Our tenth anniversary is a good time to ponder what's next. What will the next decade bring?
DEAR FRIENDS,

As we enter GreenBlue’s tenth year, it’s impressive to look back on all that we have accomplished in the past decade. Since we became one of the first sustainability organizations founded to work exclusively in collaboration with business, we’ve launched several groundbreaking programs, released numerous landmark research reports, and we’ve attracted many uniquely talented staff, Board members, and partners and stakeholders. Over the past year alone we have developed a more robust capacity to build on our track record of using sustainability expertise for the good of business and the public.

The past year brought several milestones for GreenBlue. We underwent an organizational restructuring to align our programs better, and as a result we introduced a clearer identity and mission (“Make products more sustainable”). Building upon the success of our longstanding CleanGredients resource, we launched a new program, GreenBlue Chemicals, to seize opportunities to improve the material health of products. Our Forest Products program announced the new Forest Products Working Group, made up of leading companies committed to addressing challenges and opportunities in the forest products industries, and the Sustainable Packaging Coalition had its most productive year ever, with the release of more initiatives and reports than ever before. We also hired nine new staff members, and over the past two years we have grown by 45%, so we are larger than ever.

Our tenth anniversary is a good time to ponder what’s next. At the end of our first decade, what will the next decade bring? What is the best role we can play to continue advancing business toward sustainability? We’re excited about the road ahead, and we look forward to working closely with all of you, our valued partners and stakeholders.

Best wishes,
Lance Hosey
President & CEO
GreenBlue® is a nonprofit that equips business with the science and resources to make products more sustainable.

We’re building a world where businesses are leaders for environmental stewardship and products are designed from the start with sustainability in mind. Today, our work falls in three primary areas: packaging, forest products, and chemicals, and we also provide one-on-one sustainability guidance to companies through GreenBlue Advisory Services.

GreenBlue’s team of scientists, engineers, designers, and business strategists develop a range of practical tools and resources that translate complex scientific concepts into concrete sustainability strategies for companies. In 2011, our team made great strides in helping business leaders embrace and implement sustainability by developing new innovative resources and improving on existing ones.
2011 HIGHLIGHTS

- As part of our new Forest Products program, in October we launched the Forest Products Working Group to bring together leading companies that rely on paper, wood, and other forest products to share their knowledge and develop innovative solutions to support thriving forests and the forest products industry.

- In June 2011, we unveiled a new brand identity that includes a new mission statement, a new logo, and a redesigned website that was recognized in the AIGA (Re)design Awards 2011. We also introduced our new sustainability blog, In the Loop, which provides resources and perspectives from our work in forest products, packaging, chemicals, and other product types, as well as regular features to make sustainability issues accessible to a broader audience. These include documentary film reviews, features on how products are made, music mixes, and more.

- Building on the success of CleanGredients, we launched our newly expanded Chemicals program to develop additional tools and resources for industry to select safer chemicals and materials in product design and manufacturing.

- We announced the Packaging Recovery Label System, a voluntary recycling label for packaging that will be piloted by leading brand owners in 2012, and concurrent www.how2recycle.info website.

- Our first education course on packaging (through our Essentials of Sustainable Packaging curriculum) expanded beyond North America with trainings in Latin America and additional sessions planned in Asia for early 2012.

- We released an updated version of the Environmental Paper Assessment Tool, EPAT 2.0, to help paper buyers make better purchasing decisions.

- We released more reports than in any other year:
  - *Assessing the Greenhouse Gas Impacts of Biodegradation in Landfills*, which explores the generation of greenhouse gases in landfills and the natural and engineered strategies used to mitigate their effects.
  - *Closing the Loop: Design for Recovery Guidelines for Aluminum, Steel, Glass, and Paper Packaging*, a suite of reports that provide technical guidance on designing packaging to be compatible with common recovery methods.
  - Another Closing the Loop report, entitled *Labeling for Package Recovery*, which examines what an effective labeling system should include.

