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Introduction

This edition of *Carbon Copy* features best practices in setting a GHG goal—including case studies on the goal-setting processes of two Climate Leaders Partners—to inspire companies who are in the process of setting their first reduction goal. This issue also includes an extended case study on some of the state-of-the-art GHG reduction strategies one Climate Leaders Partner is currently employing; information on updates to EPA's Web, communications, and technical resources; recently announced Partner GHG reduction goals; and profiles of new Partners.

Setting a Credible Corporate GHG Reduction Goal to Address Your Climate Risk

Jim Sullivan, U.S. EPA

Bella Tonkonogy, U.S. EPA

Setting a greenhouse gas (GHG) reduction goal is a tangible, accountable action that communicates a company's climate strategy and commitment to stakeholders. Many companies worldwide have recognized the value of setting a GHG goal and have stepped forward to announce their commitment publicly. To ensure credibility, companies should set a goal that is:

- Corporate-wide, based on robust inventory data
- Forward-looking (i.e., to be achieved over 5 to 10 years)
- Able to be consistently tracked over the goal period
- Aggressive compared to business-as-usual activities
- Vetted with an independent third-party

The process a company undertakes to set a goal that meets these criteria can be just as important to the company's success and credibility as the goal itself. While the goal-setting process varies for each company, several best practices have emerged at companies participating in the Climate Leaders program.

Base-Year Inventory

Before setting a public goal, a company should choose a recent base year and complete a corporate-wide inventory for that year. Completing a comprehensive inventory is important for a company to assess fully its potential climate risk as well as to identify all reduction opportunities available. Choosing a base year

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Setting a Credible GHG Goal

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involves developing, documenting, and implementing a process to calculate GHG emissions from sources across the corporation. The most widely accepted inventory protocol is the World Business Council for Sustainable Development/World Resources Institute Greenhouse Gas Protocol.² A corporate emissions inventory will help a company determine its largest emitting facilities and most promising areas for improvement and also can reveal large emissions sources previously not believed to be significant. A robust inventory is a necessary precursor to setting a public GHG reduction goal.

“A robust inventory is a necessary precursor to setting a public GHG reduction goal.”

Forward Looking

Goals should be set for 5 to 10 years out from the base year, in order to allow time for effecting real corporate change while also fixing an endpoint early enough to ensure that action starts now.

Many companies have taken action on climate change or in energy management prior to the goal base year. These companies should pursue a strategy that ensures such actions are communicated effectively to stakeholders while continuing to pursue new reductions consistent with evolving energy management best practices, fuel prices, and technology development.

Tracking Over Goal Period

Measuring progress towards meeting a goal requires a robust tracking system that incorporates both the corporate-wide inventory as well as the production metric for a normalized goal, if applicable. To ensure consistency in inventory tracking from year to year, inventory and metric collection processes should be clearly documented in an Inventory Management Plan (IMP).³ An IMP functions as a guide for staff involved in GHG management and should

Benefits of Setting a Voluntary Greenhouse Gas Emissions Reduction Goal

There are many benefits to setting a voluntary GHG emissions reduction goal. For one, it can help focus corporate attention on existing GHG reduction activities. Many companies have been working on energy efficiency projects for a long time. Rolling these efforts into an overall GHG reduction strategy can help gain senior management attention and increase funding for these types of reduction projects. Setting a goal also institutionalizes and focuses attention on tracking the progress of corporate efficiency and GHG reduction efforts over time. Aggressive corporate targets encourage innovation and usually lead to identification of many additional reduction opportunities. In addition, targets improve employee morale and can help in the recruiting and retention of qualified employees. Finally, companies with proactive environmental and energy management policies generally outperform the market,¹ receive positive media attention for their efforts, and are identified as corporate leaders.

detail the organizational and operational boundaries of the inventory, emissions factors and calculation methodologies utilized, and roles and responsibilities of staff members. If followed closely, the IMP ensures that a goal is being tracked effectively and thus contributes to goal achievement.

