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Climate Leaders Welcomes New Partners

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Focus on Mobile Sources

This edition of *Carbon Copy* focuses on mobile sources, a potentially important but sometimes overlooked component of a GHG inventory. Factors such as decentralized records for fleets and fuel purchasing can make mobile source emissions tracking and measurement difficult. This issue identifies how some companies have dealt with the challenges of measuring and reporting emissions from mobile sources. In addition, we highlight voluntary programs providing assistance for tracking and reducing these emissions sources.

What Mobile Source Emissions Reports Are Required by Climate Leaders?

Climate Leaders requires the reporting of emissions from all owned or operated mobile sources. Climate Leaders Partners should consult the *Climate Leaders GHG Inventory Protocol Guidance on Direct Emissions from Mobile Combustion Sources* (available on the Climate Leaders Web site, www.epa.gov/climateleaders) for methods on estimating CO₂, CH₄, and N₂O emissions from mobile sources. Other company-related mobile source emissions, including employee commuting, employee travel, and upstream/downstream third-party transportation emissions are considered optional indirect emissions. Climate Leaders is working on developing guidance for estimating emissions from these optional indirect sources.

Tracking Your Direct Mobile Source Emissions

As every engineer is frequently told, "You can't manage what you don't measure." Companies might overlook mobile source emissions, assuming these emissions are not significant. Many companies have found, after completing an estimate, that these emissions can actually be significant. Climate Leaders recommends estimating emissions based on fuel use instead of miles driven and average fuel economy factors. This method helps companies to obtain a more accurate calculation of emissions.

Tracking and Reducing Optional Indirect Mobile Source Emissions

Many companies are pursuing innovative ways to reduce their mobile source emissions such as those from employee commuting, employee travel, and upstream/downstream third-party transportation. While not required, Climate Leaders allows companies to track these emissions and subsequent reductions. Tracking and quantifying reductions from these sources help to minimize a company's climate change impact.

Innovative Partner Strategies for Reducing Mobile Source Emissions

Climate Leaders Partners **Interface, Inc.** and **Norm Thompson Outfitters** are implementing a variety of innovative practices and programs to reduce their mobile source emissions.

Interface, Inc.



I N T E R F A C E

Interface is a resource-intensive company whose largest divisions—commercial carpet and fabrics—are petroleum-dependent. With sales in more than 100 countries and manufacturing facilities at 14 sites on four continents, the company has the opportunity to impact global commerce and ecology. Interface considers climate change to be one of the most pressing environmental issues the company faces. Participation in EPA's Climate Leaders is helping Interface to understand, quantify, and reduce its climate change impact. Interface is undertaking the following strategies to track and reduce its mobile source emissions.

Trees for Travel

In October 1997, Interface created a company-wide program called "Trees for Travel." Data are gathered annually on business air miles flown by Interface employees. U.S. facilities use a single travel agency for all business air travel, which simplifies data collection. Outside of the United States, travel coordinators at each business unit gather the data on air miles flown. Total CO₂ emissions are calculated, and a contribution is made annually to American Forests, a nonprofit conservation and reforestation organization, for the purchase of trees to offset these emissions. As a result of this program, Interface has sponsored the planting of more than 38,000 trees. Employee input was solicited through a survey in 2001, when Interface's contribution was used to plant approximately 8,000 trees in the Tahoe National Forest in California, near Interface's City of Industry, California, manufacturing facility.

Interface Cool Fuel™ Program

Interface partnered with BP, also a Climate Leaders Partner and one of the world's largest petroleum companies, to create the Interface Cool Fuel program—a unique opportunity to "zero out" the CO₂ emissions caused by the company's business-related motor vehicle travel. This program is a major step in Interface's goals to reduce its CO₂ footprint and a significant milestone in its journey to sustainability.

Interface's motor vehicle fuel supplier provides a corporate rebate based on the gallons of fuel purchased in the Cool Fuel program. Interface uses the rebate to purchase CO₂ emission offsets, which zero out the climate change impact. The Climate Neutral Network, an independent nonprofit group, verifies the offsets.

