



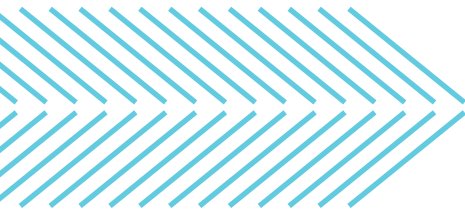
ANNUAL REPORT 2011



2002

2012

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

ABOUT GREENBLUE



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.

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:



<i>Automation World</i>	<i>Green Conduct News</i>	<i>Packaging World</i>
<i>Beauty Packaging</i>	<i>Green Economy</i>	<i>Plastics Business</i>
<i>BioCycle Magazine</i>	<i>Green Retail Decisions</i>	<i>Plastics News</i>
<i>Chemical & Engineering News</i>	<i>GreenBiz</i>	<i>Recycling Today</i>
<i>Custom Home Magazine</i>	<i>Greener Package</i>	<i>Resource Recycling</i>
<i>Environmental Building News</i>	<i>Inc. Magazine</i>	<i>San Francisco Chronicle</i>
<i>Environmental Leader</i>	<i>Labels & Labeling</i>	<i>Small Business Trends</i>
<i>Environmental Protection</i>	<i>Macleans</i>	<i>SmartPlanet</i>
<i>Fast Company</i>	<i>Metropolis Magazine</i>	<i>Store Brands Decisions</i>
<i>Food Magazine</i>	<i>Mother Nature Network</i>	<i>Supermarket News</i>
<i>Food Production Daily</i>	<i>Natural Foods Merchandiser</i>	<i>Sustainable Business</i>
<i>FoodBev</i>	<i>Package Design</i>	<i>Sustainable Life Media</i>
<i>FoodProcessing.com</i>	<i>Packaging Business Review</i>	
<i>Good Magazine</i>	<i>Packaging Digest</i>	

GREENBLUE IN THE WORLD

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

PACKAGING



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*



SUSTAINABLE PACKAGING
COALITION®

A PROJECT OF  GREENBLUE™

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

PACKAGING

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.



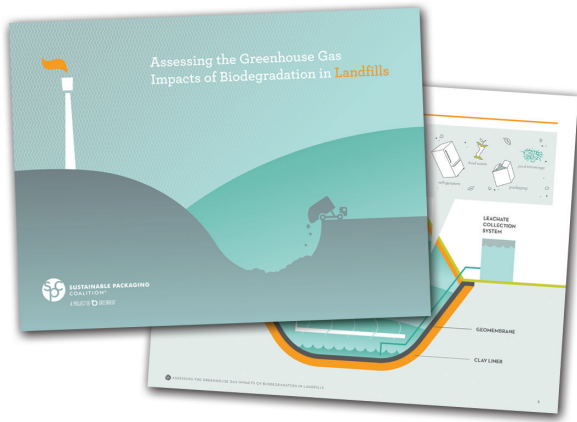
“A great tool in the design process is the COMPASS packaging design software from the Sustainable Packaging Coalition. Method’s packaging engineers, known internally as plastic surgeons, complete a COMPASS evaluation (a simplified rapid lifecycle assessment) as soon as a package concept is loosely defined. 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

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.



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

PACKAGING

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:

Dell, The Dow Chemical Company, NatureWorks LLC, PaperWorks, PepsiCo, and Spartech.