Developing an Aggressive Goal

Setting a corporate-wide GHG reduction goal that demonstrates climate change leadership is best viewed as an iterative process that requires the buy-in of senior management, involvement from staff at all levels of the company, and the input of an independent third-party.

Top-down involvement is necessary to setting a goal. It unites employees in looking for GHG reduction opportunities they might have missed or in proposing new and exciting ideas. In some companies, senior management sets difficult goals with the intention of challenging staff to think creatively for reduction opportunities. Some companies introduce competitions seeking the best GHG reduction proposals. Asking staff to reach a truly difficult or “stretch” goal, and linking compensation to goal achievement, encourages innovation in exploring cutting-edge technologies to improve energy efficiency, considering alternative sources of energy, and seeking novel internal reduction opportunities.

¹ See Energy Management & Investor Returns: The Retail Merchandising Sector, Innovest (February, 2003); Energy Management & Investor Returns: The Real Estate Sector, Innovest (October, 2002); Energy Management & Investor Returns: The Retail Food Sector, Innovest (October, 2002)

² World Business Council for Sustainable Development/World Resources Institute (March, 2004). *The Greenhouse Gas Protocol*. Available online at <www.ghgprotocol.org>.

³ For more information on the Climate Leaders IMP, please visit <http://www.epa.gov/climateleaders/resources/reporting.html> to download the IMP checklist detailing all components of a comprehensive IMP.

“**A**sking staff to reach a truly difficult or ‘stretch’ goal encourages innovation.”

Companies should tap the knowledge of staff to set a goal. Engineers, marketers, environmental staff, and business strategists all have unique expertise to bring to the table for goal-setting. They might come with their own techniques for modeling future business scenarios, knowledge of planned capital investments, or public relations and communications strategies. To harness this knowledge, senior management can set up a diverse task force that is responsible for setting a credible and achievable goal. The task force might seek input from individual business units; develop business, engineering, and GHG emissions scenarios for the company; benchmark other companies in the sector on their climate strategies; and explore public relations and business implications of various goal proposals.

A goal proposal should also be accompanied by an estimate of risk and a plan for managing that risk: What is the worst case scenario? What is the chance of falling short on the goal? What would be the consequences of falling short? What are the options for mitigating this risk? Such options might include purchasing offsets and Renewable Energy Certificates (RECs).

Third-Party Partnership

Vetting a goal with an independent third party is the final step to announcing a credible GHG reduction goal. Third-party partners can be nongovernmental organizations (NGOs) or voluntary government programs such as EPA's Climate Leaders. Such a partnership lends credibility to the inventory and the goal-setting process, and can provide valuable advice. For example, an external partner might have its own benchmarking tools, experience working with other companies in the same sector, or have a strong understanding of aspects of public relations that the company might not have considered before.

The partnership should be considered another piece of the iterative goal-setting process: companies should expect some negotiation. The benefits of partnership to a company's credibility on climate change leadership far outweigh the extra effort required to make such a partnership work.

Case Study on Goal Setting: SC Johnson



Founded in 1886, SC Johnson is one of the leading manufacturers of household cleaning products as well as products for home storage, air care, personal care, and insect control. Throughout its 120-year history, SC Johnson has been family owned and managed. The company's product mix continually evolves to bring value to consumers by aiming to make consumers' lives cleaner, easier, healthier, and better. With \$7 billion in sales, SC Johnson employs approximately 12,000 people globally, has operations in 70 countries, and markets products in more than 110 countries.

A Charter Climate Leaders Partner, SC Johnson pledged in 2002 to reduce U.S. GHG emissions by 23 percent per pound of product from 2000 to 2005. In addition, SC Johnson's intensity goal represented an absolute reduction of 8 percent over the goal period.

SC Johnson's Chairman and CEO, Dr. H. Fisk Johnson, provides the motivation to company employees to set aggressive goals and the impetus for leadership on the climate change issue. Staff, from the VP level all the way to the shop floor, are expected to provide the solutions for the company to continue its commitment to the environment.

