., for example, Lockheed Martin MS2 offers opportunities for Freedom High School students to learn about facility operations from an ESH point of view. Students



come to the Manassas facility for a one-day visit, and during the tour, they observe environmental protection practices. They also learn about careers in environmental, safety and health from professionals at the facility. A highlight of the visit is a role-playing exercise in which students plan the manufacture of a product while learning the roles environmental, safety and health considerations play in the process.

#### ***Civic Involvement***

Going beyond its commitment to remediate certain current and former operating facilities, Lockheed Martin works in partnership with community organizations to support and enhance a wide variety of community activities.

In Middle River, Md., for example, the Corporation's ESH team supports three community festivals and has become a facilitator of neighborhood communication. In 2007, the Corporation hosted the area's Waterfront Festival on Lockheed Martin property. It also was a major exhibitor at the Marshy Point Nature Center's annual festival, and it supported the Essex Days event. Furthermore, through its efforts to keep the area's communities informed about its remediation efforts, the ESH team opened up lines of communication



between communities on topics outside of the issue of the Lockheed Martin site cleanup.

In Riverside, Calif., the ESH team partnered with the region's Unified School District and other organizations to coordinate events that honored one of the district's most-accomplished graduates — former astronaut Michael L. Coats, who is director of NASA's Johnson Space Center in Houston. ESH assisted the school district in coordinating Coats' visits in November 2007 to his former middle and high schools, where he inspired students and teachers alike. ESH also helped coordinate an honoring ceremony where Coats added his wings to the Fliers Wall at the local Mission Inn.



In Great Neck, N.Y., where Lockheed Martin is remediating a former manufacturing site it acquired in 1996, the Corporation continues to support community programs. In 2007, it contributed \$10,000 to the Great Neck United Community Fund, which supports 18 programs in the Great Neck and North New Hyde Park area.

In Montgomery County, Md., corporate ESH employees participate in Rebuilding Together, a volunteer program that helps the elderly and disabled homeowners, as well as families with young children, perform home renovation and repairs. In addition to its assistance with general renovations, the ESH team also keeps an eye out for improvements that will help homeowners increase safety and energy efficiency. In 2007, 18 ESH volunteers participated in the program.

### ***Environmental and Safety Programs***

With the support of the ESH organization, Lockheed Martin businesses across the Corporation engage in environmental and safety activities that improve communities and the overall environment. In addition, corporate Community Relations contributes to environmental and safety-related non-profit organizations.

Recycling programs, for example, are supported at many Lockheed Martin sites. Lockheed Martin Aeronautics employees in Marietta, Ga., and Palmdale, Calif., are active in helping local schools start and maintain recycling programs; and Aeronautics employees in Fort Worth, Texas, organized a can recycling program to pay for construction of a Habitat for Humanity home.

Lockheed Martin Space Systems employees in Colorado and California participated in restoration and cleanup projects in 2007 that gathered 23.5 tons of trash and recyclables. Employees in California's Bay Area helped collect more than 44 tons of personal "e-waste" during the region's Pollution Prevention Week in 2006 and 2007, and Alabama employees picked up litter as volunteers for the City of Huntsville-sponsored "Operation Green Team." Commercial Space Systems in Newtown, Pa., worked with the local environmental council and neighboring property owners on issues such as watershed preservation and goose management, while Colorado employees planted 200 trees to create a habitat for the Preble's meadow jumping mouse, a local endangered species.

In the United Kingdom, Lockheed Martin UK's ESH team supported a first-aid training program through the Children's Safety Foundation and presented St. Peter's Junior School in Farnborough with first-aid training books for students. LMUK employees also participated in the Havant Conservation Action Project to plant new trees in Waterlooville and English Bluebells in Emsworth.



Among the environmental organizations supported by Lockheed Martin through philanthropic contributions in 2007 were the National Environmental Education Foundation, National



Geographic's Water Trail Program, the Chesapeake Bay Foundation, The Izaak Walton League of America, The Nature Conservancy, The Keystone Center for teacher training in environmental issues, and The Conservation Fund.

### **Ethics**

Promoting and supporting ethical behavior and decision-making is a fundamental Lockheed Martin value. ESH issues figure prominently in the Corporation's ethics initiatives and training. The Lockheed Martin Code of Ethics and Business Conduct states: "We are committed to providing a drug-free, safe, and healthy work environment, and to observe environmentally sound business practices throughout the world. We will strive, at a minimum, to do no harm and, where possible, to make the communities in which we work a better place to live."

Furthermore, each Lockheed Martin employee is responsible for compliance with environmental, health, and safety laws and regulations. This includes a responsibility to report immediately to the appropriate management any accident or injury sustained on the job, or any environmental or safety concern.

### **Full Spectrum Leadership**

Full Spectrum Leadership, a Lockheed Martin initiative that defines the Corporation's culture of leadership, fosters the development of leaders who:

- Shape the future;
- Build effective relationships;
- Energize the team;
- Deliver results;
- Model personal excellence, integrity and accountability.

ESH principles are embedded in the Full Spectrum Leadership (FSL) model and its leadership imperatives.

### **Employee and Customer Satisfaction**

The Lockheed Martin ESH organization measures employee and customer satisfaction through stakeholder surveys taken throughout the year. In 2007, surveys were taken in nine categories, producing a consistent set of scores on the upper end of a seven-point scale. The nine categories and their corresponding scores included:

- Leadership Conference, 5.9
- Career Satisfaction, 4.8
- Web and What's New, 5.8
- Energy Manager's Conference, 5.9
- Remediation External Stakeholders, 5.9
- LMSII User Satisfaction, 5.8
- Technical Conference, 6.5
- Remediation Internal Stakeholder, 5.9
- E-Training, 5.8

Survey scores are used by the ESH team to continually evaluate program effectiveness and identify strengths and improvement opportunities.



## Energy

### Program Summary

Lockheed Martin has a comprehensive energy program that establishes sustainable policies and practices to reduce the Corporation's energy usage and costs, and to lower greenhouse gas emissions. Lockheed Martin's approach is designed to support the Corporation's business strategies, its commitment to being a responsible global corporate citizen, and its customers' conservation objectives.

In 2007, the Corporation formed an integrated Energy Task Force to address the impact of volatile energy costs and increasing public concern over energy and climate change. The Task Force was chartered to establish collaboration across Lockheed Martin and to lower the Corporation's energy risk exposure.

Among its energy-related activities in 2007, the Corporation continued reducing greenhouse gas emissions under the U.S. Environmental Protection Agency's Climate Leaders Program; enhanced support of energy-efficiency capital projects and green construction; increased renewable energy purchases; and established a green information technology initiative.



### Policies

Lockheed Martin's Corporate Policy Statement – 047 on energy and climate states:

Lockheed Martin is committed to the conservation of natural resources, efficient use of energy, and procurement of reliable energy

***In 2007, Lockheed Martin established absolute goals of a 5 percent annual reduction in carbon emissions for 2008, with a 25 percent overall carbon emission reduction by 2012.***

supplies at competitive market prices with the goal of enhancing emission reduction and lowering energy consumption.

Provide energy management resources to the business units, including:

- (a) Services and systems to acquire energy supplies and to manage price and supply risk.
- (b) Practices that promote operating excellence in the use and management of energy.
- (c) Standards, tools, and guidelines for integrating energy use considerations into facility operations.
- (d) Notification of emerging requirements and trends in energy supplies and energy and climate management practices.
- (e) Communication tools and programs to promote energy awareness and conservation.

The Energy Task Force will help to formulate specific strategies that help the Corporation reduce the risk of volatile energy prices and adverse environmental impacts, as well as facility design, construction and operations and fleet management. The Task Force ensures that energy policies are being set and decisions are being made with consideration to all of their operational, environmental, and cost impacts.

The Corporation continued its participation in the Carbon Disclosure Project (CDP), an independent not-for-profit organization aiming to create a lasting relationship between shareholders and corporations regarding the implications for shareholder value and commercial operations presented by climate change. Lockheed Martin has submitted responses to the CDP questionnaire in both 2006 and 2007, keeping the investment community abreast of its energy strategies and efforts to lower energy-related risks.

## Goals and Performance

As a voluntary partner in the EPA Climate Leaders Program, Lockheed Martin has made a pledge to reduce the Corporation's



greenhouse gas emissions by 30 percent per dollar of revenue by 2010. Participation in the program benefits the Corporation by reducing energy costs, benefits the environment by reducing carbon emissions, and benefits customers by enabling the Corporation to continue to operate cost effectively. The Climate Leaders program provides a framework for emissions inventory reporting and the development and implementation of action plans to achieve the reduction targets.



Through a variety of energy-efficiency initiatives, the Corporation is now saving 125 million kilowatt-hours of electricity a year, moving substantially closer to its overall reduction goal for greenhouse gases.

In 2007, Lockheed Martin established absolute goals of a 5 percent annual reduction in carbon emissions for 2008, with a 25 percent overall carbon emission reduction by 2012.

## Energy Consumption

Lockheed Martin has undertaken a variety of programs to lower consumption of electricity and other energy sources to continue lowering costs and reducing greenhouse gas emissions.

### *Capital Projects*

One contributor to the reduction was the continued investment in energy efficiency projects through the corporate capital set-aside program. From 2002 through 2007, the Corporation invested \$41 million in 167 capital projects designed specifically to reduce energy consumption and lower emissions. In 2007, the Corporation conducted energy efficiency assessments and identified projects for 2008 funding and implementation, such as replacement of heating and cooling systems at several major sites.

A change in the set-aside program enacted in 2007 de-emphasized return-on-investment when evaluating funding candidates. To reflect a stronger focus on the importance of reducing carbon emissions, the program extended the number of years in which a project may realize a capital return on investment, thereby making more projects eligible for funding.

### *Green Buildings*

During the 2007, the Corporation achieved LEED Silver certification for two new buildings, a fleet maintenance and an inventory management building, in Sunnyvale, Calif., and four more structures, including the new Center for Leadership Excellence being constructed in Bethesda, Md., were in the pipeline for LEED certification. Sandia National Laboratories, managed by Lockheed Martin, operated five LEED certified buildings (three at the Silver Level) in 2007.