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*




2011 SPC MEMBER COMPANIES

Abbott Laboratories	Church & Dwight Co., Inc.	Eastman Chemical Co.	Heritage Plastics
Aeroclay, inc.	Clean Agency	ecologic brands	Holmes & Marchant Asia Pacific
AET Films, Inc.	Clear Lam Packaging, Inc.	Ecospan	Horizon Converting
Alcoa Rigid Packaging Division	Clif Bar & Co.	Ecovative	Huhtamaki
Altria	The Clorox Company	ECRM	IFCO Systems N.A., Inc.
Amcor	Closure Systems International	Eli Lilly and Company	iGPS
American Packaging Corporation	The Coca-Cola Company	Emerald Packaging, Inc.	Industrial Packaging
AMGRAPH Packaging, Inc	Coim USA, Inc.	Environmental Inks - A Member of the Siegwerk Group	Innovia Films
Avery Dennison	Competitive Innovation	Environmental Packaging International	Intel Corporation
Avon Products Inc	ConAgra Foods	EskoArtwork	International Paper
Ball Corporation	Consolidated Container Co.	The Estée Lauder Companies	Interstate Resources, Inc.
BASF Corporation	Container Centralen, Inc	Evergreen Packaging	INTERTEK
Be Green Packaging LLC	Costco Wholesale	Exopack Holding Corp.	INX International Ink Co.
Bemis Company, Inc.	Crown Holdings, Inc.	ExxonMobil Chemical Co.	ITW
Berlin Packaging	Curtis Packaging	Fabri-Kal Corporation	Johnson & Johnson
Berry Plastics	DaniMer	FedEx	The Kellogg Company
Biolithe LLC	Dart Container Corp.	Flint Group	Kimberly-Clark Corporation
C-P Flexible Packaging	Dell	Fluoro-Seal International LP	Klöckner Pentaplast
California Department of Resources Recycling and Recovery (CalRecycle)	Design and Source Productions	Fort Dearborn Company	KR Brand & Design Solutions
Campbell Soup Company	Domtar - Technical, Specialty and Premium Papers	Fres-Co System USA, Inc.	Kraft Foods Global Inc.
Caraustar Industries Inc.	Dordan Manufacturing Company Inc.	General Mills, Inc.	LBP Manufacturing, Inc.
CardPak, Inc.	Dow Chemical Company	Georgia-Pacific Packaging	Longview Fibre Paper and Packaging, Inc.
cei (Coating Excellence International)	DuPont	Graham Packaging Company L.P.	Mannkraft/U.S. Corrugated
Checkpoint	Duro Bag Manufacturing Company	Graphic Packaging International	Marks and Spencer Group Plc
CHEP Equipment Pooling Systems	E-pac (Far East) Co., Ltd	Green Mountain Coffee Roasters	Mattel, Inc.
Chick-fil-A	Earthbound Farm	Hedwin	McCormick & Company, Inc.

McDonald's	PACCESS Packaging	Resource Recycling Systems	StewardEdge Inc.
McNairn Packaging	Pacific Southwest Container	Ring Container Technologies	Stonyfield Farm
Mead Johnson Nutrition	Pack2sustain, LLC	The Robinette Company	StopWaste
Merck	Packaging & Technology Integrated Solutions, LLC (PTIS)	Rochester Institute of Technology	Sun Hing Printing Company Limited
Metabolix	Packaging Corp. of America	RockTenn Company	Syngenta
Michigan State University School of Packaging	Packaging Dynamics	Rohrer Corporation	Target
		SABMiller	Tetra Pak
Microsoft	Packsize International LLC	SAIC Energy, Environment, & Infrastructure, LLC	thelamco, inc.
Millwood Inc.	Packstar		Tomra North America
ModusLink Global Solutions	Pactiv Corporation	Sara Lee Corporation	Transparent Container
Multifilm Packaging Corporation	Palermo's Pizza	SC Johnson	Transparent Packaging
MWV	PaperWorks Industries	Schawk Inc	Treofan Americas
NatureWorks	PepsiCo	Sealed Air Corporation	TricorBraun
Naturopathica Holistic Health	Phoenix Technologies	Select Product Group, LP	Tullis Russell Papermakers
NETGEAR	pigeon*branding+design	Seventh Generation	U.S. Department of Commerce - International Trade Administration
The Newark Group	pkg	Seville Flexpack Corporation	
NewPage Corporation Specialty Papers	Plastic Ingenuity	The Seydel Companies	U.S. Environmental Protection Agency
Nike	Plastic Packaging Technologies	Shanghai Luxin Packing Materials Science & Technology Co., Ltd.	Unilever
NORDENIA U.S.A., Inc.	Plastic Suppliers, Inc.	Shurtape Technologies, LLC	Union Street Brand Packaging
NOVA Chemicals Inc.	Pratt Industries	Silgan Holdings, Inc.	Unisource Worldwide Inc.
Nu-Life North America	precision color graphics	Snohomish County	UPS
O-I	Printpack, Inc.	Solo Cup Company	Wausau Paper
OEC Graphics	Procter & Gamble	Solvay Specialty Polymers USA, LLC	Western Michigan University
OIA Global Logistics - Creative Packaging Solutions	Product Ventures	Spartech Corporation	WhiteWave Foods
Omya	Rainbow Light Nutritional Systems, Inc.	Spectra-Kote	
Orbis Corporation	Rebox Corporation	Staples	
	REI	Starbucks Coffee Company	