In 2011 we released more reports than in any other year, visit greenblue.org/publications
OUTREACH & EDUCATION

In addition to developing tools and resources for companies, GreenBlue works to promote broader understanding and awareness of the most significant sustainability challenges and opportunities through our outreach and education efforts.

In 2011, GreenBlue staff traveled globally to present at numerous conferences, were featured in several media outlets, brought together over 750 attendees for meetings and events, hosted monthly webinar topics on cutting-edge sustainability topics, and produced monthly newsletters for each of our core program areas to keep stakeholders informed of key issues.

GREENBLUE IN THE NEWS

Interviews with GreenBlue staff and reports on our activities appeared in several media outlets this year, both in trade publications and leading mainstream outlets. The following is a partial list of media outlets that covered our work in 2011:

Automation World
Beauty Packaging
BioCycle Magazine
Chemical & Engineering News
Custom Home Magazine
Environmental Building News
Environmental Leader
Environmental Protection
Fast Company
Food Magazine
Food Production Daily
FoodBev
FoodProcessing.com
Good Magazine
Green Conduct News
Green Economy
Green Retail Decisions
GreenBiz
Greener Package
Inc. Magazine
Labels & Labeling
Macleans
Metropolis Magazine
Mother Nature Network
Natural Foods Merchandiser
Package Design
Packaging Business Review
Packaging Digest
Packaging World
Plastics Business
Plastics News
Recycling Today
Resource Recycling
San Francisco Chronicle
Small Business Trends
SmartPlanet
Store Brands Decisions
Supermarket News
Sustainable Business
Sustainable Life Media
GreenBlue staff represented our work and sustainability thinking in front of diverse audiences throughout the year. The following is a partial list of 2011 events where GreenBlue staff presented or participated in stakeholder discussions:

Association of Postconsumer Plastic Recyclers Annual Meeting
Conference on Canadian Stewardship
Consumer Specialty Products Association New Horizons Conference
Envase Sostenible 2011
Practices & Research
EskoWorld 2011
GC3 Formulators Roundtable
Glass Packaging Institute Annual Meeting
Gravure Association of America Environmental Conference
Green Chemistry and Engineering Conference
Gulf Coast Green
ISSA/INTERCLEAN 2011
ISSA: The State of Green Cleaning
LCM 2011 - Towards Life Cycle Sustainability Management
Natural Products Expo West
Non-profits in Foodservice Packaging
Package Design & Development Summit
Packaging And Converting Executive Forum
Paperboard Packaging Council Annual Fall Leadership Conference
PaperCon 2011
Plastics Recycling Conference
Resource Recycling Conference
Stewardship Ontario Annual General Meeting and Steward Summit
Sustainable Brands 2011
Sustainable Fragrances Conference
Sustainable Packaging Symposium
U.S. EPA Multi-Stakeholder Discussion on Increasing Recycling of Packaging Materials
Virginia Recycling Association Conference
Walmart Sustainable Value Network Meeting & Sustainable Packaging Expo
Yale School of Forestry Industrial Environmental Management Speaker Series
Zero Waste: Vision 2050 Solutions Lab on Materials and Consumer Products

Read recent news articles: greenblue.org/in-the-loop
The Sustainable Packaging Coalition®, GreenBlue’s largest project, is a membership group that brings together businesses, educational institutions, and government agencies to collectively broaden the understanding of packaging sustainability and develop meaningful improvements for packaging solutions. The SPC had another strong year with the release of several major deliverables and continued member growth as we welcomed 33 new organizations to the membership for a total of 204 member companies.