***Lockheed Martin's ultimate goal is zero impact. Achieving that goal requires two important components: firmly established metrics for measuring performance, and innovative initiatives that help us reach our goals.***



### *Green IT*

Another energy-efficiency initiative in 2007 addressed increased computing demand and its impact on center data energy usage. To counter the potential for increased energy consumption, facilities and information technology personnel, along with industry partners, performed a data center optimization analysis that will result in significant energy savings. The analysis identified small or underutilized data centers that can be consolidated, and it recommended optimization techniques, such as proper configuration of “hot” and “cold” aisles within each center, to minimize energy consumption.



At the same time, the Corporation performed 1,000 server “virtualizations,” or elimination of servers through a software solution. The first year of the initiative will reduce electricity usage by 4.4 million kilowatt-hours annually, and another 1,000 servers were targeted for elimination in 2008.

***Lockheed Martin performed a data center optimization analysis that will result in significant energy savings.***

### *Green Fleet*

As part of its comprehensive approach to energy utilization and carbon reduction, Lockheed Martin began the process of evaluating the Corporation’s internal fleet and use of rental vehicles for company travel. In addition to collecting information from the company’s rental service provider, Lockheed Martin inventoried its fleet and began to identify best practices being implemented to reduce carbon emissions associated with fleet operations. One example comes from Lockheed Martin’s Aeronautics facility in Fort Worth, TX. With the goal of reducing emissions and improving air-quality inside one of its major manufacturing plants, the team continued the replacement of 140 internal combustion vehicles with electric scooters. The result: the reduction of more than 23,000 gallons of gasoline that translates to the elimination of 446,200 pounds of carbon dioxide.



### Renewable Energy Sources

To demonstrate its commitment to environmental stewardship and to mitigate the risks of volatile fossil fuel prices, the Corporation continued its efforts in 2007 to increase its use of renewable energy sources. Renewable energy is defined as fuel sources that restore themselves over short periods of time and do not diminish, such as the sun, wind, moving water, organic plant and waste material (biomass), and the earth’s heat (geothermal).

### ***Renewable Energy Certificates***

Lockheed Martin purchased renewable energy certificates in 2007 equal to 25 million kilowatt-hours of purchased electricity. The EPA estimates that amount of electricity could power nearly 3,000 American homes for a year. The purchase supports the development of renewable energy capacity nationwide.

In addition to centralized REC purchases managed by Sky Energy, the Corporation's business units purchase renewable energy through local utilities. Lockheed Martin facilities in Palo Alto, Calif., for example purchase 1.8 million kilowatt-hours of power annually — about 10 percent of their total consumption — from solar and wind sources. The Palo Alto facilities are one of four Lockheed Martin sites that are recognized as Top Power Partners in the EPA Green Power Partnership Fortune 500 Challenge. The others include the Lockheed Martin Aeronautics Montgomery Street Fort Worth, TX, Missiles and Fire Control in Chelmsford, Mass., and Lockheed Martin Plant 1 in Sunnyvale, Calif.

### ***Biomass Generators***

In addition to purchasing renewable energy, the Corporation is pursuing an on-site biomass project to further reduce energy risks and lower costs. In 2007, construction started on the Corporation's first biomass generator in Owego, N.Y., that will heat a 1.6 million square foot facility on completion.

***In 2007, construction started on the Corporation's first biomass generator in Owego, N.Y.***

### **Strategic Energy Purchasing**

To effectively manage its energy costs and protect against market volatility, Lockheed Martin engaged in strategic procurement of natural gas and electricity throughout 2007.

#### ***Natural Gas***

The Corporation continued to pursue a centralized natural gas strategy in 2007 by locking in a portion of its purchases through the purchase of commodity futures. The Lockheed Martin Energy Advisory Council, with representatives from all Lockheed Martin business areas, meets with corporate energy managers and Summit Energy, the Corporation's energy consultant, to discuss projected energy needs and market conditions, then monitors prices and locks in contracts when the market is favorable.



#### ***Electricity***

In deregulated markets, the Corporation pursues a competitive bidding strategy for electricity to receive the best price available in the marketplace. In regulated markets, business units take advantage of programs to lower rates. Demand response programs, for example, lower per-unit costs to users who lower consumption during peak demand. Lockheed Martin facilities respond when they can by reducing usages through tactics such as turning down air conditioning in buildings that are being lightly used.



### **Examples of Innovative and Energy-Efficient Projects**

Here are some of the innovative and energy-efficient Lockheed Martin projects that were under way in 2007.

#### **Central Plant Upgrades, King of Prussia, Pa.**

The IS&GS King of Prussia campus, acting on its Facility Infrastructure and Efficiency Plan, completed coordinated projects focused on the campus's heating and cooling plants. These projects included the replacement, consolidation and optimization of air handling networks, replacement of a 2,100 ton cooling tower, incorporation of multiple VFDs, optimization of steam distribution network and implementation of Dynamic/real time water treatment and installation of side stream filtration on cooling waters. Implementation of these projects resulted in an estimated reduction of 3 million kWh and 80,000 MMBTU of natural gas, equaling a combined reduction of more than 6,000 metric tons of carbon dioxide.

#### **Combined Heat and Power Project, Owego, N.Y.**

Another Owego project is a combined heat and power system that provides self-generation of 500 kilowatts of electric power using the existing main steam system. The steam load also will serve a steam absorption chiller to provide cooling during summer months. The project is expected to generate energy savings of approximately \$285,000 per year.

#### **HVAC Upgrade and Thermal Oxidizer System, Palmdale, Calif.**

To reduce energy usage in conjunction with the installation of a pollution-reduction thermal oxidizer system in paint room operations, the Lockheed Martin Aeronautics plant in Palmdale, Calif., integrated the operation of paint room air valves into the existing building management control system. Variable frequency drives were installed on air handlers, and central cooling towers were installed to reduce chilled water requirements. Also, the paint booth was equipped with variable air volume controls. The project reduced natural gas usage by 50 percent and saved \$708,000 in annual energy costs.

## Environment

### Program Summary

Lockheed Martin's proactive environmental approach ensures that the Corporation not only complies with all government regulations but also manages risks, conserves natural resources and achieves continuous improvement.

In 2007, Lockheed Martin took strategic steps to further strengthen its performance. For starters, the Corporation developed a formal Go Green initiative to improve efficiency and reduce waste. The cornerstone of the initiative is a long-term objective to eliminate adverse environmental impact from Lockheed Martin operations.

To enhance collaboration on environmental initiatives, Lockheed Martin formed an Environmental Working Group with environmental professionals from the corporate staff and each of the Corporation's four business areas. The group was formed to develop a proposed environmental strategy along with environmental performance goals.

In late 2007, the group integrated with its counterpart, the Energy Task Force, and recommended to Environmental, Safety and Health Leadership Council that Lockheed Martin set absolute goals to reduce waste, water and carbon emissions by 25 percent by 2012.

### Policies

Lockheed Martin policy states that "Lockheed Martin Corporation is committed to operating in a manner that prevents accidents and ESH incidents, actively manages risk, conserves natural resources, protects the environment, and ensures the safety of employees, contractors, and the public." Environmental responsibilities and expectations are clearly defined in the full policy and corporate functional procedures.

Environmental policies and procedures are followed by Lockheed Martin's four business areas, and are developed and revised by the corporate Energy, Environment, Safety and Health group. Facilities within the business areas are audited by the Corporate Internal Audit group in order to ensure adherence to the policies and procedures.

***Lockheed Martin implemented a formal "Go Green" initiative to improve efficiency and reduce waste.***

The Environment, Safety & Health Leadership Council, comprised of corporate and business area environmental leaders, sets the environmental mission and strategy for the Corporation. The council's open dialogue and discussions on strategic plans, environmental initiatives, lessons learned and best practices enhances Lockheed Martin's environmental performance across the Corporation.

### Goals and Performance

In 2007, Lockheed Martin began charting a course to eliminate adverse environmental impact from its operations. Based on recommendations from the Environmental Working Group, the Energy Task Force, and the ESH Leadership Council, the Corporation set challenging one-year and five-year targets that align with



Lockheed Martin's strategic direction. The environmental targets are:

**2008 Absolute Reduction Targets:**

- Reduce waste sent to landfills by 2 percent
- Reduce water usage by 2 percent
- Reduce carbon by 5 percent

**2012 Absolute Reduction Targets:**

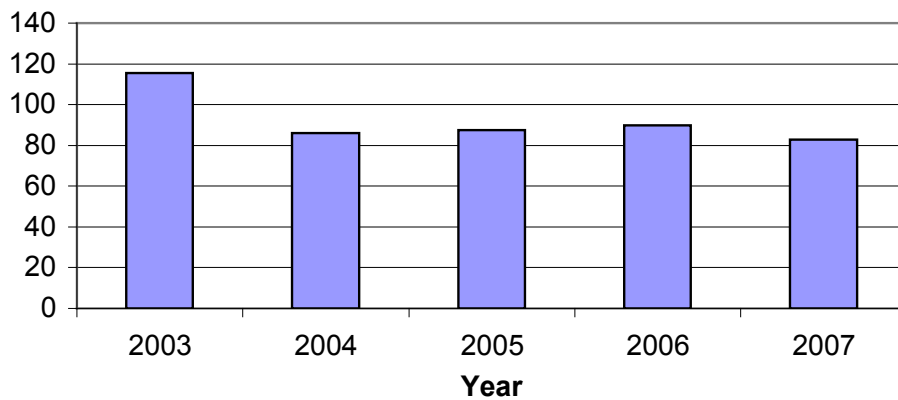
- Reduce waste to landfill by 25 percent
- Reduce water usage by 25 percent
- Reduce carbon by 25 percent

In the past, Lockheed Martin measured its waste reduction performance as normalized by sales. The Corporation in 2007 decided that in order to truly reduce its impact on the environment, goals need to be set and performance tracked in absolute reductions, beginning in 2008 with 2007 as the baseline year.