To define climate change leadership and position the company among the leaders, SC Johnson staff look both externally and internally. They find out what other companies' strategies and goals are and discuss with NGOs and government what is considered leadership versus business-as-usual, and they seek to understand what their own opportunities for reductions are, where the company can be most effective in reducing its GHG impact, and how best to align with corporate values.

Most importantly, the vision of SC Johnson leadership is for employees to be bold. For example, for SC Johnson's first goal, the company built two large onsite cogeneration facilities, effectively becoming an independent power producer while reducing corporate emissions by 52,000 tons per year. Such a mandate for creativity encourages staff innovation and distinguishes a company from its peers.

“**S**C Johnson estimates that in addition to reducing absolute emissions by an impressive 17 percent, the company has saved several million dollars.”

SC Johnson's goal-setting process paid off, both in GHG reductions and in dollar savings. SC Johnson estimates that in addition to reducing GHG intensity by 24 percent and absolute emissions by an impressive 17 percent, the company has saved several million dollars. SC Johnson will build upon this success to set a new forward-looking goal, showing that even after significant emissions reductions are made, there are still opportunities available.

Case Study on Goal-Setting: Baxter International Inc.

Baxter International Inc. is a global health care company that assists health-care professionals and their patients with the treatment of complex medical conditions including cancer, hemophilia, immune disorders, kidney disease, and trauma. With 2005 sales of nearly \$9.8 billion and approximately 47,000 employees, Baxter applies its expertise in medical devices, pharmaceuticals, and biotechnology to make a meaningful difference in patients' lives.



Baxter joined Climate Leaders in 2002 as a Charter Partner, pledging to reduce U.S. GHG emissions by 16 percent per unit of production value from 2000 to 2005, with production value equated to cost of goods sold.

Baxter surpassed its goal in 2005. The company's normalized emissions decreased by 26.6 percent, and despite a 40-percent increase in production value, absolute emissions increased only slightly, by 2.7 percent. Baxter estimates energy savings and cost avoidance totaled \$9.2 million in 2004 and \$8.5 million in 2005.

Looking to expand upon these accomplishments, Baxter began the process to set its next GHG reduction goal in 2005. Goal setting at Baxter is a rigorous analytical process led by a high level task force comprised of Environmental, Health, and Safety (EHS) managers and overseen by the vice president of EHS. Task force members seek input from facilities, regions, and senior management; evaluate business scenarios and determine business advantages and disadvantages of various goals; examine social and environmental issues; consult key stakeholders; and benchmark the climate strategies of other leading global companies.

“Baxter estimates energy savings and cost avoidance totaled \$9.2 million in 2004 and \$8.5 million in 2005.”

Baxter senior management provides feedback and support during the goal-setting process, which lends credibility across the company to the GHG goal and ensures that the goal is aligned with corporate strategy and values. Many of Baxter's EHS goals are also integrated into the performance management objectives and linked to compensation of several managers, creating an important incentive for successful implementation.

The robust process Baxter employs to set its GHG reduction goal ensures an aggressive but attainable goal that demonstrates leadership and sets the stage for enhanced performance.

Conclusion

Setting a GHG reduction goal is an important component in a company's climate strategy and will improve a company's credibility on the climate change issue. Setting a goal can also improve employee morale, employee recruitment, and shareholder relations. Taking on such a commitment is challenging, requiring a framework and process that will ensure commitment at all levels of the company, from individual business units up to the CEO. In turn, a broad commitment helps ensure success in achieving a goal and demonstrates a company's climate leadership to its many stakeholders.

Xerox: Energy Efficiency Initiatives for Reaching a 2012 GHG Reduction Goal

A member of EPA's Climate Leaders Program, Xerox Corporation has pledged to cut GHG emissions from its worldwide operations by 10 percent from the baseline year 2002 until the end of 2012. The target complements the company's ongoing environmental programs, which include products designed for energy efficiency and innovative remanufacturing and recycling practices. Reaching the target is expected to require up to a 30 percent improvement in average energy efficiency in company operations compared to 2002 levels. With rising energy and fuel costs, these efforts also present a significant opportunity to control energy related expenditures.