*The Cool Fuel program is
not only "climate neutral,"
it is also "cost neutral."*

Since the program began, Interface associates with company cars have purchased more than 97,000 gallons of fuel using the Interface Cool Fuel Card. For each gallon of fuel consumed, 25 pounds of CO₂ is emitted into the atmosphere, making Interface responsible for offsetting 2.4 million pounds of CO₂. In addition, as of 2003, Interface's costs for offsets are no greater than the money recovered through the rebate program, so the Cool Fuel program is not only "climate neutral," it is also "cost neutral."

Clean CO₂mmute

In addition to reducing company-wide GHG emissions, the employees of Interface Research Corporation (IRC), a division of Interface, have transferred lessons about sustainability into their everyday lives. IRC employees travel hundreds of miles each day, and public transportation and carpooling are not feasible for most of the employees based in Kennesaw, Georgia. A team set out to develop a convenient, affordable program that would allow employees to offset their CO₂ footprint. The result was a voluntary program called "Clean CO₂mmute".

After reviewing a number of programs for offsetting CO₂ emissions, the team determined that the most effective program would involve purchasing and planting trees to sequester CO₂. The company had already experienced great success with offsetting employee air miles through the similar "Trees for Travel" program. The trees were affordable and the program was very simple. The trees sequestered CO₂ and some of the tree planting sites worked to reverse urban deforestation.

Administration of the Clean CO₂ commute program is simple. Every year the program collects each participant's commuting mileage, including reductions for carpooling, and converts the mileage into pounds of CO₂ emitted, using default average fuel economy. IRC partners with American Forests to purchase trees to offset the CO₂ emitted. The Clean CO₂ commute program is a partnership, and the cost of purchasing the trees is split with the employees. The average employee cost is \$6 per year.

Excitement surrounding the program has surpassed expectations. Nearly all employees participate in the program. Some associates committed to not only offsetting personal emissions but also their spouses' and one associate has committed to offsetting emissions for every person living in his home.

SmartWay Transport Charter Partner

Interface is a Charter Partner of EPA's SmartWay Transport Program, a voluntary program which encourages fuel efficiency improvements in the freight sector (see page 6 for a description of the SmartWay Program). As a shipper, Interface has many opportunities to reduce the company's transportation footprint including:

- Selecting the most efficient mode of transportation.
- Choosing the most efficient carrier to ship its products.
- Optimizing freight logistics by:
 - Combining orders to create a full truckload instead of multiple partial truckloads.
 - Improved receiving policies including timing of deliveries and 'no idling' policies.

- Scheduling raw material pickups with product delivery.

A Transportation Working Group composed of representatives from many of Interface's business units across the world is actively working to establish Interface's transportation footprint, including setting a baseline year, developing metrics to monitor performance, and collecting and sharing best practices between business units.

For more information on Interface's efforts related to mobile sources of GHG emissions, please visit its Web site at www.interfacesustainability.com.

Norm Thompson Outfitters



Norm Thompson Outfitters is a 52-year-old catalog retailer founded and headquartered in Portland, Oregon. Under the titles Norm Thompson, Solutions, and Early Winters, the company sells a wide range of merchandise, including apparel, gifts, travel items, food, household goods, and outdoor gear. At \$200 million in annual sales volume, Norm Thompson is among the top 1 percent in the catalog industry. Norm Thompson integrates sustainability throughout every facet of its operations and has a five-year goal to achieve a zero net GHG and forestry impact, eliminate identified toxins from products and processes, and achieve zero waste. As a non-industrial company, Norm Thompson has found that a large percent of its GHG impact is from transportation of products, and therefore has focused efforts on reducing emissions from mobile sources.

Commuting Options

Through a partnership with Flexcar, a provider of car-sharing programs, and TriMet, Portland's regional public transportation system, Norm Thompson is able to offer its employees an alternative commuting option. In January 2003, Flexcar provided Norm Thompson with a Honda Odyssey Minivan. During commute hours, the minivan is used to shuttle Norm Thompson employees from the closest rail station to the company's headquarters. Between the commute

hours, the minivan is parked at Norm Thompson for use by employees to run errands or provide transportation during lunch. After 7 p.m. and on weekends, the Flexcar minivan is available for any Flexcar member to use. The Flexcar program replaced an inefficient vehicle that was previously used as the commuting shuttle. Norm Thompson hopes the availability of Flexcar on site will encourage more employees to use alternative transportation for their commute.