**KEY STAFF (2011)**

Anne Johnson, *Director*

Anne Bedarf, *Senior Manager*

Eric DesRoberts, *Project Associate*

Adam Gendell, *Project Manager*

Minal Mistry, *Senior Manager*

Katherine O’Dea, *Senior Fellow and Director, Advisory Services*

Danielle Peacock, *Project Associate*

Liz Shoch, *Project Manager*
**ACTIVITIES**

**PACKAGING RECOVERY LABEL SYSTEM**
In the fall, the SPC announced a voluntary national label program and consumer website, www.how2recycle.info, to consistently communicate to consumers about the recyclability of packages across all materials and packaging types. The label was informed by consumer testing, federal, state, and local government, the Federal Trade Commission, various trade groups, and recycling-focused organizations, and it is a hallmark of the collaborative work of the SPC. Initial pilot participants for the label, who will be debuting the label on packaging in stores nationwide in 2012, include ConAgra Foods, Costco Wholesale, Microsoft, REI, Sealed Air, and Seventh Generation.

**ESSENTIALS OF SUSTAINABLE PACKAGING**
A globally available educational program providing a comprehensive introduction to the relationship between sustainability and packaging, the Essentials of Sustainable Packaging extended its focus beyond North America for the first time in 2011. The course reached new audiences in Mexico City in November, and trainings will be held in Asia in early 2012. In addition, three sessions were taught in the US and Canada, and the series was featured in Accenture’s Academy, an online curriculum for leading business audiences.

“So you bought a coffee in a disposable cup (it happens) and you want to recycle it. What do you do? Who the hell knows. The fact that the plastic lid has a recycling symbol on it doesn’t necessarily mean you can, in fact, recycle it...
To address that problem, the Sustainable Packaging Coalition, a project of the nonprofit group GreenBlue, is working to redesign recycling labels... This isn’t just some design exercise. The Sustainable Packaging Coalition has around 200 member businesses, including everyone from Burt’s Bees to Nike to Proctor and Gamble.”

“Finally: Simplified Recycling Labels Are on Their Way,” Good Magazine, June 8
COMPASS®
Over 80 leading companies and universities continue to guide their packaging design decisions with COMPASS, the SPC’s simplified life cycle assessment tool that compares the human and environmental impacts of packaging designs using a set of standard set of environmental metrics and attributes.

CLOSING THE LOOP
Wrapping up four years of research, the Closing the Loop project released five new deliverables to promote more effective material recovery systems. A suite of reports, Design for Recovery Guidelines for Aluminum, Steel, Glass, and Paper Packaging, details common recovery challenges and barriers for these four major packaging materials, and Labeling for Package Recovery discusses how an effective labeling scheme could address shortcomings of the US recycling and recovery system.

“A great tool in the design process is the COMPASS packaging design software from the Sustainable Packaging Coalition. Method’s packaging engineers, known internally as plastic surgeons, complete a COMPASS evaluation (a simplified rapid lifecycle assessment) as soon as a package concept is loosely defined. Knowing these environmental implications at the front end of the design process means we’re making informed decisions and points us squarely at where improvements are most meaningful.”

Drummond Lawson, Director of Sustainability, Method, “Inside Method’s Method of Design,” GreenBiz, May 11

MORE ON COMPASS: WWW.DESIGN-COMPASS.ORG
MEMBER-LED SPC WORKING GROUPS
For the first time, in 2011 the SPC established new member-led working groups so members could propose and lead work in topics of interest. Initial topics included composting, energy recovery, transport packaging, extended producer responsibility, consumer education and outreach, and the WBSCD Vision 2050. Groups presented this initial work at the SPC Fall Members-Only Meeting 2011, and work will progress through 2012.

“Companies that say their packaging will biodegrade in landfills as if that feature is a benefit are actually touting that they’re contributing to a system that hurts the environment. As more companies are marketing the fact that their wrappers, boxes and other packaging materials will break down in landfills, the Sustainable Packaging Coalition (SPC) looked into if that really is a positive when it comes to greenhouse gas emissions. The coalition, a project of non-profit GreenBlue, found that waste biodegrading in landfills has an overall negative impact on greenhouse gas emissions, and it’s not going to get much better in the foreseeable future.”