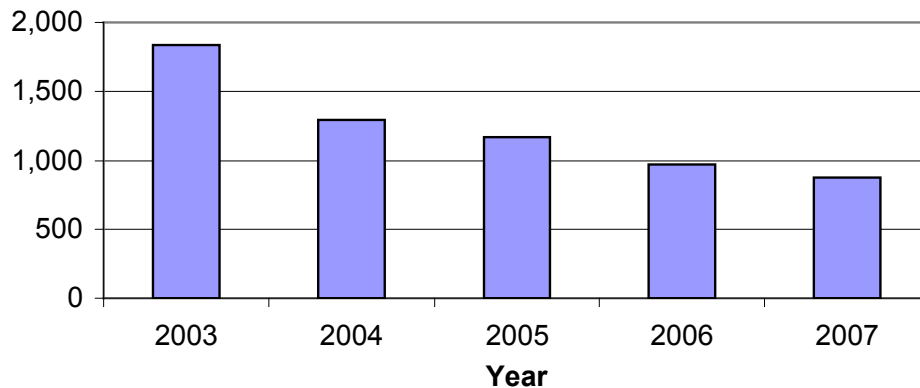
The following charts depict Lockheed Martin's five-year metrics for hazardous waste generated and non-hazardous waste disposed, divided by sales in millions of dollars.

Since 2003, Lockheed Martin has collected metrics on ongoing hazardous waste, electronic waste, non-hazardous industrial waste, and universal waste generated and disposed. Data were collected from non-office only facilities with 10 or more people. The Corporation did not include one-time waste (i.e. waste from

**Hazardous Waste Generated / Net Sales (\$M)**



**Non-Hazardous Waste Disposed / Net Sales (\$M)**



remediation or construction and demolition activities) in these metrics. The metrics were normalized in order to account for the growth in Lockheed Martin's business.

In next year's report, Lockheed Martin no longer will normalize its environmental metrics in order to reflect its actual impact to the environment from its operations. The Corporation realizes that absolute reductions will become increasingly difficult as its business continues to grow, and it will continually look for more innovative ways to make absolute reductions.

### **Training**

Lockheed Martin offers a wide variety of environment, safety and health training courses to ensure its employees are up-to-date on

important environmental topics.

Introductory and advanced training is offered in numerous formats, including online courses, seminars, Webinars, podcasts and videos. In addition to compliance and awareness training, Lockheed Martin offers environmental e-training courses in subjects such as asbestos

awareness, hazardous materials, and Resource Conservation and Recovery Act awareness.

### **Compliance**

Lockheed Martin implements programs and training in order to comply with all applicable federal, state, and local regulations. However, in the event that a non-compliance event occurs, the local facility and corporate ESH office work to track these issues and take actions to resolve the issue.

In 2007, there were seven environmental notices of violation issued. These violations were issued in the areas of air permitting, hazardous waste, and fuel storage tanks. Lockheed Martin sites are responsible for reporting any violation or potential violation to the governance group within corporate Environment, Safety & Health.

***Lockheed Martin offers a wide variety of training courses to ensure employees are up-to-date on important environmental topics.***

The sites are also required to provide relevant corrective action information.

When a violation or incident occurs, Lockheed Martin wants to address not only the incident, but also the circumstances that prompted the incident. To that end, the Corporation utilizes root cause/corrective-action analysis that helps the program evaluate the root cause of the incident to reduce the potential of reoccurrence. When an incident occurs that has the potential to occur at other sites, information gained during the root-cause and corrective-action analysis is shared to assist other sites in preventing similar incidents.



## **Assessments**

In 2007, Lockheed Martin hired a consulting company to assess five of Lockheed Martin's largest sites and make recommendations for waste- and water-reduction opportunities. Additional site assessments will be conducted throughout 2008 in order to further identify waste and water reduction opportunities.

Based on the site assessments performed in 2007, Lockheed Martin is pursuing the following opportunities:

### **Waste-Reduction Initiatives:**

- Developing employee incentives and communications for recycling programs
- Partnering with cafeteria vendors to reduce waste
- Teaming with suppliers to reduce packaging
- Expanding chemical-management programs to reduce over-ordering of materials.

### **Water-Reduction Initiatives:**

- Minimizing losses from leaks and steam losses
- Improving flow measurement programs
- Re-using or recycling cooling tower water
- Recycling once-through process water
- Installing smart sensors on landscape irrigation systems.



## **Examples of Environmental Excellence**

Here are some of the innovative environmental projects under way across Lockheed Martin in 2007.

### **Water Conservation**

#### **Palmdale, Calif.**

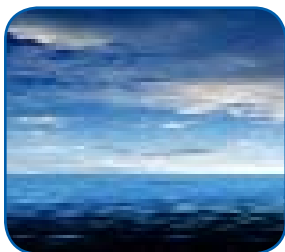
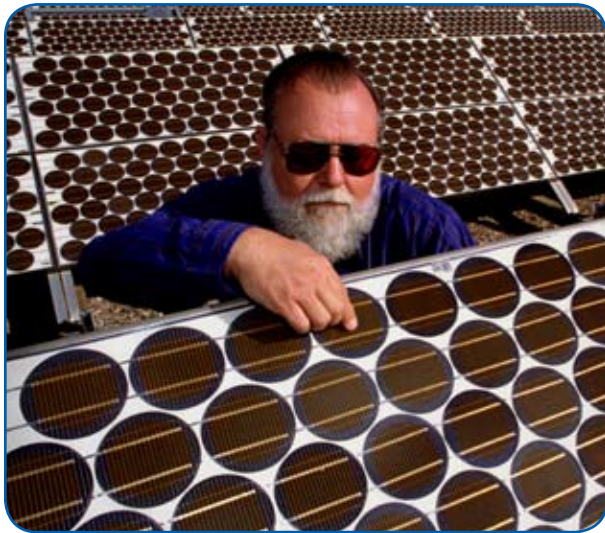
Located in the desert, Lockheed Martin Aeronautics in Palmdale, Calif., is committed to finding ways to conserve water. The site installed waterless fixtures that have contributed to a reduction of 10 million gallons over the past three years.

#### **Fort Worth, Texas**

Lockheed Martin Aeronautics in Fort Worth, Texas, initiated two water conservation projects in 2007 that are expected to reduce the facility's water use by 2.2 million gallons in 2008. A rinse-water conservation project for metal finishing process tanks is expected to reduce water use by 1.2 million gallons, and the installation of a water recapture system for the main chilled water distribution center is expected to reduce water use by 1 million gallons.

#### **Syracuse, N.Y.**

Lockheed Martin Electronic Systems in Syracuse, N.Y., implemented a cooling water tower treatment program that has reduced water usage by nearly 5 million gallons per year. The company also reused existing blacktop as a sub-base material for an on-site construction project, which meant it avoided sending about 750 tons of waste to a landfill.



## **Recycling**

### **Orlando, Fla.**

Lockheed Martin Missiles & Fire Control minimized its environmental impact by recycling or reusing 75 percent of the materials from a building it deconstructed in Orlando, Fla. By separating materials that could be recycled or reused, the company reduced its waste-to-landfill by 17,611 tons. The recycling effort also saved the company more than \$322,000 in trucking costs and disposal fees.

### **Montgomery County, Md.**

Lockheed Martin is committed to recycling, and its facilities often are recognized for their efforts. For example, two Lockheed Martin facilities received the “Excellence in Recycling” award from Montgomery County, Md. Lockheed Martin corporate headquarters in Bethesda, Md., and Lockheed Martin Information Systems & Global Services (IS&GS) in Gaithersburg, Md., each received the 2007 award, which recognizes businesses that recycle more than 50 percent of their total waste. In 2007, corporate headquarters recycled 72 percent of its waste, and IS&GS in Gaithersburg recycled 69 percent of its waste.

## **Hazardous Waste Reduction**

### **Archbald, Pa.**

Lockheed Martin Electronic Systems in Archbald, Pa., worked closely with suppliers and its U.S. Navy customer to reduce hazardous waste generated from its manufacturing process. Together, the partners evaluated ways the company could replace hexavalent chromium-containing paints with water-based, low-VOC paints. The change has not only reduced hazardous waste but also improved Lockheed Martin’s product. Tests show the new paint performs better than the paint with chromium.



## Safety and Health

### Program Summary

Lockheed Martin policies and programs are designed to protect the safety of every employee, contractor, visitor and neighbor by maintaining safe workplaces, providing employee training, complying

with safety regulations, and requiring a demonstrated safety commitment from leaders at all levels.

The logo for Target Zero, featuring the words "TARGET ZERO" in a bold, sans-serif font. The text is centered within a stylized graphic of three overlapping, concentric ovals in shades of blue, yellow, and orange.

The Corporation's goal, established in 2004, is to create a "zero accidents" culture in which all injuries are considered preventable. The Target Zero initiative was launched after a thorough review of safety programs across the Corporation. It recognizes that in addition to preventing injuries, an uncompromising safety culture creates a more efficient workplace with increased employee morale.

Since its implementation, Target Zero has driven significant reductions in injuries, as businesses focus on becoming accident free. In 2007, the Corporation moved closer to reaching its first major Target Zero milestone of reducing injuries by 50 percent against the 2003 baseline by the end of 2008. This was accomplished through leadership commitment, effective safety improvement tools, and enhanced safety training. Beyond the 2008 Phase One milestone, the Corporation will continue to drive its injury rate toward zero.

### ESH Policy and Responsibilities

Injury prevention is an important component of Lockheed Martin's Energy, Environment, Safety and Health policy, which commits the Corporation to operating in a manner that prevents accidents and ESH incidents, actively manages risk, and ensures the safety of employees, contractors, and the public.

***Target Zero has driven significant reductions in injuries.***

The Corporation's policy is implemented through corporate functional procedures that require each Lockheed Martin business to have an ESH Management System that:

- has a written management commitment to the corporate policy elements,
- sets annual, measurable goals,
- communicates the goals and performance expectations to all employees,
- ensures that all employees and managers receive ESH training appropriate to their duties,
- establishes and implements programs, systems and processes to address ESH requirements and achieve the goals.



