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Tyson Foods, Inc.
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Engaging Employees to Reduce Your Company's Climate Footprint

This edition of *Carbon Copy* highlights just a few of the ways that Partners are communicating their Climate Leaders participation to their employees. This issue gives advice and examples of how to successfully engage employees in these efforts. To assist our Partners, Climate Leaders is creating a portfolio of materials to help Partners publicize their climate change commitment.

What's Currently Available?

Climate Leaders offers a number of items in both electronic and print formats to help Partners spread the word about their participation.

Electronic and Print:

- Climate Leaders Success Stories
- Climate Leaders Program Guide
- Climate Leaders Press Releases
- Climate Leaders Public Service Announcements

Electronic Only

- Climate Leaders Logo and Graphics
- Event Photos
- Partner Web Profiles (Coming Soon!)

Materials Under Development

- Sample Newsletter Articles
- EPA Quotes

Most of these items can be found on our Web site and soon will be available in the Climate Leaders Media Kit. For assistance obtaining items, contact Cynthia Cummis at <cummis.cynthia@epa.gov>.

Making Energy Conservation Personal: How Employee Awareness and Behavior Programs Can Make a Difference

By Arthur Venables, E Source Corporate Energy Managers Service

Affecting wide-scale change at any level within a large corporation can be extremely challenging. From an energy or facility manager's perspective, however, it can be particularly tough, especially if he or she is employed by an organization with long-standing traditions or a corporate culture where "this is the way we've always done things" seems to be standard operating procedure.

To double that frustration, now more than ever, energy managers are being asked to do much more with much less in a business environment that has been in economic distress. With budget cuts, many companies are re-exploring how employee energy awareness and behavior programs can provide low-cost or no-cost solutions to facilitate a wiser use of energy.

Facilitating change in employees' behavior—energy related or otherwise—takes a basic understanding of psychology. Simply issuing "thou shall" memos or directives will alter behavior to a certain extent; however, successful and sustainable awareness and behavior programs all have the following elements in common:

Effective communication. Successful programs clearly communicate energy-management goals and why the new change in behavior is desired. They also have effective and user-friendly communication mechanisms in place for employee input and to provide feedback regarding how their input is helping the organization accomplish its goals.

Measurement. Successful programs measure and track energy use on a regular basis and communicate this information to employees.

Reward and recognition. Successful programs give credit where credit is due. Rewards and recognition give employees a true sense of accomplishment and help to build a personal sense of ownership in the program by making energy conservation personal.

Leadership by example. Successful programs recruit energy champions. Employees who see executives, upper management, and peers that they respect "walking the walk" are significantly more likely to adopt a new change and sustain the effort.

Recognizing the conditions that *should* exist to effect behavioral change is a good start. But putting ideas into an actionable plan can be daunting, given that the average employee simply takes energy use for granted. That can be further compounded for organizations with thousands of employees and/or hundreds of facilities. The next sections highlight what organizations should do to be successful in implementing their energy awareness programs, and also provide advice on what is needed to create a successful program.

Phase 1: Gather Data and Set Program Goals

Gather energy use information. First, you need to gather information on energy-use patterns, using metrics that will be comparable across similar building types or industrial processes. For commercial or office spaces, these metrics could be annual energy intensity (Btu per square foot [ft²]) or annual electric intensity (kilowatt-hours [kWh]/ft²). For industrial facilities, calculating energy use as a percentage of operating costs or per unit of product can be useful. It can also be as simple as looking at monthly utility bills to determine average energy

costs per month. The goal of compiling the energy use information should be to establish some sort of baseline so that you are sure that you're setting obtainable program goals and that program success can be measured. Keep in mind what kind of metric you will use to report results to the average employee. This will help you develop an idea of how detailed you will want to be in the gathering of energy use data. (Important note: *Do not* underestimate the importance of this step or the time it will take to complete it!)

Evaluate your resources. Second, you need to gather information regarding the resources and capabilities available within your organization. Assess current communication resources, such as newsletters or closed-circuit TV, and how they could carry your message to the masses. Do you have the internal resources available to produce printed materials such as posters, displays, or pamphlets? What kind of mechanism already in place could be used to gather behavioral data and report the results and program successes? Consider recruiting others within your organization that are passionate about saving energy and reducing waste to serve on a planning committee and to help you during and after this gathering phase.