“Surprise: Biodegradable Packaging Still Bad for the Planet,” GreenBiz, March 29

BIODEGRADATION IN LANDFILLS
In March, the SPC released the report, Assessing the Greenhouse Gas Impacts of Biodegradation in Landfills, which explores biodegradation in landfills and provides an objective comparison of the greenhouse gas benefits of energy recovery from landfills, relative to the harm of unavoidable landfill emissions.
OUTREACH AND MEETINGS

The SPC held two very successful meetings in 2011: an open meeting in San Diego in March and a members-only meeting in Dallas in September. With over 320 attendees, the Spring Meeting was our largest meeting ever and the top-notch agenda included sessions on extended producer responsibility, marine debris, and the World Business Council for Sustainable Development’s Vision 2050 project. In Dallas, over 200 SPC members came together for working sessions on topics including composting, energy recovery, transport packaging, and consumer education and outreach.

WE WOULD LIKE TO EXTEND A SINCERE THANK YOU TO OUR MEMBER COMPANIES WHO HOSTED OUR ANNUAL MEETINGS.

Spring Meeting Hosts:
Amcor, Bemis Company, CHEP, and Clear Lam Packaging, Inc.

Fall Meeting Hosts:

In addition, the SPC held monthly Open Forum webinars on a range of topics, including marine debris, forest carbon offsets, by-product synergy, water futures, and sustainable materials management.
SPC EXECUTIVE COMMITTEE

The SPC Executive Committee is an advisory committee to GreenBlue that consists of nine elected members and one GreenBlue representative. In their advisory capacity, they provide strategic and fiscal guidance on meetings, events, projects, and all other aspects of the Coalition.

2011-2012 EXECUTIVE COMMITTEE MEMBERS:

Koen Bastiaens, Commercial Director, Ingeo Films and Cards, NatureWorks LLC
Alan Blake, Associate Director Global Packing Sustainability, Procter & Gamble
Kim Carswell, Senior Manager of Packaging, Target
April Crow, Global Sustainable Packaging Manager, The Coca-Cola Company
John Delfausse, Chief Environmental Officer, Estée Lauder Corporate Packaging
Kim Frankovich, VP Sustainability, Solo Cup Company
Lance Hosey, President & CEO, GreenBlue
Karen L. Proctor, Chair, Packaging Science Program at the Rochester Institute of Technology
Matthew Realff, Professor, School of Chemical and Biomolecular Engineering, Georgia Tech
Gerald Rebitzer, Sustainability Leader, Amcor
Jeff Wooster, Sustainability Leader, The Dow Chemical Company

www.sustainablepackaging.org/events
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<th>Company Name</th>
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<td>McCormick &amp; Company, Inc.</td>
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In 2011, GreenBlue launched its new Forest Products program, building on the strong expertise gained from our acquisition of Metafore, a nonprofit organization that promoted environmentally preferable wood and paper products in the marketplace. The first year of the program was a busy one that included the development of new resources for issues that span across the entire life cycle of forest products, including an upgrade to EPAT (Environmental Paper Assessment Tool), continued expansion of the Paper Life Cycle online resource, and a major new initiative with the announcement of the Forest Products Working Group.

**KEY STAFF (2011)**

Tom Pollock, *Senior Program Manager*

Theron Jourdan, *Project Manager*

“Intelligent business models are needed to incorporate sustainability into standard business practice. The Forest Products Working Group has the opportunity to do this through its cross-industry representation with a focus on measurable results and innovative thinking.”

*Jake Swenson, Director, Sustainable Products & Services, Staples*
ACTIVITIES

FOREST PRODUCTS WORKING GROUP
In October, we introduced the Forest Products Working Group, which brings together leading companies that rely on paper, wood, and other forest products to share their knowledge and develop new solutions for making their businesses more sustainable. The Forest Products Working Group, with eight founding members representing leadership companies from across different industries, takes a unique approach to corporate sustainability by bringing together stakeholders to tackle unmet challenges in the forest products sector. In its first meeting in December, the group committed to an inaugural project to design a set of clear, science-based guidelines to inform decision-making for paper design, procurement, use, and recovery. The group will open up membership in early 2012 and future opportunities for projects include addressing the need for more sustainably managed forests, increasing the quantity and quality of recovered fiber, and exploring the benefits of alternative and wood fibers.