## Organizational Responsibilities

From the largest manufacturing facilities to the smallest offices, all Lockheed Martin sites are responsible for 100 percent compliance with laws and regulations, for effective management of health and safety risks, and for implementing the Target Zero initiative. With support from Corporate ESH, all corporate locations and business sites are responsible for:

- Achieving annual Target Zero goals,
- Implementing Lockheed Martin's Injury Reduction Model, which was introduced in 2007, and associated tools to reduce injuries in areas with the highest number of recordable cases,
- Improving root-cause analysis and corrective-action processes,
- Sharing safety "best practices" across the enterprise,
- Extending behavior-based safety processes as a performance management tool,
- Strengthening international safety programs,
- Developing environmental strategies for notices of violation and self reports, and
- Representing Lockheed Martin's position on new regulations and laws.

## Goals and Performance

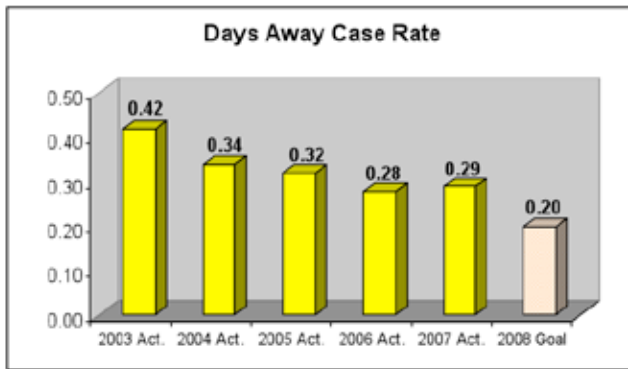
In its drive toward achieving an injury-free workplace, Lockheed Martin utilizes three primary performance measures:

- Rate of recordable injuries and illnesses per 100 employees as defined by the Occupational Safety and Health Administration (OSHA);
- Days away case rate (DACR) that reflects the number of OSHA recordable injury and illness cases involving days away from work per 100 employees; and
- Severity rate that measures the number of lost workdays per 100 employees resulting from occupational injuries and illness employees.

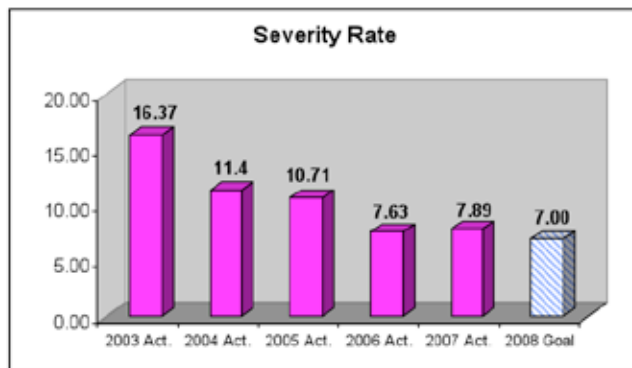
Since 2004, the Corporation has made significant progress toward achieving its five-year goal of a 50 percent reduction in injuries by end of 2008. In 2007, the recordable injury rate dropped to 1.45, a 48 percent improvement over the 2003 rate. The DACR and severity rates, while changing little from the previous year, reflected a 31 percent and 52 percent improvement against 2003 results, respectively.

In 2007, Lockheed Martin achieved a recordable rate of 1.45, a 48 percent improvement from its 2.80 rate in 2003. The corporate goal is to achieve a recordable injury and illness rate of 1.25 by the end of 2008.





In 2007, the Corporation's DACR rate was 0.29, a 31 percent improvement from 2003. The corporate goal is to achieve a DACR of 0.20 by end of 2008.



In 2007, the Corporation's severity rate was 7.89, a 52 percent improvement from 2003. Lockheed Martin has a severity rate goal of 7.00 for 2008.

### Safety Programs and Implementation

Target Zero is the overarching corporate initiative that is creating a "zero accident" culture across the Corporation. Corporate ESH and the business units utilize a variety of tools and procedures to ensure that every business reaches its Target Zero goals.

### *Injury Reduction Model*

To drive improvement, Lockheed Martin initiated the use of its Injury Reduction Model (IRM) in 2007. The Corporation identified 25 program directors whose functional areas had the highest number of injuries. These functional areas accounted for 50 percent of all Lockheed Martin injuries that year.

The IRM drives deeper analysis of incident and safety performance data to identify root causes of high incident rates and requires a variety of safety actions, including:

- Safety Kaizen events that bring cross-functional teams together to look at specific incidents and issues and make recommendations to modify or enhance policies or operational practices;
- Management actions, such as increased visibility of safety metrics, employee education and training;
- Root-cause analysis and corrective action mistake-proofing, including the assignment and training of subject-matter-experts to track the quality of corrective measures;
- Return-to-work programs that are designed to work with key internal and external partners, including medical and program management staff to promote the return of the employee to meaningful work; and
- Other ESH management system improvements, such as participation in OSHA's Voluntary Protection Program (VPP) and the use of behavior-based safety (BBS) processes which focus on creating a culture of safety.

**Root-Cause Analysis and Corrective  
Action Mistake-Proofing**

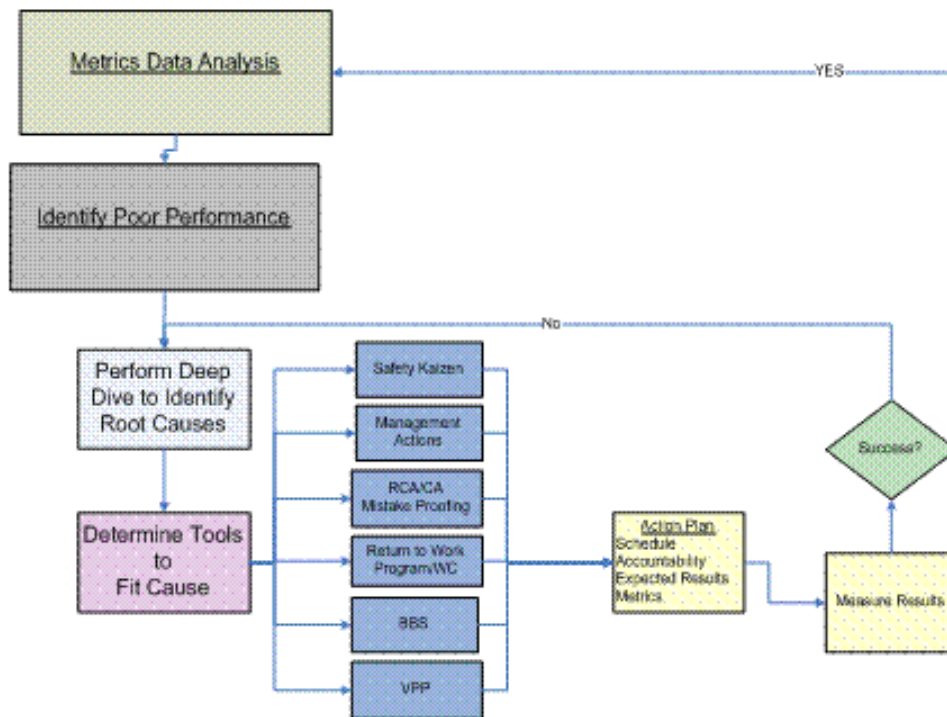
To eliminate serious injuries, Lockheed Martin investigates each incident to identify root cause and to implement corrective action to achieve safer working conditions. The Corporation has now implemented a program to enhance the quality of these investigations. The purpose of the program is to ensure accurate root-cause analysis is performed and corrective actions are implemented to prevent recurrence of the same unsafe hazard, condition or behavior.

This program identifies where improvements are required and applies additional resources and subject-matter expertise to make them happen. The program further emphasizes mistake proofing through elimination of hazardous tasks and implementation of engineering controls.

**Lockheed Martin's Standard Injury  
and Illness (LMSII) tool**

This tool enables Lockheed Martin to track occupational injuries and illnesses on a nearly real-time basis and with a very specific focus, so it knows exactly what needs to be addressed. Using LMSII, the Corporation can track injuries by business area, business unit, site location, even by a specific line supervisor. The information is reviewed by business area vice presidents, business unit presidents and managers, including those who 'own' the function. The tool enables the Corporation to see accident trend information quickly, including where accidents are occurring, what kinds of accidents they are, what the person was doing at the time, and the type of injury that occurred. With that information, a business or site can identify specific problem areas and what needs to be done to address them.

# Injury Reduction Model (IRM)



## Training

ESH training is an important required activity for all Lockheed Martin employees. To increase employees' and managers' access to ESH training at convenient and appropriate times, a series of e-training courses has been added to the Lockheed Martin Learning Management

System. Among the courses offered are Ergonomics, Asbestos Awareness, Hazard Communication, Hearing Conservation, Personal Protective Equipment and others.

Lockheed Martin also covers safety and health topics in employee orientation.

For example, at Lockheed Martin sites in the United Kingdom, employees at the end of their orientation are asked to complete a 27-question checklist that confirms that specific safety topics — from fire safety, to ergonomics, to the company's ESH policies — have been thoroughly discussed.

## Compliance

To assure that the corporation achieves its compliance obligations and its ESH risks, locations with 10 or more employees report ESH-significant conditions, activities and operations into the Site Information Database (SID). This database tracks the existence of regulated activities and safety hazards such as confined spaces, the presence of hazardous chemicals and the existence of working conditions that may be hazardous (e.g. working on high voltage equipment).

Using the SID data and ranked risk assessments, all sites complete regular self assessments of their ESH compliance status using a series of critical compliance questions based on regulatory requirements and program elements.

In addition, all sites must complete a ranked risk assessment of all regulated programs and complete a self assessment of the



## Examples of Innovative Safety and Health Initiatives

Here are some of the innovative safety initiatives under way in 2007.

### Aeronautics Injury Reduction Team

Lockheed Martin Aeronautics faces unique safety challenges in the manufacturing of large aircraft. To drive safety performance improvement, Aeronautics assembled a team of ESH professionals from across Lockheed Martin. The team developed an action plan to identify injury drivers with Aeronautics and to implement projects that target both individual injury causes and proactive prevention.