Set your goals. The final step is to begin determining the specific goals, objectives, and milestones for your program in conjunction with your estimated or preliminary program budget.

Find a leader or energy champion. It can also be a good idea to look for a champion for energy savings. Leadership by example is a powerful tool and can go a long way in getting employees to take a program seriously. In 2001, Climate Leaders Partner **Lockheed Martin's** senior executive staff created an energy council for its Sunnyvale, California, campus that was comprised of vice presidents (VPs) who had been charged with energy conservation for their

respective groups of buildings. The groups of buildings were each called a "chunker" and each VP created employee energy teams that designed and implemented conservation programs for their respective chunker. Rich Robertson, technical maintenance manager of Lockheed Martin facility operations, told E Source that employee action significantly contributed to the company's recent energy savings, which topped out at almost \$7 million in 2001 and nearly \$3.5 million in 2002. "Having upper management on board was also a key aspect in the program's success," said Robertson. "That kind of support was instrumental in championing plant operational changes, [getting] funding for capital energy projects, and sustaining employee awareness and participation."

Phase 2: Develop and Disseminate Program Materials

The main goals of this phase are to develop your program materials and roll the initiative out to the employees. A good way to begin is by soliciting ideas from employees through interviews, surveys, or focus groups. Feedback gathered through these methods is a great way to determine current thinking about energy conservation and identify the desired behavioral changes. It should also help you to come up with ideas about how you will motivate and excite employees to change their thinking and behaviors. Some possibilities might include clever team names (Unilever Bestfoods brand uses "Watt Watchers"), campaign slogans (Grundfos Pump Manufacturing came up with "Reduce the Juice"), or program mascots (Verizon has a Conservation Canine).

During this phase, you will also need to develop or procure the materials you will use to spread the word—such as posters, videos, or pamphlets—and decide how the information will be distributed. It's also important to make clear to employees about how they can submit their ideas or provide

feedback. Some companies use monthly e-mails to solicit ideas, others hold monthly or quarterly meetings with employees, and some do both. Lockheed Martin held an Energy Fair, where its employees received giveaways like stickers, posters, coffee mugs, and mouse pads. Remember when they used to display a constant twenty-four hour running tally of the national debt in Times Square? The energy manager from one large commercial national account has taken a similar approach by posting “How much we will spend on energy today” and “How much we have spent on energy this year to date” numbers on the company’s Intranet. Directly below the tally is a link for employees to submit energy-saving ideas. Other firms have taken low-cost approaches, such as running sticker campaigns and putting up posters in communal areas with drop boxes for energy-saving ideas. One firm was able to achieve modest savings just by having its information technology department send out instructions about how to enable the energy-conservation modes for employees’ computer monitors.

The last part of this phase is to finalize your budget based on the types of materials you will develop and the costs associated with the activities and communication channels you will use for the program. Make sure you have a clear schedule in mind so that you allow adequate time for production of materials to meet the milestones or key dates for your program.

Phase 3: Measure, Evaluate, and Report

Once your awareness program is up and running, you will need to establish a mechanism to measure the program’s effectiveness and report results back to employees. Consider asking for improvement suggestions from any focus groups or individuals you interviewed during the first phase of the program. Gathering program feedback either quarterly or at mid-course and at a predesignated end point will

help you make adjustments and implement improvements to maximize program results. Questions that need to be answered to evaluate your program’s effectiveness should include:

- Are the communication channels being used effectively?
- Are they user-friendly?
- Are employees more likely to read e-mails or newsletters?
- What other communication channels could be used to convey program information?
- How have employees shifted their behavior and why?
- How many employees have submitted energy-saving suggestions?

During the planning phase, you established a monitoring protocol and mechanism to establish facility baselines, using metrics such as kilowatts or kilowatt-hours (kWh) of demand, energy intensity, or energy use as a percentage of operating costs. Perhaps you decided to simply look at monthly utility bills to determine the average dollars spent per day for each of your facilities. Whatever metrics you use to evaluate the effect that the program may have on a particular facility’s energy consumption, make sure you report your results in a way that all employees will understand.