"Ship All Together"

As a catalog business, most of Norm Thompson's emissions come from the shipping of its products. Norm Thompson developed "Ship All Together" to help reduce emissions and improve logistics on customer shipping. If a customer orders several products and not all of them are in stock, sales representatives are trained to ask the customer if they would prefer to wait and ship all of the items together. This arrangement reduces the number of shipments, and thus, reduces GHG emissions.

Norm Thompson estimates it has saved \$400,000 through its "Ship All Together" program as a result of reduced packaging, labor, and shipping.

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SmartWay Transport Charter Partner

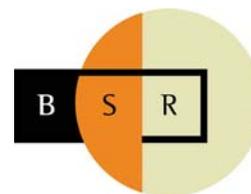
As a SmartWay Transport Charter Partner and shipper, Norm Thompson is encouraging its carriers to become SmartWay Partners as well. As Norm Thompson's carriers become SmartWay partners, they will be able to ship their products with lower carbon and pollution impacts.

Voluntary Programs Focused on Mobile Source Emissions Reduction

For companies looking to reduce their mobile source emissions, there are numerous programs that can provide assistance. Here we highlight the Business for Social Responsibility's Green Freight and Clean Cargo programs, EPA's Smartway Transport Program, and EPA's Best Workplaces for Commuters Program.

Business for Social Responsibility Green Freight and Clean Cargo at a Glance

Mission and History



Business for Social Responsibility (BSR) facilitates two business working groups that formed as retail and manufacturing companies sought to expand their supply chain environmental management systems to encompass product transportation. The groups, Clean Cargo and Green Freight, focus on sea and land transport, respectively. During 2002 and 2003, both groups grew to include not only retailers and manufacturers (shippers) but also their transport providers (carriers). Together, these companies have discussed the environmental impacts of product transportation. They have also determined what information to exchange so that retailers can support environmentally preferable transport providers. The group has paid special attention to GHGs because of growing concerns about the bottom line risks of climate change. Throughout this process, BSR has sought to ensure that both shippers' and carriers' needs are recognized and met.

Tools

Green Freight and Clean Cargo's members have chosen to develop two tools that will help shippers and carriers pursue continual improvement.

1. Environmental Performance Surveys (EPS)

Carriers can use EPSs to explain their environmental management systems and demonstrate change over time. EPSs provide a common set of environmental standards by which to measure and report fleet performance. The surveys include questions about a company's environmental policy, environmental management system, maintenance procedures, key environmental impacts, and GHG emissions. The importance of each topic area is explained within each survey.

Design Principles of the EPS

Both shippers and carriers recognize that the benefits to exchanging information must far outweigh the costs of gathering, conveying, and interpreting it. BSR has worked with the following guiding principles in mind.

- The surveys are not designed to increase expenses nor to create extra work, but to help customers understand, compare, and support the efforts of carriers.
- The surveys focus on qualitative answers and not quantitative data except for reasonable areas where the effort required to collect data is equaled by customer interest in a topic.

Intended Uses of the EPS

The shippers in Green Freight and Clean Cargo understand that the first part of any supplier-based initiative is to understand the opportunities for (and obstacles to) change. Initially, the EPSs will be used as vehicles for learning on the part of shippers and carriers. Over time, shippers may begin to screen carriers for basic environmental performance using an EPS, and by including environmental standards in purchasing policies, rewarding environmentally preferable carriers with contracts, and working collaboratively with carriers to launch green initiatives or build environmental management capacity. Carriers benefit from knowing the environmental concerns and priorities of their customers, being able to showcase their own initiatives and achievements through the

survey, and having one standardized format to use with all customers.

2. GHG Calculation Methods

BSR has also developed a set of **Calculation Methods** that shippers can use, with their carriers' assistance, to track and minimize GHG emissions due to product transportation. Business-based factors have already prompted more than half of the world's largest companies to develop plans to address climate change. The calculation methods developed by the Green Freight and Clean Cargo groups make it possible for retail and manufacturing companies to track their transport-related emissions using practical and consistent approaches. The theories behind each formula are explained within the worksheet, and sample calculations are provided for every step.