EPAT
EPAT (Environmental Paper Assessment Tool) is a web-based application that allows buyers and sellers of paper products to evaluate the environmental performance of paper along the supply chain. EPAT continued to grow in 2011 with 30 companies as subscribers and a total of 60 mills reporting data. The tool was upgraded with the release of Version 2.1, which includes updated mill data, energy use indicator worksheets, and the ability for paper buyers to view “innovation credits” in greenhouse gas reduction efforts and minimum impact mill efforts.

www.greenblue.org/activities/forest-products/
**Forest Products**

**Paper Life Cycle**
GreenBlue continued to build the content of the Paper Life Cycle, an online resource that provides key environmental information about the sourcing, production, use, and end-of-life of paper. With topics ranging from forest management strategies in the Tropics to recovery initiatives in North America, the Paper Life Cycle is a resource for media, paper buyers, industry analysts, manufacturers, and environmentalists interested in paper sourcing, manufacturing, and use.

**Corporate Forum on Paper and the Environment**
In collaboration with the Forest Products Association of Canada, the Corporate Forum on Paper and the Environment brings together paper and pulp buyers and sellers to provide information about market factors affecting the cycle of fiber. GreenBlue coordinated two annual meetings in 2011 to bring together the members to coordinate on key forest products issues.

“Avery Dennison, Bank of America and Staples are among the founding members of a new Forest Products Working Group organized by sustainability nonprofit GreenBlue. GreenBlue brings significant expertise in the forest products sector following its 2009 merger with Metafore, a nonprofit focused on environmentally preferable wood and paper products. GreenBlue launched a new Forest Products program earlier this year, which includes projects such as EPAT®, a web-based application to assess the environmental performance of paper; the Paper Life Cycle, an online resource that provides key environmental information about the sourcing, production, use, and end-of-life of paper; and the Corporate Forum for Paper and the Environment.”

“Avery Dennison, BoA, Staples Help Found Forest Products Working Group,” Sustainable Life Media, October 12
2011 FOREST PRODUCTS WORKING GROUP FOUNDING MEMBERS

Avery Dennison Corporation
Avon Products, Inc.
Bank of America
Catalyst Paper
Domtar

2011 EPAT SUBSCRIBERS

AbitibiBowater Inc.
Bank of America
Catalyst Paper Corporation
Consumer Reports
Domtar
Evergreen Packaging
FutureMark Paper
Havi Global Solutions
Hearst Corporation
Hewlett Packard Company

HAVI Global Solutions
Sappi Fine Paper North America
Staples
Sappi Fine Paper North America

Irving Forest Services Limited
JCP Media L.P.
Kruger Inc.
Macmillan
Myllykoski North America
Neenah Paper Inc.
NewPage Corp.
Nippon Paper Industries CO,LTD
Recreational Equipment Inc - REI
Sappi Fine Paper North America

Sears Holdings
Staples, Inc.
Starbucks Coffee Company
Stora Enso North American Sales Inc
Time Inc.
Transcontinental inc
UPM-Kymmene Inc.
Verso Paper
West Linn Paper Company
Building on the success of our CleanGredients resource, in 2011 GreenBlue launched our new Chemicals program. As companies seek to formulate safer products, we promote better design by providing business with reliable technical information on the attributes, availability, and application of safer chemicals and materials. To lead this new program, we were delighted to welcome James Ewell, one of GreenBlue’s founding employees, back to the organization as director of this program area.

**KEY STAFF (2011)**

James Ewell, *Director*

Topher Buck, *Senior Fellow*

**OUR SPONSORS**

*A generous thank you to our 2011 CleanGredients sponsors:*

DeFOREST Enterprises, Inc.