The corporate energy office of Climate Leaders Partner **Unilever’s Home and Personal Care** division began collecting energy use and cost data for each of its U.S. facilities in January 2001. Data are compiled quarterly, consisting of dollars spent and energy consumed (converted to million kWh). The energy consumption table compares the actual energy usage with that of the same quarter of the previous year and compares the dollars spent in each quarter with the amounts budgeted. Based on these comparisons, data for each facility are then

color-coded for each quarter to indicate if the facility is below budget or below the previous year's consumption. This information is distributed to all interested stakeholders: senior management, corporate energy staff, and plant managers and engineers. By inspiring employees to improve operating practices, the program produced estimated net savings of more than \$2 million in direct energy costs for the first year, with no required initial investment.

Phase 4: Make It Personal

Positive, regular, and clearly understandable feedback about the results of the program is essential to keep energy conservation on the radar screen and to keep employees motivated to use energy wisely. During each step of your awareness program, it's important to engage staff and employees for suggestions and input so that a sense of real ownership is developed. During all phases of your program, you should consider ways to introduce new employees to the program, such as developing videos or information packets that your human resources department can distribute. Consider holding quarterly, semi-annual, or annual energy-awareness award ceremonies to recognize and reward employees for their great ideas or contributions.

Verizon keeps its Energy Champions program energized by holding quarterly teleconferences to solicit new energy-saving ideas and to provide specific no-cost or low-cost recommendations for facilities to reduce energy consumption. The company further drives momentum for employee energy awareness to specific critical or energy-intensive groups, such as those that handle real estate and network operations, through a series of "Energy Advisory" programs that not only provide specific energy-saving recommendations by building type, but that also provide tools and checklists to calculate, track, and report energy savings as a result of actions taken. According to

Tony Seris, Verizon's director of real estate operations, the key to keeping energy conservation on employees' minds is through education on the importance of using energy wisely and the positive impact that their efforts can have in protecting the environment and reducing a major company expense. "The bottom line is no matter what wide-scale change—energy related or otherwise—a firm is trying to implement, you've got to make it personal if you want to sustain the effort," said Seris. "We believe our employees get a real sense of pride in knowing that they are not only helping the company reduce its costs, but are also doing the right thing for the environment."

Resources for Communicating Your Message

EPA's ENERGY STAR® program has a number of resources that raise awareness about protecting the environment through better energy management. Companies can download posters and fact sheets, discover ideas for promoting energy saving strategies, and more. Best of all, it's free! These resources can be found at:

www.energystar.gov/index.cfm?c=energy_awareness.bus_energy_awareness

In addition, ENERGY STAR offers guidelines and tools for energy management, which can be found at: www.energystar.gov/index.cfm?c=guideline.guidelines_index

and

www.energystar.gov/index.cfm?c=tools_resources.bus_energy_management_tools_resources



Climate Leaders Partners Demonstrate the Power of Communication and Coordination

Climate Leaders Partners **Frito-Lay** and **Roche** use different approaches to communicating their climate impact reductions to their employees—but the intent is the same: to engage employees to help reduce their climate impact.



Resource **Conservation: A Team Effort at Frito-Lay**

By Larry E. Perry, P.E., Group Manager
Environmental Compliance and Engineering
Frito-Lay, North America

Climate Leaders Partner **Frito-Lay** demonstrates a serious commitment to protecting the environment and conserving natural resources. The snack food maker has a large group of associates who work every day to assure environmental protection at and around their facilities. These “Green Teams,” as Frito-Lay calls them, are comprised of 20 to 30 everyday people such as maintenance technicians, production line operators, sanitors, warehousemen, office administrative staff, and front line supervisors—not environmental professionals—who willingly take on the added responsibilities of environmental protection for their facility in addition to their “regular jobs.”

Green Team members take on specific focal responsibilities ranging from wastewater and stormwater discharges to air emissions, waste minimization, pollution prevention and resource conservation. Supporting the Green Teams is a smaller group of Frito-Lay engineers and environmental specialists whose charge is to identify areas of both environmental responsibility and opportunity for the Green Teams to focus on. Providing

training to enable the Green Teams to accomplish this work is a major responsibility and an ongoing effort, but one that Frito-Lay feels is key to the success of their environmental program.