FOREST PRODUCTS



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

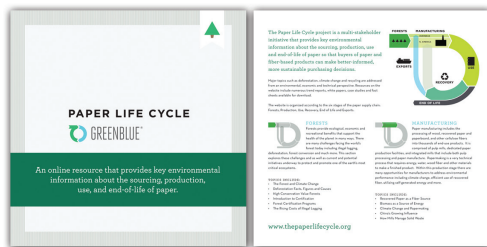
EPAT (Environmental Paper Assessment Tool) is a web-based application that allows buyers and sellers of paper products to evaluate the environmental performance of paper along the supply chain. EPAT continued to grow in 2011 with 30 companies as subscribers and a total of 60 mills reporting data. The 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.



FOREST PRODUCTS

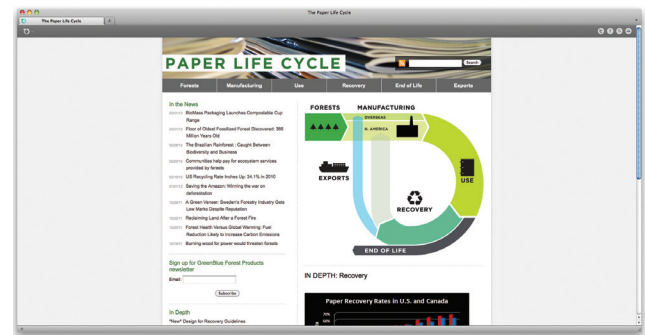
PAPER LIFE CYCLE

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	HAVI Global Solutions
Avon Products, Inc.	Sappi Fine Paper North America
Bank of America	Staples
Catalyst Paper	
Domtar	

2011 EPAT SUBSCRIBERS

AbitibiBowater Inc.	Irving Forest Services Limited	Sears Holdings
Bank of America	JCP Media L.P.	Staples, Inc.
Catalyst Paper Corporation	Kruger Inc.	Starbucks Coffee Company
Consumer Reports	Macmillan	Stora Enso North American Sales Inc
Domtar	Myllykoski North America	Time Inc.
Evergreen Packaging	Neenah Paper Inc.	Transcontinental inc
FutureMark Paper	NewPage Corp.	UPM-Kymmene Inc.
Havi Global Solutions	Nippon Paper Industries CO.,LTD	Verso Paper
Hearst Corporation	Recreational Equipment Inc - REI	West Linn Paper Company
Hewlett Packard Company	Sappi Fine Paper North America	

CHEMICALS



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 manufactures 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

2011 CLEANGREDIENTS 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 Compounders 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
Arkema Inc.	Case Medical Inc.	Consolidated Products Inc.	DuBois Chemicals Inc.
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	Griffin Brothers Inc.	International Petroleum Technologies Inc.	Mid-Continent Pkg. Inc.
Envirochem Inc.	HAC International	Inventek Colloidal Cleaners LLC	Midlab Inc.
Environmental 1	The Hain Celestial Group Inc.	Invista	The Mirachem Corporation
Environmental Sustainability Solutions	Handi-Clean Products Inc.	ISP (International Specialty Products)	Misco Products Corp.
EnvirOx LLC	Harcros Chemicals Inc.	ITW Dymon	Momar Inc.
Enzyme Solutions Inc.	Hawk Solutions	JEM Mfg. LLC	Monarch Fragrances LLC
Enzymes Incorporated	Hi-Mar Specialty Chemicals LLC	K-O-K Products Inc.	MonoSol LLC
Essential Ingredients Inc.	Hill Manufacturing Co. Inc	KEM TECH INDUSTRIES	Mt. Hood Solutions
Evonik	Hillyard Industries	Keteca USA Inc	Mustang Laboratories
Faultless Starch/Bon Ami Company	Home and Body Company	Key Quimica S.A. de C.V.	National Aerosol Association
Fine Organics Corporation	Home Hardware Stores Limited	Kimberly-Clark	Nature Plus Inc.
First Chemical Limited	Hongda Chem USA	KL Texas L P. dba Summit Industrial Products	NCH Corporation
Fisher Research Ltd	Hubbard-Hall	LG Household and Health Care	Nease Corporation
Flavor and Fragrance Specialties	Huntsman LLC	LHB Industries	Nevada Ecotec
Flo-Kem Inc.	Hydroemission Corporation Pte. Ltd.	Lonza Inc.	North American Research Corporation
Formula Corporation	Independent Chemical Corp	Lucta USA Inc.	Northern Technologies International Corporation
Franmar Chemical Inc.	individual	M.D. Stetson Company Inc.	Novozymes Biologicals
Gasco Industrial Corp.	Industrie I.L.I.	Magnus Chemicals	NTS
GATOR CHEMICAL	Innospec Ltd.	Maria del Mar South Investment Inc.	NuGenTec
Genesis Biosciences	Innovasource LLC	Mariposa Labs	Orchidia Fragrances
Great Lakes Bio Systems Inc.	Intarome Fragrance and Flavor Corp.	Mason Chemical Company	Osprey Biotechnics Inc
Green Seal	Intercon Chemical Company	Meterpak/Bob Chambers	Oxiteno USA
Greenblendz	International Flavors and Fragrances Inc.	Meyer Laboratory Inc.	Pantheon Enterprises Inc.
Greener Earth Products LLC			