ISSA

“CleanGredients provides formulators with an online “one-stop-shopping” forum that features environmentally preferable raw materials for cleaning product formulations... ‘This well respected program serves as a valuable technical resource to the hundreds of ISSA members that formulate cleaning products,’ said ISSA director of environmental services, Bill Balek, who has served on the CleanGredients steering committee since 2004 when the project was initiated.”

*“ISSA Renews Support of CleanGredients,” March 15, 2001 in CleanLink*
ACTIVITIES

CLEANGREDIENTS

CleanGredients is an online database that provides verified scientific data to help companies identify safer alternatives for use in consumer products, with a current focus on cleaning products. The database helps chemical suppliers showcase the environmental and human health advantages of their chemicals and formulators identify better chemical alternatives that are safer and more environmentally sustainable. Launched in 2006, CleanGredients continued to be used widely throughout the cleaning products industry with over 270 industry leaders using this resource. In 2012, we will be developing a new resource that significantly expands the scope of CleanGredients beyond cleaning products to help manufacturers select better materials for use in any consumer product.

MATERIAL HEALTH EVALUATION

The expertise we have developed through our work in chemicals informs all of our programmatic activities, as we apply life cycle thinking and study products to assess their consumption of resources but also to evaluate what we call their “material health,” the human and environmental effects of the chemicals they contain or use. Material health evaluation is a common task in our Advisory Services projects, and we introduced an exploratory project with the Sustainable Packaging Coalition this year to look at what resources could address material health challenges in packaging.

2011 CLEANGREDIENTS STEERING COMMITTEE

The CleanGredients Steering Committee plays an advisory role for the project as a whole. Membership on the Steering Committee is limited and includes participants from three industry associations, two cleaning product companies, the US EPA, two NGOs, and one supplier.

2011 COMMITTEE MEMBERS

Bill Balek, International Sanitary Supply Association (ISSA)
Timothy Cawley, The Dow Chemical Company
Richard Cottrell, SYSCO Corporation
David DiFiore, U.S. EPA DfE Program
Beth Law, Consumer Specialty Products Association (CSPA)
Ernesto Lippert, BASF Corporation
Richard Liroff, Investor Environmental Health Network
Roger McFadden, Staples
Teresa McGrath, NSF International
Scott Mobley, The Clorox Company
Libby Sommer, U.S. EPA DfE Program
Linda Terwilliger, Akzo Nobel Surface Chemistry
Margaret Whittaker, ToxServices LLC