Design Principles of the Calculation Methods

Both shippers and carriers understand that creating practical methods means balancing the desire for specificity with the need for simplicity. To that end, BSR has worked with the following guiding principles in mind.

- Wherever possible, the calculation methods use information already tracked by shippers or carriers for other business reasons.
- In many instances, the calculation methods rely on practical assumptions, such as assuming that products travel directly from point A to B. By consistently applying these assumptions, the group will be able to see positive patterns emerge, rather than getting bogged down in a quest for 100 percent accuracy.
- The calculation methods are designed to be used with various levels of available data. Carriers may begin by providing emissions based on fleet averages and then refine their data over time.

Intended Uses of the Calculation Methods

The shippers in the Green Freight and Clean Cargo groups are committed to tracking and reducing transport-related emissions. As shippers change and track their behavior to drive down transport-related emissions, they will be able to report these

improvements. Shippers recognize that each carrier's operations are unique, and therefore do NOT intend to use these numbers to rank their carriers, but rather to track and support individual improvements over time due to improved fuel efficiency, routing, and loading.

Benefits of Participation

Companies that join BSR's working groups benefit from access to technical advisors and cutting edge research, as well as networking opportunities with peer companies in the transport and retail and manufacturing sectors.

Benefits of participation include:

- **Access to Environmental Leadership Tools** – Clean Cargo and Green Freight companies help develop and have early access to instruments that aid in calculating and decreasing a company's environmental footprint in the transport industry.
- **Increased Influence** – Tools and guidelines developed by a wide range of companies as well as multiple sectors of the supply chain (shippers and carriers) are widely supported by industry.
- **Enhanced Brand** – In a crowded marketplace, leadership companies attract both consumers and investors, many of whom are placing increasing emphasis on the environmental performance of companies.
- **Competitive Advantage** – By proactively managing the environmental impacts of product transportation and minimizing emissions, companies gain first-mover advantages while setting up systems to mitigate the financial impact of future regulations.
- **Root-Cause Improvements** – Business-based solutions operate independent and in advance of national or international standards. Those that address the root causes of emissions, rather than simply offsetting them, help to spur innovation in the sectors where it is most needed.
- **Streamlined Reporting** – Through the use of a common industry-supported tool such as the EPS, both shippers and carriers reduce time spent requesting and responding to individual company surveys.

- **Shared Resources** – Through the working groups, companies can share the cost of resources that otherwise might be too costly for a single company to incur.

Resources

The Clean Cargo EPS was launched at BSR's Annual Corporate Social Responsibility Conference on November 12, 2003. It is now available for downloading and adoption by other companies on the BSR Web site, www.bsr.org.

For More Information:

Business for Social Responsibility
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EPA's Smartway Transport Program

EPA's newest voluntary partnership, SmartWaySM Transport, is designed especially for freight providers and their customers. SmartWay Transport establishes market-based incentives for fuel efficiency improvements, GHG emission reductions, and air quality improvements in the freight sector.

Any truck or rail carrier that measures current environmental performance (CO₂, NO_x, and Particulate Matter (PM) emissions, and fuel efficiency) and commits to improving its performance can become a SmartWay Transport Partner carrier. Any company that commits to shipping a certain percentage of its freight with SmartWay Transport Partner carriers can become a SmartWay Transport Partner shipper.

SmartWay Transport Partners (shippers and carriers) commit to helping EPA achieve the program's goal to remove 33 to 66 million metric tons of CO₂ emissions from U.S. freight operations by 2012, in addition to

associated air quality benefits. To help SmartWay Transport Partners contribute to this goal, EPA provides technical tools and assistance, and educational and outreach materials.

Technical Assistance

The cornerstone of the program's technical assistance is the Freight Logistics Environmental and Economic Tracking Performance Model (FLEET Performance Model). Participating truck carriers enter specifics about their fleet—number of trucks, age distribution, mileage, fuel consumption, equipment and fuel type, and operations. The model calculates the fleet's environmental performance, which is a measure of CO₂, NO_x, and PM in a variety of useful metrics (e.g., tons, tons/mile, tons/truck, and company designed custom metrics). Additionally, once a carrier describes fuel and emissions saving strategies and technologies used in its fleet, the model calculates the amounts of CO₂, NO_x, and PM emissions it has already eliminated from its fleet operations, providing a sense of how environmentally efficient its fleet is operating.