Xerox is on track to reach its goal. By 2005, energy consumption had decreased by 9 percent, and GHG emissions were more than 7 percent lower than in 2002.

With the support of the company's CEO, Anne Mulcahy, Xerox launched an internal program called Energy Challenge 2012 that encompasses the strategies and tactics being taken to ensure it meets its GHG reduction goals. Xerox's EHS organization is leading this company-wide effort, along with the active involvement of many organizations across the company such as manufacturing, corporate real estate, technical services, global procurement and others worldwide. Energy Challenge 2012 is relying on Lean Six Sigma methodologies to identify reduction



opportunities, implement energy saving projects, and track progress. Other key elements of the Energy Challenge management process are integration of energy targets into business objectives, regular reviews with the program's steering committee, and engagement of all employees using existing internal communication vehicles. Energy Challenge team members include process engineers, facility engineers, fleet managers and communication specialists. More than 50 employees around the company are working together to achieve a more sustainable use of energy through advanced technology and re-engineered manufacturing and service processes. Each of these project areas represent energy saving opportunities—with cost savings flowing directly to the bottom line. The projects are also consistent with the company's long-term business strategies.

Building Upon Energy-Efficient Technologies

One example of Xerox's commitment to energy efficiency is its emulsion aggregation (EA) technology for toner. This advanced toner requires an estimated 25 percent less energy to make when compared to conventional toner. The second of two Xerox plants that will produce EA toner is under construction in Webster, New York. The 100,000-square-foot facility represents a \$59 million investment for Xerox. It is scheduled for completion in Fall 2007.

A key design goal for the plant has been to take energy out of the process everywhere possible. To meet that goal, Xerox engineers integrated the planning of the building and the manufacturing process from the start. The result is an "intelligent building," packed with sensors and organized into multiple zones that can be separately controlled for most efficient operation. There will be more than 3,000 sensors in the five-story building, feeding information about temperature, humidity, air flow, and other variables into a networked system. The system divides the plant into zones and will schedule temperature and lights as well as toner production in each separate zone. Depending on the process being run, whole zones of the building might be shut off to reduce energy use. Xerox is installing chillers and air compressors with variable-speed drives so that the plant will be able to respond to incremental changes in the operating environment rather than just being off or operating at full speed. There will be variable intensity lighting and small back-up compressors available for very low use.

Ingredients for Process Improvements

An important way to reduce energy demand is to redesign production processes. For example, Xerox is implementing changes to its manufacturing of conventional toners.

E-Agent—or embrittling agent—is a special chemical ingredient that is reducing the amount of energy needed to make certain Xerox printer toner by up to 22 percent. Xerox is the inventor and world's largest manufacturer of toner, producing it in eight locations worldwide. Toner is the "dry ink" powder fused on paper to make laser prints and copies. In the conventional toner manufacturing process, large particles of plastics, colorants, and other additives are mechanically pulverized into small, relatively uniform toner particles. About 50 of these toner particles are required to print a period on this page. The grinding process is the most energy-intensive step, consuming up to 40 percent of the total energy used for making toner. The "grinding" happens when toner particles are blown against each other at high speeds inside a chamber, and the collisions cause the particles to split apart. Xerox engineers knew that if the toner particles became easier to grind, the whole process would become more energy efficient. They discovered that by adding E-Agent to the toner "recipe," particles would be more likely to shatter upon contact and reach the desired particle size more quickly. By 2008, the energy savings associated with Xerox's use of E-Agent is expected to avoid more than 18,000 metric tons of carbon dioxide emissions—the equivalent to emissions for 3,270 cars. Project payback was achieved well within acceptable limits.