As a result, the team brought about improvements in several primary areas:

- Accident investigation quality — Supervisor accident investigation training and improved investigation quality review process.
- Medical case management and return-to-work programs —Clinical Practice Guidelines and programs to reduce lost days due to injury.
- Corrective actions related to safety management — Improved corrective actions for sprain and strain accident investigations, and improved coordination of ergonomic efforts and studies.

This team approach represented a new level of support across ESH to tackle one business's specific challenges. And every business area benefited, because the team members went back to their respective locations and shared lessons learned.

### 25-Foot Safety Control Zone

To enhance employee safety, Lockheed Martin Space Systems developed a program that has heightened employees' awareness of — and accountability for — their immediate work area. Called the "25-Foot Safety Control Zone," the program requires employees to take control of the risks and conditions within a 25-foot radius around them.

compliance status at prescribed intervals. The Corporation provides a tool, the Self Assessment Manager (SAM), to assist sites in identifying potential gaps in compliance by asking a series of critical compliance questions based on program elements. All of these processes are required and tracked annually.

When Lockheed Martin auditors conduct an internal audit, their evaluation includes a review of the site's self assessments. That evaluation approach — to evaluate not only the accuracy of the site's information, but also how well the site used the self-assessment process — is a critical component in Lockheed Martin's ability to manage safety risks well.

### Say Hello to ELMER

Lockheed Martin IT employees have been using an ergonomic tool called ELMER, Enhanced Lockheed Martin Ergonomic Relief, for five years. The program resides on employees' computers, and at appropriate intervals, a cartoon character named Elmer reminds employees to take a break or do an exercise. The program also includes elements such as a posture self-assessment tool and a method for reporting early injuries.

In the five years it has been used, the program has reduced the IT organization's ergonomic-related injuries by more than 50 percent. The tool has received recognition from the National Safety Council. In 2007, ELMER was introduced across Lockheed Martin Space Systems, and there are plans to make it available across the entire Corporation.



## Product Responsibility

### Overview

The objective of every Lockheed Martin program is to support customers in their pursuit of mission success. An important aspect of that support is providing customers assurance that Lockheed Martin products not only perform at or above expectations, but are manufactured and can be operated in a manner that is safe and environmentally responsible. The Corporation strives to ensure that sustainability is built into every Lockheed Martin product, from the component level through final disposition.

Product responsibility efforts in 2007 resulted in increased involvement by ESH team members in the setting of high-level, product-engineering policy direction. The Corporation demonstrated industry leadership by issuing a policy memorandum outlining its approach to minimize the presence of hexavalent chromium in Lockheed Martin products and processes.

### Policies and Procedures

Lockheed Martin's approach to product responsibility begins with the selection of suppliers and continues through the conclusion of the product life cycle. The Corporation's goal is to make responsible, proactive decisions on the front end of product development, so customers can be assured that Lockheed Martin products will continue to meet sustainability standards throughout their lifetime.

Lockheed Martin is committed to complying with all U.S., international and customer regulations regarding banned and restricted hazardous materials, and is working on ways to track those materials through the supply chain. Furthermore, the Corporation strives to identify emerging hazardous substance concerns proactively, so it can act quickly and appropriately to scientific findings and regulatory actions.

The position of corporate ESH vice president of technology was created in 2007 to help ensure that Lockheed Martin's product responsibility policies are aligned across all business areas and to address hazardous materials in the front-end development process. To accomplish this, ESH became a member of the Corporation's Technological Operations Management Council, which includes the corporate vice president of engineering as well as engineering

***Lockheed Martin strives to ensure its products are safe and environmentally responsible.***

vice presidents from all Lockheed Martin business areas. ESH also collaborates on hazardous materials issues with the Corporate Technology Office's Engineering Process Improvement Center (EPIC), which issues guidance to engineering offices across the Corporation.

In addition to managing hazardous chemicals and identifying emerging concerns, the corporate ESH office manages remediation efforts to prevent further spread of contamination, either into the environment or into products. Also, when hazardous materials are used in the workplace, ESH provides guidance on protective equipment and practices to prevent unhealthy exposure to both individuals and the environment.



### **Case Study: Hexavalent Chromium**

In February 2006, the U.S. Department of Labor's Occupational Safety and Health Administration issued a new standard for hexavalent chromium in the workplace. Hexavalent chromium, or Cr(VI), is an effective corrosion inhibitor that is found in many coatings and paints. As a manufacturer of products that operate in severe environments, including aircraft, aircraft components and spacecraft, Lockheed Martin has used a variety of primers and sealants that contain Cr(VI).

The Corporation launched an initiative to reduce its use of Cr(VI)-containing products by seeking alternative primers that are acceptable to its customers. ESH organized a corporatewide team that includes members from multiple business areas across Lockheed Martin. The group identified high priority projects and began meeting regularly to share progress in identifying and testing alternative products.

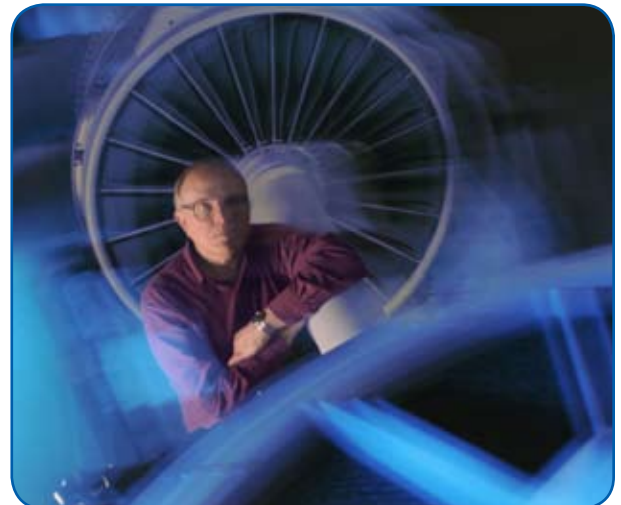
In addition, collaboration between ESH and the corporate Engineering & Technology Office resulted in a memorandum from Dr. Ray O. Johnson, senior vice president and chief technology officer, concerning the Corporation's Cr(VI) reduction efforts. Issued in December 2007, the memorandum set a goal for reduction of hexavalent chromium in Lockheed Martin products and processes as a corporate priority. Johnson also required that reversion to Cr(VI) products or introducing new applications using those products must have written concurrence of the vice president of engineering at the affected business units and the approval of the corporate senior vice president and chief technology officer.



***The Corporation demonstrated industry leadership by issuing a memorandum outlining its approach to reduce the usage of hexavalent chromium.***

In pursuit of the Cr(VI) reduction goal, engineering groups from various business areas and programs began evaluating and testing a range of primers to identify suitable substitutes and obtain customer approval of recommended alternative products. By the end of 2007, some Lockheed Martin businesses were on track to reduce Cr(VI) containing products from a variety of primers.

Lockheed Martin's quick and decisive policy response to the Cr(VI) challenge has attracted considerable notice across the industry and from the customer community.





## Partnerships Strengthen Performance

### Public/Private Partnerships

Robust and comprehensive performance indicators are essential for tracking ESH effectiveness and sustainability. Lockheed Martin has implemented a suite of internal measurement systems and external certification programs to substantiate excellent performance and measure progress toward ESH goals. In addition to tracking performance data on the company, business area and corporate level, the Corporation also participates in industry and government programs that establish standards for ESH excellence. These include:

- **ISO 14001 Certification.** Thirty-five Lockheed Martin facilities have earned ISO 14001 certification, which documents and verifies the facilities' adherence to ESH management system excellence. ISO 14001 certification also is a discriminator for international work.
- **Environmental Protection Agency Performance Track.** Twelve Lockheed Martin facilities have achieved Performance Track status. Performance Track is a voluntary partnership program that recognizes and rewards businesses and public facilities that demonstrate strong environmental performance beyond current requirements. The Lockheed Martin facilities



that have achieved Performance Track status are:

- Aeronautics Company – Fort Worth, Texas
- Aeronautics Company – Marietta, Ga.
- Aeronautics Company – Palmdale, Calif.
- Maritime Systems & Sensors – Baltimore, Md.
- Maritime Systems & Sensors – Syracuse, N.Y.

**Thirty-five Lockheed Martin facilities have earned ISO 14001 certification.**

- Maritime Systems & Sensors – Manassas, Va.
  - Maritime Systems & Sensors – Moorestown, N.J.
  - Missiles and Fire Control – Camden, Ariz.
  - Missiles and Fire Control – Dallas, Texas
  - Missiles and Fire Control – Orlando, Fla.
  - Space Systems Company – Littleton, Colo.
  - Systems Integration – Owego, N.Y.
- 
- **Occupational Safety and Health Administration Voluntary Protection Program.** Eight Lockheed Martin facilities have achieved OSHA VPP certification, which provides external recognition of superior safety and health programs. The sites are:
    - Maritime Systems & Sensors – Manassas, Va.
    - Maritime Systems & Sensors – Moorestown, N.J.
    - Maritime Systems & Sensors – Syracuse, N.Y.
    - Maritime Systems & Sensors – Clearwater, FL
    - Aeronautics Company – Palmdale, Calif.
    - Systems Integration – Owego, N.Y.
    - Missiles and Fire Control-Archbald, Pa.
    - Simulation, Training & Support – Orlando, Fla.



***By protecting the environment, employees and public, Lockheed Martin adds value to the Corporation, supports customers' missions to the very best of its abilities, and enhances the sustainability of its operations.***

- **State and local programs.** In addition to participating in national and international programs, many Lockheed Martin sites are involved with state and local ESH initiatives that address regionally specific concerns and challenges. For example:
  - Aeronautics in Fort Worth, Texas, partners with Texas OSHA,
  - Aeronautics in Palmdale, Calif., partners with Cal/EPA,
  - Space Systems in Denver, Colo., participates in the Colorado Environmental Leadership Program, and
  - Maritime Systems & Sensors in Manassas, Va., participates in the Virginia Environmental Excellence Program.