Achieving success in the specialty area of resource conservation requires yet another level of technical support. Frito-Lay recognized several years ago that the realm of resource conservation was “target rich” at Frito-Lay. This area had its own unique challenges, but with multiple levels of benefits to be realized. Conserving water, fuels, and electricity (more fuels) had the obvious benefit of preserving these precious natural resources for future generations. There is also the benefit of saving real money for the company today. And in the case of fuels not consumed—either directly or for generation of electricity—there is the additional benefit of reducing air emissions and greenhouse gases (GHGs).

Frito-Lay senior management recognized the multiple layers of opportunity and established what they call (and believe to be) Big, Hairy, Audacious Goals for manufacturing operations. These “BHAGs” laid down a serious challenge to the organization to achieve significant reductions in water, fuels and electrical consumption. These challenges are based on the amount of each resource used per pound of product produced, and are now targeted to be fully accomplished by 2010. With the challenge presented, the key question was “How do we get there from here?”

To get the company started on the journey, a dedicated team of engineers was set up to identify specific opportunities and execute projects. This team focused on the application of sound and, in some cases, cutting edge technologies to start Frito-Lay moving forward toward its objectives. To measure progress, each facility tracks and reports its water, fuel, and electricity usage daily, and reports its performance on a monthly “scorecard.” Performance is

measured against a standard, which is derived for each facility based on its actual product production mix. If a facility is consistently missing the mark, a special resource conservation “strike team” visits the site and conducts an audit of the operations. The strike team develops a list of specific tactics for achieving the facility’s goals.

Many of the tactics involve changing behaviors on the plant production floor. This is where the Green Teams again come into action. Green Teams leverage their numbers and knowledge to help educate the larger plant population about the what, why, and how of these key environmental initiatives. For the occasional environmental skeptic, the teams also know the significant cost savings associated with resource conservation. Even the most strident of skeptics understands the millions of dollars in resource conservation opportunities, which translate directly to the bottom line.

To help Green Team members to be effective in their plant, each year they attend a national “Summit” meeting at Frito-Lay’s headquarters in Plano, Texas. At the Summit, specific workshops on topics ranging from boiler combustion tuning to process changes for reducing water consumption to understanding GHG emissions are offered. Associates are educated and trained in these areas and return to their plants with a well-equipped toolbox to help execute projects and reinforce behaviors for conserving resources, protecting the environment, and ensuring ongoing regulatory compliance. Special sessions highlighting the relationship between resource conservation and environmental protection, and the role of the Green Team in promoting both within the plant, are also offered at the Summit meeting. Senior management participation at the Summit is another key aspect of success. Their Summit presentations and dialogue with front-line associates

demonstrates the company’s commitment to this program. Finally, the Summit provides an opportunity to recognize the top performers from across the company. Facilities are recognized and rewarded for top performance in resource conservation, excellence in their overall environmental programs, and involvement of Green Teams in their communities.

Back at the plant, Green Team members and resource conservation engineers work side-by-side to implement projects and change behaviors across the manufacturing process. Additional tools are developed throughout the year and made available on Frito-Lay’s Environmental Web site on the company’s Intranet. While new goals are established each year, Frito-Lay’s environmental coordinators continue to exchange questions and success stories via group-wide e-mail. Progress in reaching these goals is measured and reported, then verified by annual resource conservation and environmental program audits.

Frito-Lay continues to make a difference in the environment. The Green Teams are engaged and are continually growing their sphere of influence within their respective plants and communities. Their efforts routinely receive awards and recognition for environmental accomplishments in their communities. Since Frito-Lay began the specific focus on manufacturing resource conservation in 1999, their combined teams have led to a 26 percent reduction in water use, more than 18 percent reduction in fuels use, and 13 percent reduction in electricity consumption. Overall, these reductions have yielded a 14 percent reduction in company-wide GHG emissions. We are on our way, and our Green Teams will play a key role as we continue the journey.

Frito-Lay signed on as a Climate Leaders Partner in 2004. The company recently announced its goal to reduce GHG emissions by 16 percent per dollar of revenue from 2002 to 2008.



***Reducing GHGs
in a Decentralized
Environment:
Roche Kicks Off***

Internal Collaboration Effort

Climate Leaders Partner Roche Group U.S. Affiliates, a global player in pharmaceuticals and diagnostics, is currently celebrating its 100-year anniversary in the United States. Roche attributes much of its success and longevity to a decentralized organizational structure that fosters innovation through empowerment and flexibility in management and decision-making. This model has grown into the modus operandi for Roche, which has alliances and research development agreements with numerous parties, including majority interests in Genentech and Chugai. Individual sites and companies operate with an incredible amount of operational flexibility, enabling them to leverage local expertise, yet operate within a single strategic framework established at Roche Headquarters in Basel, Switzerland.