The FLEET Performance model includes a mixture of available and emerging technologies and best practices, designed to provide carriers with a variety of options that can be tailored to fit virtually any fleet. This flexibility allows a carrier to design and compare different "customized" options and project the cost, fuel, and emissions saving benefits of incorporating these options into its fleet. Case studies and technical fact sheets give additional information about specific technologies and practices, including information on typical applications, performance and cost-effectiveness. A complementary model for shippers, currently in development, allows any company to calculate the carbon emissions profile of its shipping, receiving, or distribution facilities, and to project the GHG-savings potential of incorporating additional facility-based strategies into its freight operations.

Demonstration Projects and Public Education Tools

In addition to encouraging cleaner, more efficient truck and locomotive fleets, and more efficient shipping and receiving practices, SmartWay Transport promotes more efficient use of intermodal freight options, and

encourages alternatives to unnecessary locomotive and truck idling. Idle reduction can be achieved in a number of ways, such as:

- Company policies that discourage unnecessary idling.
- Operational or routing changes that reduce the need to idle.
- On-board technologies.
- Truck plazas and rest areas that offer plug-in cab power and other amenities.

The latter allows a driver to rest or sleep in comfort with the truck engine shut off, which saves fuel, cuts noise, and reduces GHG and pollutant emissions. As part of the SmartWay Transport Partnership, EPA created the National Transportation Idle-Free Corridors Program. This anti-idling program is designed to deploy idle reduction strategies along major transportation corridors in the United States such as ports, borders, truck stops, terminals, rail yards, and even along the side of roadways. EPA is working with the U.S. Department of Transportation (DOT), other federal and state/local agencies, as well as private interests in this program.

The SmartWay Transport Partnership also encourages fleets, their customers, and others to participate in projects that demonstrate the performance and benefits of fuel saving freight strategies. During the past two years, EPA provided funding for a number of these projects. Feedback from demonstration projects, complemented by EPA research and analysis, will continue to inform and improve the technical tools and assistance that EPA provides to SmartWay Transport Partners. Demonstration projects, together with the FLEET Performance Model, the shipper model, alternatives to customary yet inefficient practices like extended idling, and real-life case studies, provide additional incentives for companies to incorporate new options into their freight operations, which they otherwise might not have considered.

In addition to technical support, the SmartWay Transport Team will provide education materials and enrollment kits for companies that want to promote the Partnership within their organization and encourage their freight providers to become SmartWay Transport

Partners. EPA will generate public and media attention for SmartWay Transport and the achievements of its Partners through multiple channels, including the SmartWay Transport Web site; education and outreach materials; public meetings and ceremonies; media outreach; demonstration projects; national and regional conferences and workshops; and special Partner recognition events, awards, and coverage.

By shipping goods more efficiently, SmartWay Transport Partners generate additional profit margins for the freight sector and reduce fuel consumption, which will help curb the nation's dependence on imported oil and contribute to a vibrant national economy. These economic impacts will benefit the public, over and above the significant public health and environmental benefits of the Partnership.

SmartWay Transport establishes a new benchmark for excellence and rewards companies for using sustainable technologies and practices. SmartWay Transport Partners set an example for other organizations to join this important national initiative to improve air quality and help curb GHGs.

The EPA SmartWay Transport team is ready to assist any organization that wants to become a SmartWay Transport Partner or participate in SmartWay Transport projects. The Partnership's Web site, www.epa.gov/smartway/transport, contains materials to help interested companies learn about the Partnership and information about available strategies and projects. Companies and organizations interested in joining SmartWay Transport can contact Buddy Polovick at 734 214-4928 (polovick.buddy@epa.gov).

EPA's Best Workplaces for Commuters

Best Workplaces for CommutersSM Campaigns

Offering innovative solutions to commuting challenges faced by employers and employees, Best Workplaces for Commuters is a new public-private sector voluntary program advocating employee commuter benefits.