Through these initiatives and more, Lockheed Martin demonstrates its commitment to ESH excellence and to being a good neighbor in the communities where it operates. By protecting the environment, employees and public, Lockheed Martin adds value to the Corporation, supports customers' missions to the very best of its abilities, and enhances the sustainability of its operations.

#### **Providing Community Solutions**

With heritage operations dating back to the early 20th century, Lockheed Martin has built its success on long-standing innovation and business excellence as well as strategic acquisitions. Some of the operations conducted over the years resulted in soil or groundwater contamination. Where remedial actions are warranted, Lockheed

Martin has worked aggressively with regulatory agencies and the community to remedy the impact of the contamination.

For example, Lockheed Martin began remediating a portion of its former Potrero site in Riverside County, Calif., several years ago and currently is conducting a comprehensive environmental investigation to determine if additional remediation is necessary. A portion of the 9,100-acre property was used for rocket motor testing in the 1960s and 1970s. This site also is the home to threatened and endangered species. The Corporation and The Conservation Fund partnered with Riverside County, the State of California, and the U.S. Fish & Wildlife Service to create a conservation area that is considered the crown jewel of Riverside County's Multiple Species Habitat Conservation Plan. The Corporation sold the property to the state and the county for a reduced price to create the conservation area.

In Burbank, Calif., historical airplane manufacturing operations resulted in groundwater contamination in the San Fernando Valley. Working under a consent decree with the U.S. Environmental Protection Agency, Lockheed Martin, in cooperation with the City of Burbank, constructed a 9,000 gallon per minute water treatment system that now supplies the city with 50 percent of its water requirements. Lockheed Martin also contributed to the construction of a similar facility in Glendale, Calif.

In Great Neck, N.Y., the offsite groundwater treatment system associated with a former operating facility treats more than 500



gallons per minute. Construction and testing of the newly operational treatment system began in 2004. This system complements a similar groundwater treatment plant that has been operating at the former facility since 2002. Two new monitoring wells also were constructed at the leading edge of the groundwater plume to provide advance warning of potential impacts to nearby public water supply wells and to help define the leading edge of the groundwater plume.

At a heritage site in Middle River, Md., where Lockheed Martin operates an assembly plant, leases another facility and has sold other parcels of land, the Corporation over the past several years has collected thousands of samples from about 300 soil, 150 groundwater and 80 creek locations. Chemicals known to have



been used during former industrial operations (including solvents, petroleum, metals and polychlorinated biphenyls) were detected, but the chemicals present in the environment at the site do not pose health risks to employees, visitors or residents in the community. Committed to being a good corporate citizen, Lockheed Martin has entered into the Maryland Department of the Environment's Voluntary Cleanup Program (VCP), which will ensure the health and safety of future site users as well as protect the environment. The Corporation also is conducting environmental investigations on the Martin State Airport property under Maryland's Superfund program.

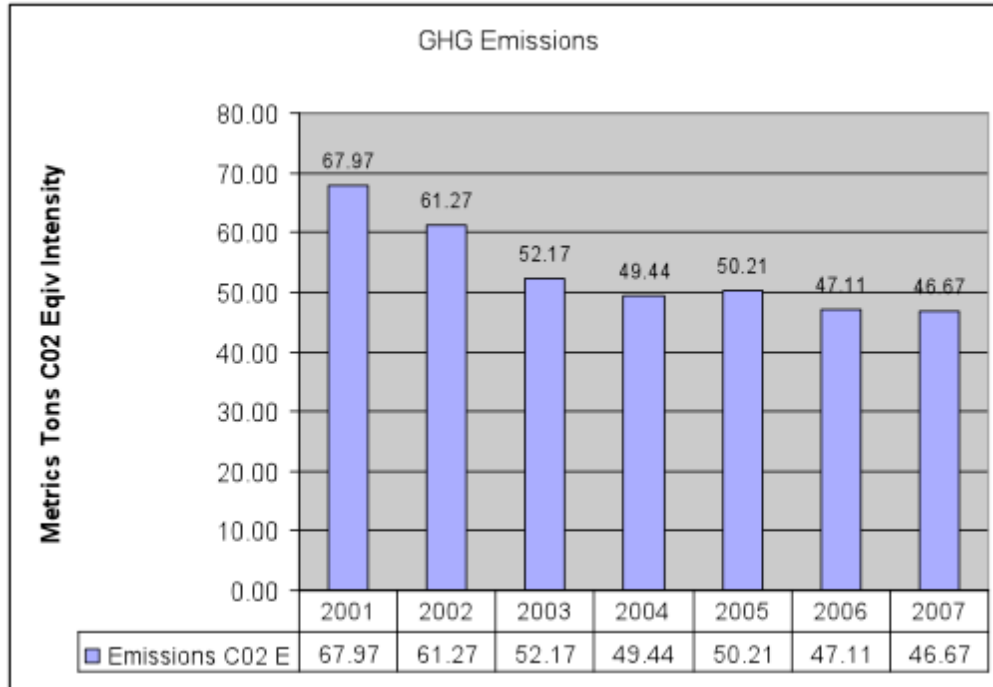
In Tallahassee, Fla., during a due diligence assessment conducted in 2000 to support its sale of the former American Beryllium Company (ABC) property, Lockheed Martin identified volatile organic compounds (VOCs) in shallow groundwater beneath former concrete sumps located on-site at the eastern portion of the facility. Since then, the Corporation — working with the Florida Department of Environmental Protection (FDEP), Florida Department of Health, Manatee County and community representatives — has assessed the contamination; mapped the groundwater plume; provided water for the community; undertaken interim remediation activities that ensure public health and safety; and implemented several community initiatives, including a free medical exam program, a property value protection program, and a well-closure incentive program. This project remains an area of importance and concern for Lockheed Martin, and the Corporation will continue to provide all necessary resources and support for the successful completion of this project.

The above highlights a small fraction of Lockheed Martin's ongoing environmental remediation projects. The Corporation will continue to work aggressively with regulatory agencies and the communities to remedy the impact of historical contamination where remedial action is warranted.