Emissions Reductions Driving Fleet Management Improvements

Xerox's service and sales operations are responsible for about 20 percent of Xerox's GHG emissions. With more than 10,000 vehicles operated worldwide and about 100 million miles driven in the United States alone, this part of the company's business plays an important role in meeting its Energy Challenge 2012 goals. Xerox's strategies include improving the efficiency of the vehicles in its fleet while continuing to meet the operational needs of the service workers and reducing miles driven.

Xerox is procuring more fuel-efficient vehicles as they become available and are consistent with its business needs. The company is studying the full range of options—hybrids, clean diesels, and flexible-fuel vehicles—and is tracking the development of alternate fuels such as ethanol. Xerox is also concentrating on the basics—fitting drivers to the right-size vehicle depending on the geographic area they service and the need to carry service parts.

Reducing the miles driven to service customer equipment starts with product design. Xerox engineers continue to

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innovate so its products are increasingly reliable and parts last longer. Xerox multifunctional equipment also reduces the need to service multiple pieces of equipment by providing all document processing functions—print, copy, fax, and scan—in one “box.” And more support is offered online and through remote diagnostic systems. Call management is also important to reduce the overall number of miles driven. All of these efforts mean that fewer service calls are necessary, resulting in fewer miles driven by Xerox technicians and reduced gasoline consumption. Longer-lasting parts also mean that less manufacturing energy is invested over the life of a Xerox product. Through these efforts, Xerox reduced the number of miles driven in the United States alone by nearly 17 million miles between 2002 and 2004.

Leveraging Public-Private Partnerships

Xerox is also working to identify opportunities to reduce GHG emissions through renewable sources of energy such as wind and solar. Several Xerox sites—including those in the United Kingdom and United States—are purchasing “green power,” reducing annual GHG emissions by more than 6,000 metric tons. As a member of Sustainable Energy Ireland, Xerox’s manufacturing facility in Dundalk, Ireland, is participating in a project whose goal is to move the community to a more sustainable pattern of energy supply and use. One possible outcome of this public-private partnership is construction of a wind turbine on the Xerox campus to produce electricity generation for the Xerox site and surrounding community. Acceptable capital financing terms for this project will be made possible through the efforts of multiple stakeholders.

Xerox has found much value in its partnerships with organizations such as Climate Leaders as it developed its GHG emissions reduction program. Xerox is also a member of the Business Roundtable Climate Resolve.

About Xerox:

Xerox Corporation is a \$16 billion global enterprise that helps businesses find better ways to work through innovative technology integrated with document-management services. Over the past 40 years, Xerox has demonstrated leadership in sustainability and citizenship by designing “waste-free” products built in “waste-free” plants, investing in innovation that delivers measurable benefits to the environment, supporting educational and community projects around the world, and many other integrated initiatives.

What’s New

Climate Leaders Web Site Revamp

Look for the revised Climate Leaders Web site in early 2007! In addition to being more user-friendly, the following new features will be included:

- Better organized technical resources, to find what you need instantly
- Partner presentations organized by topic, so the benefit of peer exchange at the meetings can last all year
- The business case for joining Climate Leaders, to highlight the positive impacts of addressing GHG emissions
- Tools to help you communicate the benefits of the program internally and externally

Our new fact sheet is already available with at-a-glance program statistics in the What’s New section of our home page at <www.epa.gov/climateleaders>.

If you have ideas for additions to the Web site, please contact Deb Berlin at <berlin.deb@epa.gov>.

Magazine campaigns: PSA & Forbes

Our third annual public service announcement will begin in the winter, with a new Climate Leaders ad appearing in major business and consumer magazines over several months. The campaign will share the benefits of our program with millions of stakeholders. Watch your inbox for the new PSA ad design!

On the heels of the successful April 2006 spread, Forbes magazine has invited us to place another Climate Leaders special advertising supplement. Open to all Partners, you can negotiate an advertising rate directly with Forbes and be placed amidst their description of the program. Feel free to speak directly with the Forbes representative at the October 2006 Partner meeting, or contact Deb Berlin at <berlin.deb@epa.gov>.