While this decentralized model will continue to be critical to Roche's success, top management has made its commitment to sustainable development well known, with key communications in managers meetings and public reports. So when U.S. sites built on their sustainable development commitment by banding together to join the EPA's Climate Leaders Program with a commitment to an absolute GHG reduction of 10 percent by 2008 with a 2001 baseline, the U.S. corporate environmental team had to decide how to support the sites in achieving this aggressive goal.

Each Roche site operates independently, responding to unique market, regulatory, and environmental pressures. Based on these pressures, approaches to energy management at each site can be different. For instance, sites in California faced the energy crisis in the late 1990s and responded to this pressure by reducing energy and natural gas consumption by over

30 percent. These sites are very advanced with respect to management systems and technologies, and the vast majority of their reductions were achieved before Roche's baseline year of 2001. Because of this, finding additional GHG reductions at these facilities will be particularly challenging.

Outside California, Roche facilities have been responding to a variety of pressures, and thus been focusing on programs ranging from profitable waste reduction initiatives to establishing leading edge mechanisms for community engagement. Now these sites will have to expand their programs to include more of a focus on GHG reductions. This certainly won't be a new theme to them, as a couple of facilities were the "early adopters" of cogeneration technology worldwide, by participating in DOE demonstration projects back in the early 1980s.

While it's clear that each campus embraces eco-efficiency, countless factors such as prices, regulations, existing technologies, and culture differ by site and impact how energy management can be supported from a corporate perspective. Dr. Jack Kace, Vice President of Corporate Environmental Safety Affairs (CESA) knows that the answer was not going to take a cookie-cutter form, with a top-down structure inconsistent with Roche's core philosophy. Kace explains: "The real expertise is in our sites, many of which have adopted innovative approaches. It's the Corporate Group's responsibility to facilitate the sharing of these ideas between sites and to communicate emerging technologies."

Over the past year, this initiative has taken the form of the US Roche Energy Group—an informal, yet consistent mechanism to facilitate technology and best practice transfer, while serving as a platform for the introduction to new opportunities. The two initial core components of this initiative are conference calls and informational e-mail updates.

The first call, a kickoff to introduce site personnel and recent projects, was a great success. The results of the call were a testament to the power of internal references and the improvements being adopted. For instance, one site, having conducted multiple retro-commissioning studies over the past year, was able to explain this emerging concept and vouch for the vendor they were using. This resulted in another site investigating the opportunity, which later revealed that its utility was sponsoring a program to fund this kind of study.

Also on this first call, references came from multiple sites on employing a so-called “Cool Roofs” technology. Essentially a reflective coating for rooftops, it prevents heat gain and roof degradation and has been a big hit in the respective facilities departments. Word of this success sparked others to move into active evaluation.

These conference calls are not regularly scheduled, but are planned to maximize the value of each call, and ensure the each facility will benefit by participating. As new projects are completed and issues arise, calls are scheduled. For instance, the next call will review the year-end Climate Leaders data, while continuing to discuss each sites’ approach toward metering and performance measurement.

These collaborative efforts are already yielding results, and there are many opportunities and challenges on the horizon. Roche is working to foster more communication through the corporate intranet, document more existing best practices, and establish an online discussion forum. One ongoing challenge is working to address the inverse relationship between emission factors and energy prices, which is a significant reality in some parts of the country. Sites with the lowest energy costs tend to have the most GHG reduction potential per unit of energy, but because of the low price of energy, the sites have a

relatively harder time achieving the necessary project paybacks.

Roche will continue to identify ways of empowering facilities to build on their past successes, whether through financial mechanisms or further education and training. With a 100-year history of both market and environmental excellence in the United States, Roche is confident that sticking to its M.O. will enable it to not only achieve its aggressive GHG goal, but succeed in the market for another 100 years.



Climate Leaders News:

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

Bank of America pledges to reduce total U.S. GHG emissions by 9 percent from 2004 to 2009.

Calpine Corporation pledges to reduce GHG emissions by 4 percent per production index from 2003 to 2008.