www.greenblue.org/activities/chemicals
2011 CLEANGREEDENTS SUBSCRIBERS

ABC Compounding Co. Inc. BBJ Environmental Chemloch Laboratories Inc. croftgate usa
ABITEC Corporation BEAM Strategic Solutions Chemspec Crown Chemical Inc.
Acme Soap Company Belle-Aire Fragrances Inc. Chemstar Corp crystal packaging inc.
Adco Cleaning Products Berkley Packaging ChemStation Custom Blenders Corporation
Advanced BioCatalytics Corporation Betco Corporation CHEMTEK Inc. Custom Chemical Formulators Inc.
Air Products and Chemicals Biolennia Laboratories Chemtron Inc. Custom Compounds Inc.
Airabella Bissell Homecare Inc. Citrus Oleo CustomPAK Inc.
Akzo Nobel Surface Chemistry LLC BonaKemi USA Inc. Clariant Corporation DBL Values LLC
Alden Medical LLC Bridgepoint Systems Classic Distributing Co. DeForest Enterprises Inc.
Alpha Aromatics Brighton Laboratories Inc. Clean Control Corporation The Dial Corporation
Alpha Chemical Services Inc. Brown Environmental The Clean Environment Co. Inc. Diamond Chemical Company
American Blending Co. The Bullen Companies Inc. Cleveland Cleaning Supplies Pty Ltd Diana Industries Int Inc.
American Chemical I.C.S.A. Burlington Chemical Company Inc. The Clorox Company Diversey Inc
Anderson Chemical Company Caldrea Company Cognis Corporation Don Jacobsen
Apter Industries Inc. Carroll Company Colgate-Palmolive Company The Dow Chemical Company
Arrow Chemical Products Inc. CBC America Cornerstone Finishes LLC Eastman Chemical
Athea Laboratories CDS Worldwide CP Industries Eco Concepts
Atlantic Chemical and Equipment Chase Products Co. CP Industries Ltd. Eco Touch Inc
Auto-Chlor System Chela Ltd CR Brands Inc. EcoFresh Industries Inc.
Avmor Ltd. Chemclean Corporation Creative Chemicals Inc. Ecolab Inc.
Babesboat Care Products ChemFormation Creative Fragrances LTD. EcoSafety Sciences
BASF Chemical Universe Inc. Crescent Mfg. ecoSolv Technologie Inc.
ChemLink Labs Croda Elco Laboratories
Enviro-Brite
Envirochem Inc.
Environmental 1
Environmental Sustainability Solutions
EnvirOx LLC
Enzyme Solutions Inc.
Enzymes Incorporated
Essential Ingredients Inc.
Evonik
Faultless Starch/Bon Ami Company
Fine Organics Corporation
First Chemical Limited
Fisher Research Ltd
Flavor and Fragrance Specialties
Flo-Kem Inc.
Formula Corporation
Franmar Chemical Inc.
Gasco Industrial Corp.
GATOR CHEMICAL
Genesis Biosciences
Great Lakes Bio Systems Inc.
Green Seal
Greenblendz
Greener Earth Products LLC
Griffin Brothers Inc.
HAC International
The Hain Celestial Group Inc.
Handi-Clean Products Inc.
Harcros Chemicals Inc.
Hawk Solutions
Hi-Mar Specialty Chemicals LLC
Hill Manufacturing Co. Inc
Hillyard Industries
Home and Body Company
Home Hardware Stores Limited
Hongda Chem USA
Hubbard-Hall
Huntsman LLC
Hydroemission Corporation Pte. Ltd.
Independent Chemical Corp
individual
Industrie I.L.I.
Innospec Ltd.
Innovasource LLC
Intarome Fragrance and Flavor Corp.
Intercon Chemical Company
International Flavors and Fragrances Inc.
International Petroleum Technologies Inc.
Inventek Colloidal Cleaners LLC
Invista
ISP (International Specialty Products)
ITW Dymon
JEM Mfg. LLC
K-O-K Products Inc.
KEM TECH INDUSTRIES
Keteca USA Inc
Key Quimica S.A. de C.V.
Kimberly-Clark
KL Texas L P. dba Summit Industrial Products
LG Household and Health Care
LHB Industries
Lonza Inc.
Lucta USA Inc.
M.D. Stetson Company Inc.
Magnus Chemicals
Maria del Mar South Investment Inc.
Mariposa Labs
Mason Chemical Company
Meterpak/Bob Chambers
Meyer Laboratory Inc.
Mid-Continent Pkg. Inc.
Midlab Inc.
The Mirachem Corporation
Misco Products Corp.
Momar Inc.
Monarch Fragrances LLC
MonoSol LLC
Mt. Hood Solutions
Mustang Laboratories
National Aerosol Association
Nature Plus Inc.
NCH Corporation
Nease Corporation
Nevada Ecotec
North American Research Corporation
Northern Technologies International Corporation
Novozymes Biologicals
NTS
NuGenTec
Orchidia Fragrances
Osprey Biotechnics Inc
Oxiteno USA
Pantheon Enterprises Inc.
<table>
<thead>
<tr>
<th>Company Name</th>
<th>Company Name</th>
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<tbody>
<tr>
<td>Pariser Industries Inc.</td>
<td>San Tec Inc.</td>
<td>Stocker Industries Inc.</td>
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<td>Philippe Chapoulie</td>
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<td>Sunburst Chemicals Inc.</td>
<td>Wallex Products Company Inc.</td>
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<td>Walter G. Legge Company Inc.</td>
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<td>West Penetone Inc.</td>
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<td>Teakdecking Systems Inc.</td>
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<td>Seventh Generation</td>
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<td>TJJM Inc.</td>
<td>Wilhelmsen Chemicals AS</td>
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<td>Shell Global Solutions - Car Care Technology</td>
<td>Toxics Use Reduction Institute</td>
<td>Z Engineering Inc</td>
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<td>Shore Corporation</td>
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<td>Tri-Plex Technical Services</td>
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<td>Sozio Inc.</td>
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<td>UTC Fire &amp; Security</td>
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<td>Stepan Company</td>
<td>Virox Technologies Inc.</td>
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We know the potential of business to develop innovative solutions for our most pressing sustainability challenges, which is why we work not only with whole industry sectors but also one-on-one with companies, industry associations, government agencies, and nonprofits. In its second year, GreenBlue Advisory Services worked with several influential companies on multiple projects that allowed us to drive deep change within the industry. While many of our 2010 projects were packaging related, our 2011 portfolio was more diversified including general sustainability strategy, performance measurement, and materials assessment.