Updating eGRID Emission Factors

EPA is currently updating its Emissions & Generation Resource Integrated Database (eGRID), which is the source of the carbon dioxide (CO₂) emission rates used in Climate Leaders to estimate indirect emissions from purchases and sales of electricity. This database contains information on electricity generation, fuel use, and emissions and emission rates of CO₂, sulfur dioxide (SO₂), nitrogen oxides (NO_x), and

mercury from all electric generators in the United States.

A new edition of eGRID containing data for 2002, 2003, and 2004 will be issued in late fall. Several improvements and new types of information will be incorporated into this new edition. One change to note is that some of the boundaries of the eGRID subregions will change, especially in the Midwest, due to changes in the structure of the electric grid systems, the balancing authorities and the NERC region boundaries.

The new eGRID data will be used to update the CO₂ emission rates for purchases and sales of electricity for the Climate Leaders Program, which are currently based on year 2000 eGRID data.

The official website for eGRID is <www.epa.gov/cleanenergy/egrid>.

Climate Leaders Partners Announce GHG Reduction Goals

The following Climate Leaders Partners have recently announced GHG reduction goals:

- **California Portland Cement Company** pledges to reduce U.S. GHG emissions by 9 percent per production index from 2003 to 2012.
- **Conservation Services Group** pledges to achieve net zero U.S. GHG emissions by 2006 and maintain that level through 2010.
- **DuPont Company** pledges to reduce total global GHG emissions by 15 percent from 2004 to 2015.
- **Ecoprint** pledges to achieve net zero U.S. GHG emissions by 2006 and maintain that level through 2010.
- **Entergy Corporation** pledges to reduce total U.S. GHG emissions by 20 percent from 2000 to 2010.
- **HSBC – North America** pledges to reduce total U.S. GHG emissions by 10 percent from 2005 to 2010.
- **Intel Corporation** pledges to reduce global GHG emissions by 30 percent per production unit from 2004 to 2010.
- **North Bay Construction** pledges to reduce total U.S. GHG emissions by 20 percent from 2005 to 2010.

- **Raytheon Company** pledges to reduce U.S. GHG emissions by 33 percent per dollar revenue from 2002 to 2009.
- **Shaklee Corporation** pledges to maintain net zero U.S. GHG emissions from 2006 to 2009.
- **Sonoma Wine Company** pledges to reduce total U.S. GHG emissions by 15 percent from 2005 to 2010.
- **Sterling Planet** pledges to achieve net zero U.S. GHG emissions by 2006 and maintain that level through 2010.

Welcome New Climate Leaders Partners!

Abbott Labs

Abbott Park, IL



Abbott Laboratories is a global, broad-based health care company devoted to discovering new medicines, new technologies and new ways to manage health. Their products span the continuum of care, from nutritional products and laboratory diagnostics through medical devices and pharmaceutical therapies. Their comprehensive line of products encircles life itself—addressing important health needs from infancy to the golden years.

Abbott was founded over a century ago and now has over 100 facilities and 65,000 employees worldwide.

Air Products and Chemicals, Inc.

Allentown, PA



Air Products serves customers in technology, energy, healthcare, and industrial markets worldwide with a unique portfolio of products, services, and solutions, providing atmospheric gases, process and specialty gases, performance materials, and chemical intermediates. Founded in 1940, Air Products has built leading positions in key growth markets such as semiconductor materials, refinery hydrogen, home health-care services, natural gas liquefaction, and advanced coatings and adhesives. The company is recognized for its innovative culture, operational excellence, and commitment to

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Welcome New Partners

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safety and the environment and is listed in the Dow Jones Sustainability and FTSE4Good Indices. The company has annual revenues of \$8.1 billion, operations in over 30 countries, and more than 20,000 employees around the globe.