Established in 2002 by the U.S. Environmental Protection Agency (EPA) and the U.S. Department of

Transportation (DOT), this program publicly recognizes employers whose commuter benefits reach a *National Standard of Excellence*. Providing commuter benefits helps employers address limited or expensive parking, reduce traffic congestion, improve employee recruiting and retention, and minimize the environmental impacts associated with drive-alone commuting. Participating companies earn the designation "Best Workplaces for Commuters"—a mark of excellence for environmentally and employee-friendly organizations.

The program builds on the efforts of many top employers to help get employees to work safely, on time, and free of commute-related stress. It provides the tools, guidance, and promotion necessary to help U.S. employers of any size incorporate commuter benefits into their standard benefits plan, reap financial benefits, and gain national recognition.

To participate in the program, employers sign a voluntary agreement with EPA and DOT. As part of this agreement, employers make a series of commitments, including ensuring a minimum level of employee participation, designating a central point of contact for employee questions, providing an Emergency Ride Home for participating employees, and offering a series of Commuter Benefits. In return for offering these cutting-edge commuter benefits, employers can reap the following important benefits: attracting and retaining employees, solving parking challenges, offering tax and cost savings to employees, exhibiting leadership and corporate citizenship, improving national security, and reducing environmental impacts.

In the United States, 73 percent of all commute trips are made by people driving alone. With so many drivers on the road, motor vehicles now account for about 50 percent of the nation's total air pollution. Cars burn a significant amount of gasoline, which produces a number of harmful air pollutants, including carbon monoxide, nitrogen oxides, and particulates. In addition, sunlight reacts with some of these pollutants to form ground-level ozone (smog), which leads to respiratory and other health problems for nearly one-third of the U.S. population. Driving alone also contributes heavily to global climate change (e.g., CO₂ emissions). Companies offering commuter benefits demonstrate to employees and the community that

they are environmental leaders and committed to a more sustainable future. For example, an organization with 1,000 employees that meets the *National Standard of Excellence* can take credit for removing 175 cars from the road, saving nearly 44,000 gallons of gasoline, and reducing CO₂ by 460 tons every year. For more information on how to participate in this program, visit www.commuterchoice.gov.

PROGRAM NEWS:

RECENTLY ANNOUNCED CLIMATE LEADERS TARGETS

American Electric Power pledges to reduce total GHG emissions by 4 percent below an average 1998-2001 base year by 2006.

Cinergy Corp. pledges to reduce total GHG emissions by 5 percent below a 2000 base year by 2010.

FPL Group commits to reduce its GHG emissions rate by 18 percent per kilowatt-hour between 2001 and 2008.

International Paper pledges to reduce total GHG emissions by 15 percent from 2000 to 2010.

WELCOME OUR NEWEST PARTNERS

American Electric Power • Calpine Corporation • Caterpillar, Inc. • The Collins Companies • Gap Inc. • Polaroid Corporation • Praxair, Inc. • Tenneco Automotive • Xerox Corporation

American Electric Power

American Electric Power (AEP) owns and operates more than 42,000 megawatts of generating capacity in the United States and select international markets, and is the largest electricity generator in the U.S. AEP is also one of the largest utilities in the United States, with almost 5 million customers linked to AEP's 11-state electricity transmission and distribution grid. The company is based in Columbus, Ohio.

Calpine Corporation

Headquartered in San Jose, California, Calpine has 89 energy centers in 22 states in the United States, as

well as in Canada and the United Kingdom. The centers serve a variety of end users, including electric utilities, municipalities, industrial companies and government institutions. These plants have a capacity of more than 22,000 megawatts. The company increased its generating capacity by more than 70 percent in 2002 and, with over 10 projects under construction, expects a capacity of more than 29,000 megawatts by the end of 2005.

Caterpillar, Inc.

For more than 75 years, Caterpillar Inc. has been building the world's infrastructure, and in partnership with Caterpillar dealers, is striving to drive positive and sustainable change in every continent. A Fortune 100 company, Caterpillar is the world's leading manufacturer of construction and mining equipment, diesel and natural gas engines and industrial gas turbines. The company is a technology leader in construction, transportation, mining, forestry, energy, logistics, electronics, financing and electric power generation. Caterpillar invested more than \$650 million in research and technology in 2002 and their employees have earned more than 2,400 patents in the past five years.