Pariser Industries Inc.	San Tec Inc.	Stocker Industries Inc.	Vitech International Ltd.
Philippe Chapoulie	Sanitek Products Inc	Sunburst Chemicals Inc.	Walex Products Company Inc.
Pioneer Eclipse Corp	Santec Products	Sunshine Makers Inc.	Walter G. Legge Company Inc.
Planet Inc.	Sapphire Scientific	Surfactants Inc.	Wayne Concept Manufacturing Co.
Plaze Inc.	Sasol Olefins and Surfactants	Surtec Inc.	Wechem Inc.
Presidential Chemical	Satellite	Sustainable Cleaning Solutions	Weiman Products
Pro-Tex-All Co.	SC Johnson	Synthetic Labs	Wes Schluter
PROSOCO Inc.	Sea-Land Chemical Company	T&L Specialty Company Inc.	West Penetone Inc.
Pure and Gentle	Sentinel Products Inc.	Teakdecking Systems Inc.	West Sanitation Services Inc.
PURE Bioscience	ServiceMaster Clean	TerraChoice Environmental Marketing	Wexford Labs Inc.
Qual Chem	Seventh Generation	Thetford Corporation	WGI Mfg.
QuestVapco Corporation	Shell Chemical LP	TJJM Inc.	Whiteley Corporation
QVS Inc	Shell Global Solutions - Car Care Technology	Toxics Use Reduction Institute	Wilhelmsen Chemicals AS
Qwatro Corporation	Shore Corporation	ToxServices LLC	Z Engineering Inc
Radiator Specialty Company	Simoniz USA Inc.	Tri-Plex Technical Services	
Reckitt Benckiser	simplehuman LLC	Trichromatic West	
Regulations Management	Snyder Manufacturing Corporation	True Green Blends Inc.	
Reliable Solutions Inc	Sozio Inc.	U S Chemical	
Rhodia Inc.	Spartan Chemical Company	U.N.X. Incorporated	
Rink Specialists	Specialty Products of America LLC	Underwriters Laboratories Inc.	
RoMix Incorporated	Staples	Unichem Corp	
Rosemary Gaudreault Laboratories	State Industrial Products	UrthTech LLC	
RPS Environmental Solutions	Stearns Packaging Corporation	UTC Fire & Security	
Rug Doctor Inc.	Stepan Company	Virox Technologies Inc.	