## Performance Indicators

### Energy Performance Indicators

Goal: 30% Greenhouse Gas (GHG) reduction normalized to revenue



44

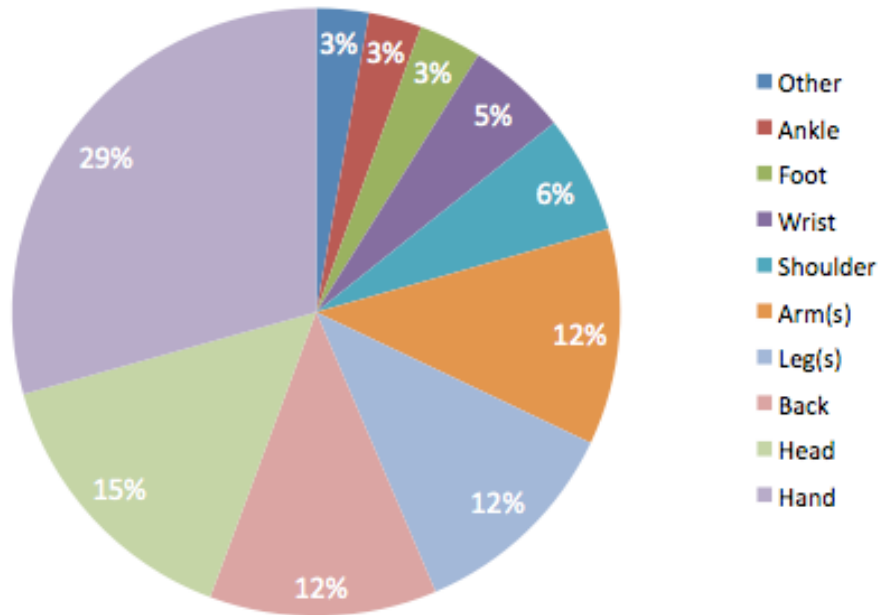
#### 2007 Energy Usage

- Sum — KWH electricity usage: 2,080,831
- Sum — MMBTU Gas and Oil: 4,735,330

For Largest 50 facilities

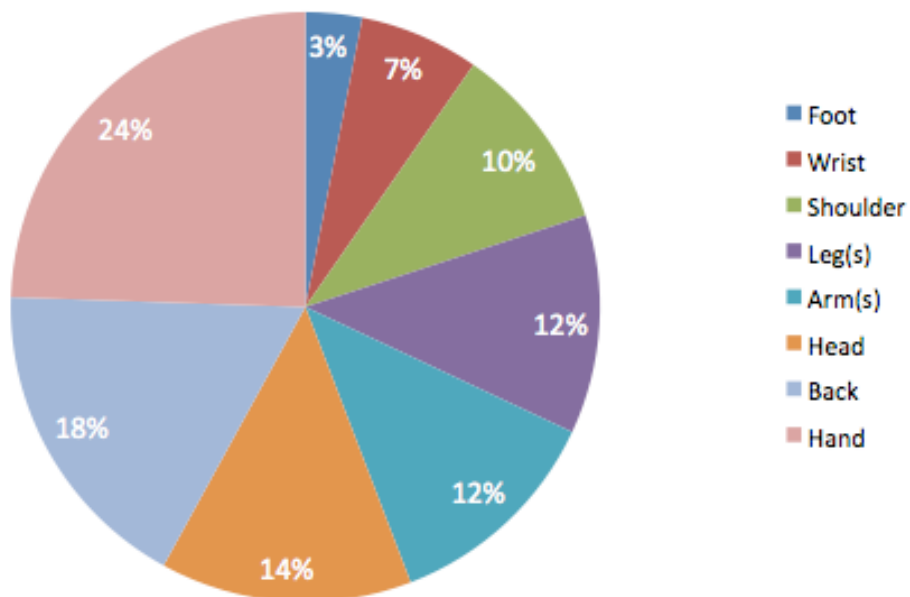
## Safety Performance Indicators

### 2007 Most Common Injured Body Parts for All Injuries



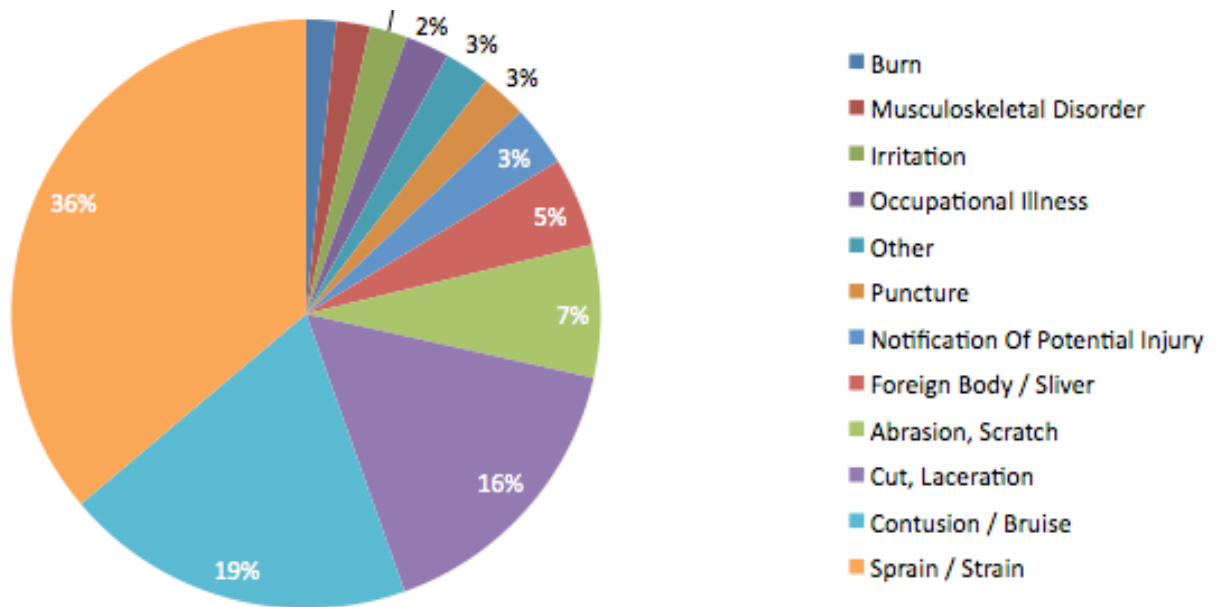
- Graph does not account for 5% of body parts injured.

### 2007 Most Common Injured Body Parts for Recordable Injuries



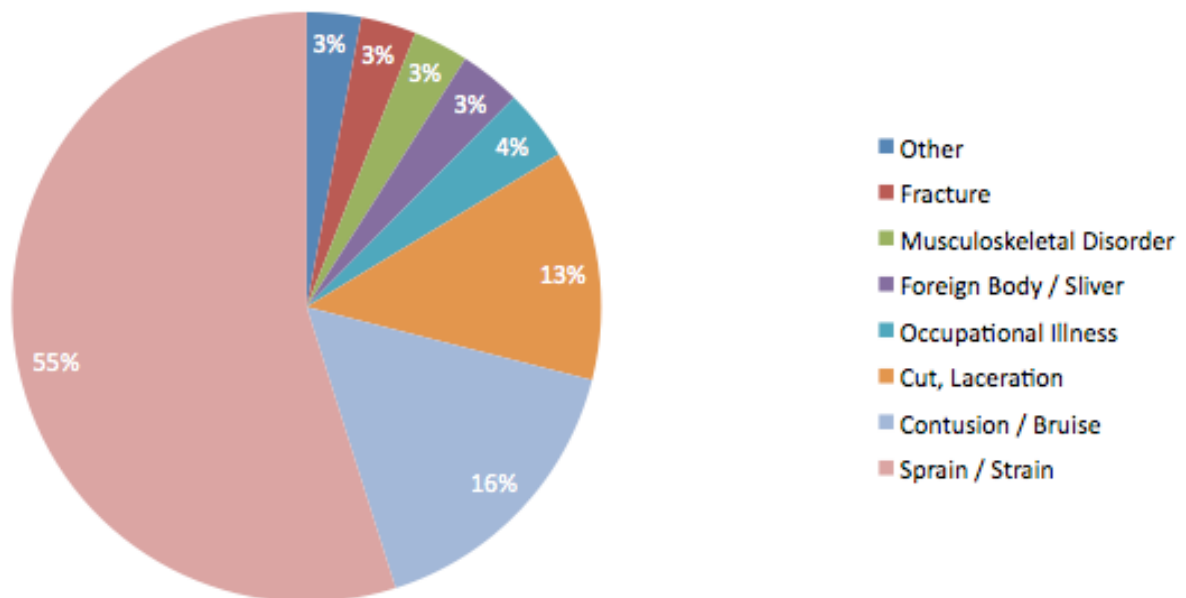
- Graph does not account for 9% of body parts injured (recordables).

**2007 Most Common Nature of Incident for All Injuries**



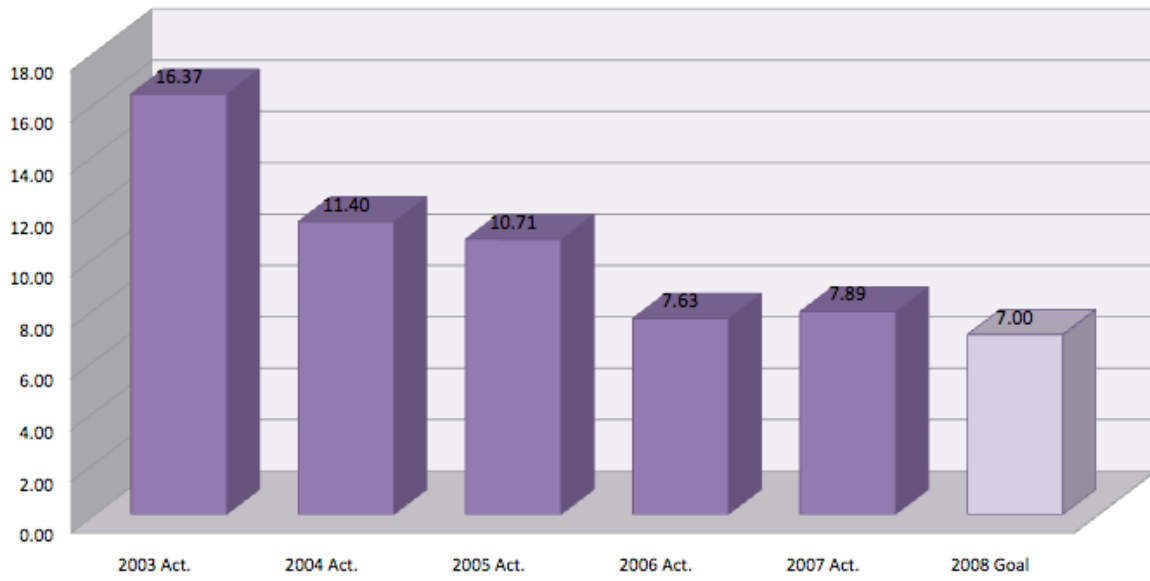
• Graph does not account for 6% of nature of incidents.

**2007 Most Common Nature of Incident for Recordables**

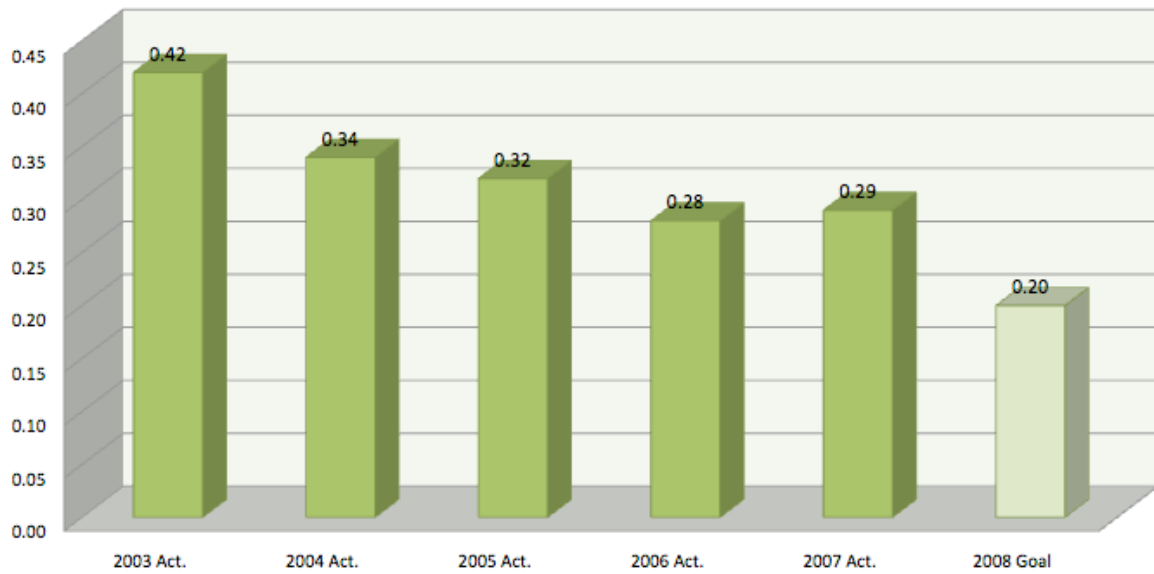


• Graph does not account for 12% of nature of incidents (recordables).