Campbell Soup Company

Camden, NJ

In 1869, a fruit merchant named Joseph Campbell and an icebox manufacturer named Abraham Anderson shook hands in Camden, New Jersey, to form a business that would one day become one of the world's most recognized companies, Campbell Soup Company. Today Campbell generates more than \$7 billion in sales from a portfolio of brands sold in 120 countries around the globe. A few of Campbell Soup Company's brands include "Campbell's" soups, "Pace" Mexican sauces, "Prego" pasta sauce, "Swanson" broths, "V8" juices, "Pepperidge Farm" cookies, crackers, breads and frozen products, "Godiva" chocolate, as well as "Arnott's" biscuits in Australia. Campbell employs more than 24,000 people in 14 countries.



Codding Enterprises

Rohnert Park, CA

Codding Enterprises is a group of companies built on a strong entrepreneurial and pioneering foundation. This rich legacy provides progressive businesses and individuals with innovative commercial, retail, and residential properties. Codding blends a strong foundation with fresh vision, energy and respect for the environment to create a dynamic future.



Conservation Services Group

Westborough, MA

Conservation Services Group, Inc. (CSG) began as a non-profit in 1984 to design, develop, and deliver energy efficiency programs for utility companies, public housing authorities and agencies, and private customers. CSG promotes energy efficiency, health and safety, building durability, comfort, and environmental responsibility.



Conservation Services Group

Actively promoting renewable energy since 1996, CSG works with developers on renewable energy projects, to support renewables investment and expand these markets. CSG supports Renewable Energy Certificate product development, influences public policy, and participates in emerging energy markets. CSG has also offered Green-e certified green power products since 2000 and manages successful solar energy programs.

Coors Brewing Company

Golden, CO

Coors Brewing Company produces premium quality malt beverages as a subsidiary of Molson Coors Brewing Company, one of the world's largest brewers. Coors is the third largest brewer in the United States, with brands such as Coors Light, Blue Moon, Keystone, Killians, Molson and Zima.



Coors has two breweries in the United States including the Golden brewery, which is the world's largest brewery on a single site. The facility located in Virginia's Shenandoah Valley, near Elkton, is being expanded into a 6 to 7 million barrel brewery with completion expected in early 2007. Coors also operates container manufacturing facilities in Golden jointly with two partners, Ball Metal Container for aluminum cans and Owens-Illinois for glass bottles. The Coors grain elevators for barley storage are located in Montana, Idaho, Wyoming, and Colorado. Coors Distributing Company, a subsidiary of Coors Brewing Company, has facilities in Colorado and Idaho.

Cummins Inc.

Columbus, IN

Cummins Inc., a global power leader, is a corporation of complementary business units that design, manufacture, distribute and service engines and related technologies, including fuel systems, controls, air handling, filtration, emission solutions and electrical power generation systems. Headquartered in Columbus, Indiana (USA), Cummins serves customers in more than 160 countries through its network of 550 company-owned and independent distributor facilities and more than 5,000 dealer locations. Cummins reported net income of \$550 million on sales of \$9.9 billion in 2005.



DuPont Company

Wilmington, DE

DuPont is a science company. Founded in 1802, DuPont puts science to work by creating sustainable solutions essential to a better, safer, healthier life for people everywhere. Operating in more than 70 countries, DuPont offers a wide range of innovative products and services for markets including agriculture, nutrition, electronics, communications, safety and protection, home and construction, transportation, and apparel.



Ecoprint

Silver Spring, MD

Ecoprint supplies design, offset and digital printing, and mailing services to nonprofit organizations, associations, and progressive businesses.



Intel Corporation

Santa Clara, CA

Intel is the world's largest semiconductor chip maker. The company's products include chips, boards, and other semiconductor components that are the building blocks for computers, servers, and networking and communications products. Intel's products are used in computer systems, handheld computing devices, communication and networking devices, and a wide range of industrial equipment.



North Bay Construction

Petaluma, CA

For three decades, North Bay Construction has prospered as a family-owned and operated full service engineering contractor. Old-fashioned service and 21st century technology is the winning combination that accounts for the accomplishments of North Bay Construction in its first 30 years—and will ensure its success into the next century. Pride is taken in every job, large or small.