ADVISORY SERVICES



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



OUR THANKS



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

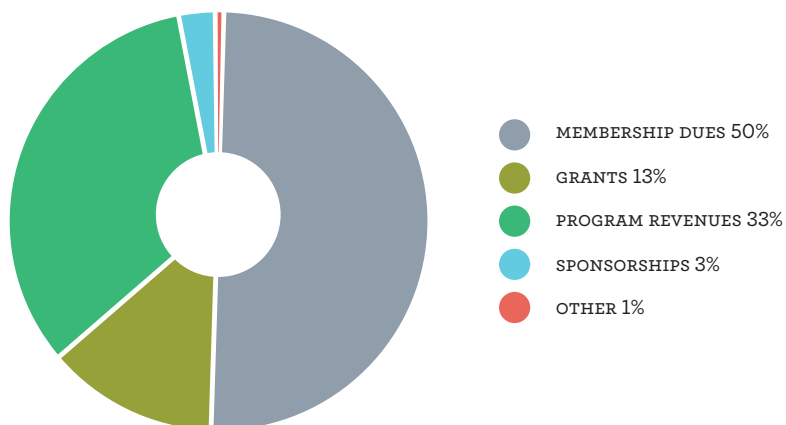
CORPORATE SUPPORTERS

Catalyst Paper

2011 FINANCIALS

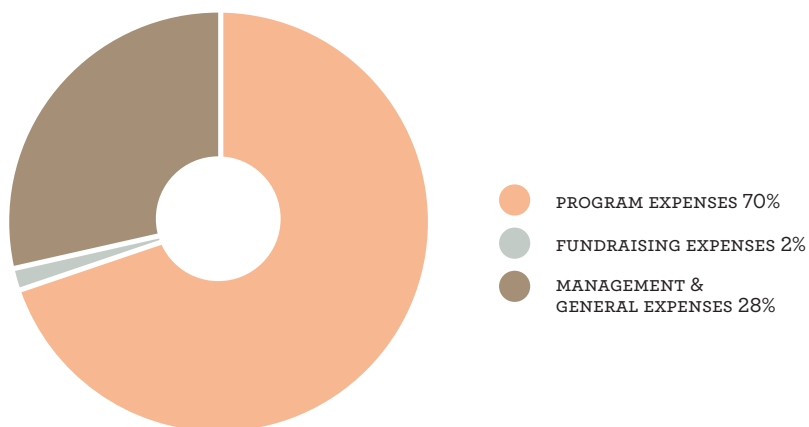
REVENUE

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.

OUR TEAM: GREENBLUE STAFF (2011)



LANCE HOSEY
President & CEO



ANNE BEDARF
Senior Manager



LINDA BENNETT
Finance Manager



TOPHER BUCK
Senior Fellow



ERIC DESROBERTS
Project Associate



JAMES EWELL
Program Director



STEPHANIE FISHWICK
Communication Designer



ADAM GENDELL
Project Manager



PAUL GIACHERIO
Web Coordinator



GENEVA HODGES
Events and Outreach Coordinator



ASHLEY HOLMES
Development and Communications Associate



KEEBY IPSAN
Office Manager



ANNE JOHNSON
Program Director



THERON JOURDAN
Project Manager



JENNIFER LAW
IT Manager



ERIN MALEC
Director of External Relations



DIANNE MARTIN
COO



MINAL MISTRY
Senior Manager



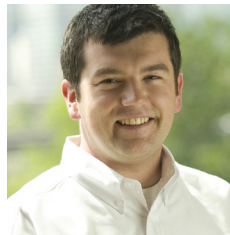
KATHERINE O'DEA
Senior Fellow and Program Director



DANIELLE PEACOCK
Project Associate



AMANDA PENTON
Bookkeeper



TOM POLLOCK
Senior Program Manager



ELIZABETH SHOCH
Project Manager

GREENBLUE BOARD OF DIRECTORS (2011)



GUY GLEYSTEN,
BOARD CHAIR,
*Senior Vice President,
Production, Time Inc.*

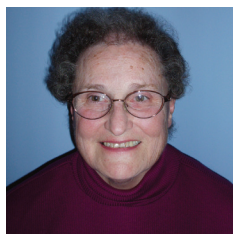


ALAN BLAKE
*Associate Director Global
Packing Sustainability,
Procter & Gamble*

*Joined the Board in
2012*



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



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



LANCE HOSEY
*President & CEO,
GreenBlue*



JANINE JAMES
*Founder and Creative
Director, The Moderns*



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



SUSAN LYONS
*Founder, Susan Lyons
Studio*



ROGER MCFADDEN
*Vice President, Senior
Scientist, Staples, Inc.*



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



**CHARLES W
RIEGLE JR.**
Vice President, TOMRA



**ANTHONY
RUSSELL**
*President and Creative
Director, Russell Design*



SCOTT SEYDEL
President, The Seydel Companies

*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



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