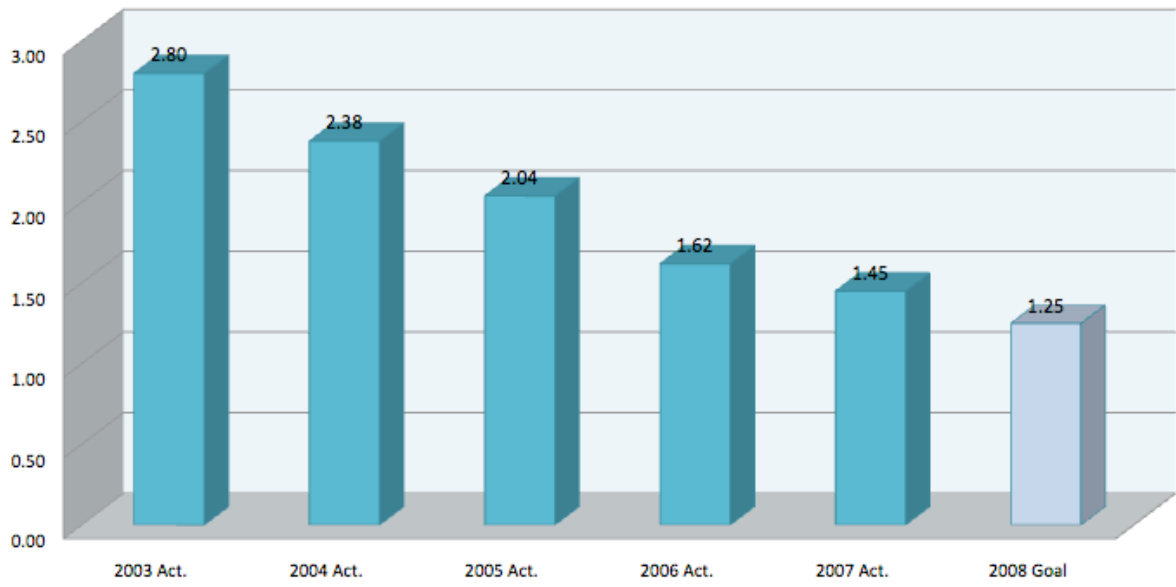
### Severity Rate



### Days Away Case Rate



### Recordable Injury Rate





## Environmental Performance Indicators

### Environmental Permits

Air: Title V air permits – 13

Air: Synthetic minor air permits – 15

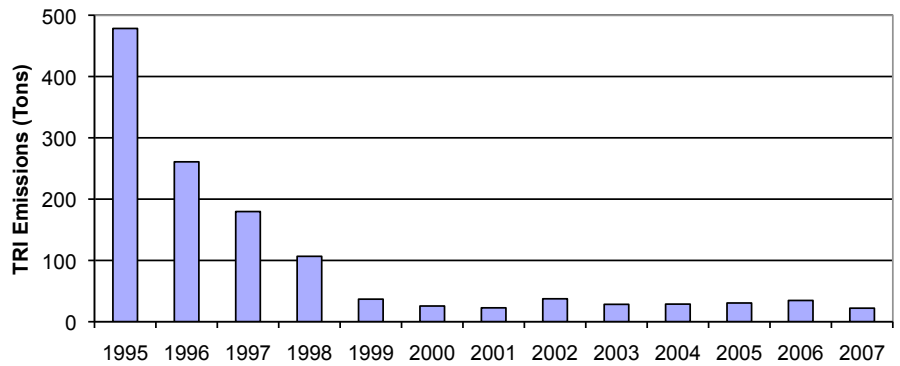
Waste: Part B permits – 11

Water: Industrial pretreatment permit for discharge to POTW – 21

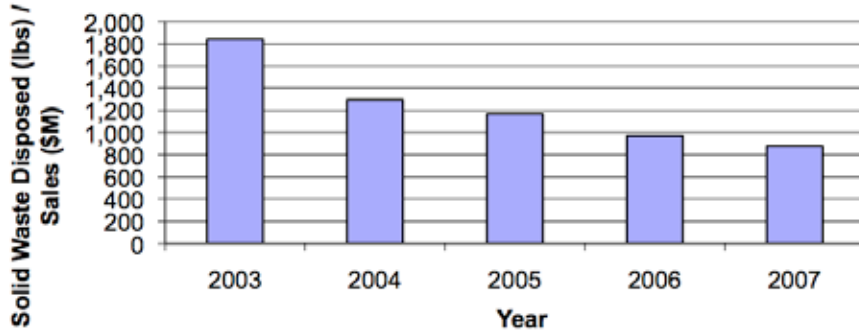
Water: NPDES or state equivalent industrial pretreatment discharge permit – 14

Water: NPDES or state equivalent storm water discharge permit - 33

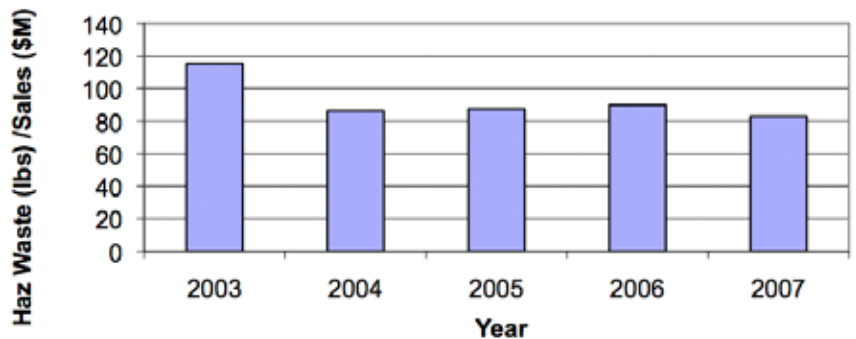
### Toxics Release Inventory (TRI) Air Emissions



### Non-Hazardous Waste Disposed / Net Sales (\$M)



### Hazardous Waste Generated / Net Sales (\$M)



## Remediation Sites

Plant A-1N . . . . .	Disc Ops	Utica, NY . . . . .	Disc Ops	MS2-Radar Systems	
Plant B-1 . . . . .	Disc Ops	Wilmington, MA . . . . .	Disc Ops	Farrell Road . . . . .	Cont Ops
Multi Plants . . . . .	Disc Ops	Basin By-Products . . . . .	Disc Ops	MS2-Radar Systems	
Burbank OU . . . . .	Disc Ops	BEMS . . . . .	Disc Ops	Court Street 5-5A . . . . .	Cont Ops
Glendale OU . . . . .	Disc Ops	Casmalia . . . . .	Disc Ops	MS2-Radar Systems	
North Hollywood OU . . . . .	Disc Ops	Commercial Oil. . . . .	Disc Ops	Court Street ABC . . . . .	Cont Ops
Aniak . . . . .	Disc Ops	Cooper Drum . . . . .	Disc Ops	MS2-Frontier	
Beaumont I . . . . .	Disc Ops	Diamond Shamrock		Chemical . . . . .	Cont Ops
Beaumont II . . . . .	Disc Ops	(Maxus Energy). . . . .	Disc Ops	MS2-Akron	
Burlington, MA . . . . .	Disc Ops	Duane Marine . . . . .	Disc Ops	Airdock Haleys . . . . .	Cont Ops
CalComp . . . . .	Disc Ops	Green River . . . . .	Disc Ops	MS2-Radar	
East Windsor, NJ . . . . .	Disc Ops	Jackson Drop Forge . . . . .	Disc Ops	Systems Akron . . . . .	Cont Ops
Goldendale, WA . . . . .	Disc Ops	Operating		Frontier Chemical . . . . .	Cont Ops
Great Neck , NY . . . . .	Disc Ops	Industries, Inc . . . . .	Disc Ops	Glendale-Librascope	
Johnson City . . . . .	Disc Ops	Scully . . . . .	Disc Ops	(MS2-Manassas) . . . . .	Cont Ops
Lewisport, KY . . . . .	Disc Ops	Spector Salvage . . . . .	Disc Ops	M&FC Main	
Martin State		Vandale . . . . .	Disc Ops	Plant-CWPF-MEC . . . . .	Cont Ops
Airport, MD . . . . .	Disc Ops	West Covina BKK . . . . .	Disc Ops	Orlando-Remote . . . . .	Cont Ops
Middle River, MD . . . . .	Disc Ops	Sutton Brook . . . . .	Disc Ops	Orlando-ESTL . . . . .	Cont Ops
Murdock , TX . . . . .	Disc Ops	INSYS Remediation . . . . .	Corp Other	M&FC Bldg 10 . . . . .	Cont Ops
Newcrow . . . . .	Disc Ops	M & J Solvent PRP . . . . .	Cont Ops	M&FC Ocala . . . . .	Cont Ops
Ontario, CA . . . . .	Disc Ops	Arivec Chemicals PRP . . . . .	Cont Ops	M&FC Woodco PRP	
Palo Alto, CA . . . . .	Disc Ops	Charleston . . . . .	Cont Ops	Orlando FL . . . . .	Cont Ops
Plainfield, NJ . . . . .	Disc Ops	Air Force Plant 6 . . . . .	Cont Ops	Seaboard-Jamestown, NC . .	Cont Ops
Portland Harbor . . . . .	Disc Ops	Argentina . . . . .	Cont Ops	M&FC Dallas . . . . .	Cont Ops
Redlands . . . . .	Disc Ops	Greenville . . . . .	Cont Ops	STS - Building 3	
Rialto . . . . .	Disc Ops	MS2-Surface Systems		Daytona Beach FL . . . . .	Cont Ops
San Francisco Airport . . . . .	Disc Ops	Moorestown . . . . .	Cont Ops	STS - Building 105	
Seattle Yard 1 Uplands . . . . .	Disc Ops	MS2-Radar Systems		Daytona Beach FL . . . . .	Cont Ops
Seattle Harbor		Solvent Savers . . . . .	Cont Ops	Building 255 . . . . .	Cont Ops
Island Waterway . . . . .	Disc Ops	MS2-Radar Systems		Building 521 . . . . .	Cont Ops
Seattle Yard 1 OU . . . . .	Disc Ops	York Oil . . . . .	Cont Ops	San Diego Tow Basin . . . . .	Cont Ops
Seattle Yard 2 OU . . . . .	Disc Ops	MS2-Radar Systems		Sunnyvale Facility 1 . . . . .	Cont Ops
Tallevast, FL . . . . .	Disc Ops	Bloody Brook . . . . .	Cont Ops	Waterton . . . . .	Cont Ops
The Dalles, OR . . . . .	Disc Ops	MS2-Radar Systems		Larson AFB . . . . .	Cont Ops
Torrance, CA GW . . . . .	Disc Ops	Electronics Park		VF Bldg 100 . . . . .	Cont Ops
		Ground Water . . . . .	Cont Ops		