Caterpillar Inc. pledges to reduce global GHG emissions by 20 percent per dollar of revenue from 2002 to 2010.

Exelon Corporation pledges to reduce total U.S. GHG emissions by 8 percent from 2001 to 2008.

Gap, Inc. pledges to reduce U.S. GHG emissions by 11 percent per square foot from 2003 to 2008.

Green Mountain Energy Company pledges to achieve net zero U.S. GHG emissions by 2005 and maintain that level through 2009.

Frito-Lay, Inc. pledges to reduce U.S. GHG emissions by 14 percent per pound of production from 2002 to 2010.

Melaver, Inc. pledges to achieve net zero U.S. GHG emissions by 2006 and maintain that level through 2009.

Staples, Inc. pledges to reduce total U.S. GHG emissions by 7 percent from 2001 to 2010.

Xerox Corporation pledges to reduce total global GHG emissions by 10 percent from 2002 to 2012.

Climate Leaders welcomes the following new Partners:

EMC Corporation Hopkinton, Massachusetts

EMC Corporation provides products, services, and solutions for information storage and its management. EMC systems are manufactured in Massachusetts, North Carolina, and Ireland. With 2004 revenues of \$8.23 billion, EMC employs nearly 23,000 people worldwide, including about 7,000 in Massachusetts.

Entergy Corporation New Orleans, Louisiana

Entergy Corporation is an integrated energy company engaged primarily in electric power production and retail distribution operations. Entergy delivers electricity to 2.7 million utility customers in Arkansas, Louisiana, Mississippi, and Texas. Entergy has annual revenues of more than \$10 billion and approximately 14,000 employees.

Green Mountain Energy Company Austin, Texas

Founded in 1997 to "change the way power is made," Green Mountain Energy Company offers residential, business, institutional, and governmental customers the choice to support cleaner electricity generated from

sources such as wind, solar, water, geothermal, biomass, and natural gas.

The Hartford Hartford, Connecticut

Founded in 1810, The Hartford Financial Services Group, Inc. is one of the largest investment and insurance companies in the United States. The Hartford provides investment products, life insurance, and group and employee benefits; automobile and homeowners products; and business insurance.

Mack Trucks, Inc. Allentown, Pennsylvania

Founded in 1900, Mack Trucks, Inc. is one of North America's largest producers of heavy-duty trucks; the company also markets a line of medium-duty trucks across North America. MACK® trucks are sold and serviced in more than 45 countries through a worldwide network of more than 670 sales, parts, and service centers.

Marriott International, Inc. Washington, DC

Marriott International, Inc., is a leading worldwide hospitality company. Its heritage can be traced to a root beer stand opened in Washington DC, in 1927 by J. Willard and Alice S. Marriott. Today, Marriott International has more than 2,600 lodging properties located in the United States and 65 other countries and territories.

Melaver, Inc. Savannah, Georgia

Melaver, Inc. is a fourth-generation, family-owned property management and development company committed to sustainability. Melaver currently manages commercial office, retail, and warehousing

properties in Savannah, Atlanta, and Huntsville, Alabama. The company is striving for all new development and acquisitions to meet the U.S. Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) standards.

Quad/Graphics Inc.
Sussex, Wisconsin

Quad/Graphics is the largest privately held printer of magazines, catalogs, direct mail, and commercial products in the world. The company provides full production services—from data services, design and photography through printing, finishing and distribution. It has 12,000 employees and \$1.9 billion in annual sales.

Tyson Foods, Inc.
Springdale, Arkansas

Tyson Foods, Inc.—founded in 1935 with headquarters in Springdale, Arkansas—is the world's largest processor and marketer of chicken, beef, and pork and the second-largest food company in the Fortune 500. The company produces a wide variety of protein-based and prepared food products, which are marketed under the “Powered by Tyson™” strategy. Tyson has approximately 114,000 team members employed at more than 300 facilities and offices in the United States and around the world.

Volvo Trucks North America, Inc.
Greensboro, North Carolina

Volvo Trucks North America, Inc. is one of the largest manufacturers of heavy-duty highway trucks in North America. Volvo trucks are sold and serviced in more than 130 countries around the world, with the United States as Volvo's largest market. Its first environmental policy was developed in 1972, and environmental care became one of its core values in the early 1990s.