North Bay Construction maintains a state-of-the-art fleet of heavy construction and support equipment, and a staff of experienced operators and laborers who ensure the most efficient execution of surface excavation, grading, and paving as well as the installation of underground utilities.



Novelis Corporation

Cleveland, OH

Novelis Corporation is the wholly-owned U.S. subsidiary of Canadian-based Novelis Inc., the global leader in aluminum rolled products and aluminum can recycling. The Novelis group of companies operate in 11 countries and have approximately 13,000 employees. Novelis provides its customers with a regional supply of technologically sophisticated rolled aluminum products throughout Asia, Europe, North America, and South America. Through its advanced production capabilities, the company supplies aluminum sheet and foil to the automotive and transportation, beverage and food packaging, construction and industrial, and printing markets.



Rockwell Collins, Inc.

Cedar Rapids, IA

Rockwell Collins is a pioneer in the development and deployment of innovative communication and aviation electronics solutions for both commercial and government applications. Its expertise in flight deck avionics, cabin electronics, mission communications, and information management is strengthened by 17,000 employees and a global service and support network that crosses 27 countries.



Sandy Alexander

Clifton, NJ

Sandy Alexander, Inc. is a full service graphic communication company. Its web and sheetfed printing capabilities are complemented by a wide array of digital and electronic media services. Over the past four decades, Sandy Alexander has served the corporate communication, cosmetic, pharmaceutical, automotive, graphic design, advertising, and promotion industries.

Sonoma Wine Company

Graton, CA

Sonoma Wine Company is the largest custom service winery in Northern California. Services include crushing and fermenting grapes, storing and aging wine in tank and barrel, bottling wine, producing control label wines, and storing finished cased goods.



The St. Paul Travelers Companies, Inc.

St Paul, MN

The St. Paul Travelers Companies, Inc., (NYSE:STA) is a leading property casualty insurer and a Fortune 100 company. Conducting business primarily under the Travelers brand, the company's diverse business lines offer a wide range of products and services in both personal and commercial settings. Business lines including automobile, homeowners, small business, construction, oil and gas, ocean marine, financial and professional services, global technology, public sector services and other businesses. St. Paul Travelers two largest campuses in Saint Paul and Hartford received the EPA's ENERGY STAR® label, distinguishing these buildings as among the most energy efficient in the United States. The company is also an active member of the Business Roundtable Climate Resolve Project focused on managing greenhouse gas emissions.



Sterling Planet

Atlanta, GA

Sterling Planet is the nation's leading Renewable Energy Certificate provider through direct commercial sales and utility green power partnerships. In addition, Sterling Planet assists companies in managing and achieving maximum value for their renewable energy, carbon, and energy efficiency environmental assets. Founded in 2000, Sterling Planet is an Atlanta-based company that maintains offices in California, Colorado, Connecticut, Florida, New York, and Texas.



Thomas Rutherford, Inc.

Roanoke, VA

Founded in 1916, Rutherford is one of the nation's top 50 risk management and insurance brokerage firms based on annual revenue, serving clients in all 50 states and in 120 countries. Headquartered in Roanoke, VA, Rutherford has nine offices along the east coast, spanning from Short Hills, NJ to Atlanta, GA. Rutherford provides risk management and insurance services to a wide range of industries and professions, including construction, defense, environmental, healthcare, maritime, media, real estate, technology and transportation. Rutherford's expertise extends to insurance issues faced by institutions and organizations, as well as those that accompany corporate public offerings, mergers, acquisitions and divestitures.



The World Bank

Washington, DC

The World Bank is a development institution dedicated to reducing poverty worldwide. Owned by 184 member countries—both developed and developing—the World Bank provides financial and technical assistance to developing countries in their efforts to provide social services and better infrastructure, improve governance, combat corruption, and protect the environment.