The Collins Companies

The Collins Companies, family-owned since 1855, features high quality wood products, including: Softwood lumber, hardwood lumber, TruWood Siding & Trim, and Collins Pine Particleboard. Collins also features a full line of FSC-certified wood products. Divisions include Collins Pine Co., Fremont Sawmill, Kane Hardwood, Collins Products, and Builders Supply. They are headquartered in Portland, Oregon.

Gap, Inc.

With 2002 revenues of \$14.5 billion, Gap Inc. is one of the world's largest specialty retailers with three of the most recognized brands in the apparel industry—Gap, Banana Republic, and Old Navy. Gap Inc. has more than 165,000 employees supporting more than 4,200 stores in more than 3,100 locations in the United States, United Kingdom, Canada, France, Japan, and Germany. Gap Inc. believes that business profitability and environmental responsibility go hand in hand. To

integrate energy efficiency into its plans, the Energy Management Team assists Corporate Architecture, Store Design, and Store Operations in the design of sites and the specifications of high efficiency equipment in new construction. The design standard for new stores has become increasingly more energy efficient each year. Gap Inc. estimates that its current standard for retail stores is 30 percent more efficient than its 1995 standard.

Polaroid Corporation

Polaroid Corporation is the worldwide leader in instant imaging. Headquartered in Waltham, Massachusetts, the company designs, develops, manufactures, and markets instant and digital imaging and printing products worldwide. Polaroid also licenses its brand name and intellectual property to a select group of companies involved in traditional photography, digital imaging, consumer electronics, and related industries. The company's principal products are instant film, instant and digital cameras, digital printing digital peripherals, and secure identification systems with software and system solutions. These products are used primarily in amateur and professional photography, industry, business, science, medicine, government, and education.

Praxair, Inc.

Praxair, Inc., a Fortune 500 company, is the largest industrial gases company in North and South America and one of the three largest worldwide. Sales in 2002 were \$5.1 billion. About 25,000 employees serve customers in 40 countries. Praxair products (e.g., oxygen, nitrogen, hydrogen, CO₂, and specialty gases), technologies, and services bring efficiency and environmental benefits to a wide variety of industries, including aerospace, chemicals, electronics, energy, food and beverage, healthcare, manufacturing, and metals.

Tenneco Automotive

Tenneco Automotive is a \$3.5 billion global manufacturing company based in Lake Forest, Illinois, with 23,000 employees worldwide. The company is one of the world's largest designers, manufacturers, and distributors of automotive ride control and emission

control products and systems for the automotive original equipment market, and the repair and replacement market, or aftermarket. In the original equipment market, Tenneco Automotive serves more than 25 original equipment manufacturers on a global basis. In the aftermarket, Tenneco Automotive serves more than 500 customers including wholesalers and retailers. The company globally sells its ride control products primarily under the well-recognized Monroe® brand name. On the emissions control side of the business, Tenneco Automotive sells its products under the Walker®, and Gillet™ brand names.

Xerox Corporation

Xerox Corporation has successfully transformed itself into a digital, color, and document solutions and services company. Today's Xerox offers expertise in the production and management of documents including color and black-and-white, digital and paper, across networks or on a desktop, in a commercial print facility or a quick-print shop, and for the small office or the global enterprise. Xerox employs more than 67,000 employees and provides sales and service to customers in more than 120 countries around the world. Xerox recognizes its commitment to the protection of the environment and the health and safety of its employees, customers, and neighbors worldwide. Xerox operations are guided by an environmental goal that can be articulated in a few words: making Waste-Free Products in Waste-Free Factories, to help customers attain Waste-Free Workplaces. For more than a decade, deployment of the Waste-Free concept has resulted in dramatic improvements in the environmental performance of Xerox's factories and products. Air emissions have been reduced by 89 percent since 1991, and factory recycling rates are 90 percent. In addition, Xerox saves several hundred million dollars through product remanufacturing and parts reuse initiatives, diverting well over 100 million pounds of waste from landfills annually.

Visit the Climate Leaders Website at www.epa.gov/climateleaders to learn how your company can become a Climate Leaders Partner