**Key Staff (2011)**

Katherine O’Dea, Senior Fellow and Director, Advisory Services

Anna Neraas, Advisory Services

GreenBlue Advisory Services also draws upon the engineering, design, chemistry, and business expertise that resides across the GreenBlue team.

**2011 Clients**

The Coca-Cola Company

The Clorox Company

The Envelope Manufacturers Association

J.Crew

KapStone Paper and Packaging

PepsiCo/Frito-Lay

SC Johnson

Wakefern Food Corporation

www.greenblue.org/activities/advisory-services
GreenBlue gratefully acknowledges the following foundations and corporate funders for their critical support of our work during 2011.

Due in large part to the tremendous support of these organizations over the years, GreenBlue has evolved into a stronger organization that is today better positioned to deliver on our mission of making products more sustainable.

2011 GRANTORS
Anonymous
Johnson Family Foundation
Kendeda Fund
The Overbrook Foundation

CORPORATE SUPPORTERS
Catalyst Paper
REVENUE
Membership Dues $1,377,078
Grants $364,425
Program Revenues $910,397
Sponsorships $75,000
Other $3,254
TOTAL REVENUE $2,730,154

EXPENSES
Program Expenses $1,857,339
Fundraising Expenses $46,056
Management & General Expenses $766,493
TOTAL EXPENSES $2,669,888
NET INCOME $60,266

Please contact GreenBlue for a complete financial report audited by Robinson, Farmer, Cox & Associates, Certified Public Accountants.
GREENBLUE BOARD OF DIRECTORS (2011)

GUY GLEYSTEEN, BOARD CHAIR,
Senior Vice President, Production, Time Inc.

PENELLOPE FENNER-CRISP, PH.D.
U.S. EPA (Retired), ILSI Risk Science Institute (Retired)

ANDREA LARSON
Associate Professor of Business Administration, University of Virginia Darden School of Business

MATTHEW REALFF, PH.D.
Professor, School of Chemical and Biomolecular Engineering, Georgia Tech

SCOTT SEYDEL
President, The Seydel Companies

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Vice President, Senior Scientist, Staples, Inc.

ANTHONY RUSSELL
President and Creative Director, Russell Design

LYN BROWN
Vice President Corporate Relations and Social Responsibility, Catalyst Paper Corporation

JANINE JAMES
Founder and Creative Director, The Moderns

Former Board Chair Scott Seydel stepped down from the Board at the end of 2011. Thank you to Scott for his years of service!
CONTACT US

GreenBlue
600 E Water Street, Suite C
Charlottesville, VA 22902

434.817.1424
info@greenblue.org
www.greenblue.org