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## Integrating EHS Values into the Supply Chain at Hewlett Packard

Sustainability, in all its forms, has been inherent at Hewlett Packard (HP) since the company's inception. In our modern economic climate, defined and constantly altered by such dynamic forces as globalism and a more informed and environmentally conscious consumer base, HP continues to play a leadership role in defining, integrating and metering sustainability.

HP's commitment to EHS management, which dovetails into the larger values of human rights, labor practices and ethics. Company founders William Hewlett and David Packard conceived and developed a management style unique enough to earn itself a title—"The HP Way." In the words of Mr. Hewlett, this philosophy "... includes a deep respect for the individual, a dedication to affordable

quality and reliability, a commitment to community responsibility, and a view that the company exists to make technical contributions for the advancement and welfare of humanity."

In the late 1990's, HP constructed a comprehensive and wide-ranging program to carry these values down the supply chain, although implementation failed to occur until an internal employee audit. The employees who performed the audit reported of unacceptable substandard EHS levels of many down the chain suppliers, including those owned by HP, which had dropped their EHS related standards below the levels demanded of HP's direct employees. Horrified, the auditors found this unacceptable, a view shared by HP's corporate managers.

**continued on page 4**

## A Pioneers Journey through Sustainability

In the 1990s, the Environment, Health and Safety Council at ITT Industries decided the company, then a multinational conglomerate of manufacturing and services businesses, should conduct soil and groundwater investigations at every location where it did business. The purpose was to find contamination if it existed, and to clean it up before it became a problem.

While the Council's proactive thinking may be standard practice today, policy at many corporations at the time was dominated by a "don't ask, don't tell," culture, recalls Usha Wright former Vice President, Associate General Counsel, Director of Environment Safety and Health (ESH) at ITT.

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# On the Inside

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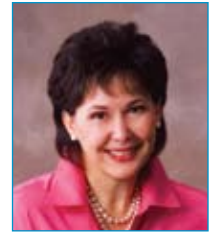
# Letter from the Executive Director

The globalization of business operations & commerce and emergence of formal, transparent corporate stewardship are two defining mega trends for the early 21<sup>st</sup> century. The need to think and operate globally is a fact of business life that touches most companies large or small, multinational and local. This world-wide playing field presents wide-ranging implications for environment, health, safety (EHS) and sustainability management. As an Association, NAEM is exploring many of implications of this at NAEM's upcoming EHS Management Forum as well as in our current edition of Network News.

No longer can the EHS manager focus solely on compliance from an operational perspective and within the "gates" of his or her company. Instead, EHS management and sustainability issues must be considered throughout the lifecycle of each product—from the time a resource is extracted until the product it becomes is no longer needed. For most companies, paying attention to EHS throughout a product's lifecycle means crossing continents, engaging with new stakeholders, understanding international regulatory regimes as well as continuing to refine internal management systems and utilizing more information technology.

Supply chain management is on the front lines. Given corporate demands, the entrenched business drivers in this arena focusing on a supplier's ability to deliver high-quality products, produced consistently, and provided at the lowest cost available are many times at odds with environmental and sustainability goals. Yet, customers and stakeholders increasingly want to know where products are sourced and how they are produced, how they are produced and whether they are con international regulatory standards. As a result, EHS managers have the opportunity to add value by in this arena as demonstrated by our feature story on Hewlett-Packard's progressive supply chain program.

Today EHS professionals are required to do more of what has always been done – ensuring compliance and management systems are in place; and, understanding the risk components of operations in every place we do business – yet we are being asked to develop greater business acumen and help our respective organizations to become more transparent about their impact on society and the environment. As a result our ability to manage & translate data in a meaningful way to senior management and external stakeholders is an increasingly important skill.



**Carol Singer Neuvelt**  
Executive Director, NAEM

Communication challenges and metrics continue dominate discussions about transparency among EHS professionals. Today there is also more to measure than ever before as an organization's concerns go beyond potential sources of pollution to assessing carbon emissions, water usage, and waste. Transparency requires reliable, verifiable metrics for tracking and evaluating the performance of suppliers as well as our own company's performance, and robust auditing systems.

Not only does transparency make it possible for stakeholders to confirm that operations meet standards, and but it is critical to the reputations of the companies. Increasingly, corporations are becoming accountable to a broader range of stakeholders from different cultures, with different ideas—all of whom have a stake in how business is conducted. We have to demonstrate to ourselves and to our stakeholders that we are passionate about our "license to operate." These opportunities and challenges of operating globally will be the primary focus of CEOs in the coming years.

Usha Wright, former Vice President, Associate General Counsel, Director of Environment Safety and Health (ESH) at ITT, realized the importance of thinking globally when she took the helm of ITT's EHS operations in 1993. Wright, who is featured in this newsletter, required the highest standards in compliance and operations and helped her company become a leader in incorporating sustainable practices throughout its operations worldwide.

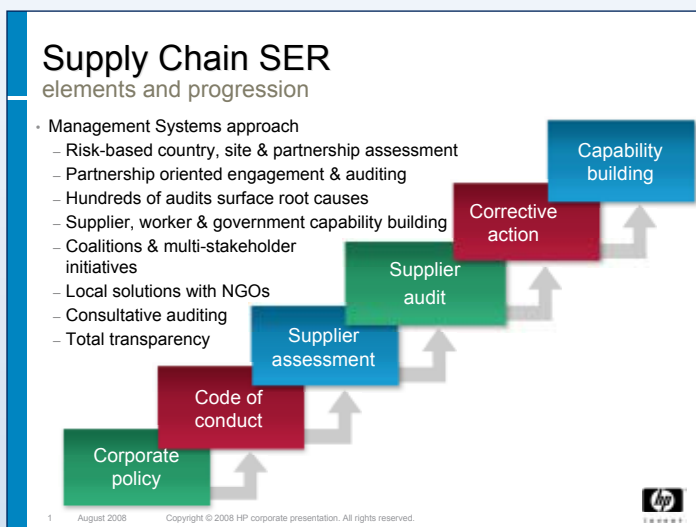
Today more than ever, environmental issues are fundamental to operating a successful business, no matter how big or small. As EHS managers, we're in the position of creating strong systems that allow our companies to operate responsibly and to be accountable for our actions. As Usha Wright says, "it's a good time to be an EHS person."

See you in Memphis in October!

HP then approached Nixon Gardiner whose twenty-five years of experience in EHS management included extensive work in Environmental Impact Reporting and running her own environmental planning company. Ms. Gardiner's team used live case studies of other corporations with hands-on EHS experience, such as Nike and General Electric (GE). The team believed that the correct attitude was, "...Not building our own railroad tracks. Other industry sectors have gone through this, let's learn from them." Ms. Gardiner's team analyzed positive and negative outcomes and results, especially mindful of how other industries benchmarked their suppliers.

## Where HP then differs from other corporations, is their personal attitude of viewing suppliers as partners.

The resultant approach is well-defined and metric-centered uniformity across all suppliers. Expectations are directly communicated to HP suppliers, whose performances are evaluated through familiar techniques of general auditing using a score card system. Where HP then differs from other corporations, is their personal attitude of viewing suppliers as partners. HP believes that sustainability includes the responsibility to enlighten and educate not simply dry dictations. HP provides extensive training and support for their suppliers and solicits constant feedback on ways in which the EHS program(s) can be improved.



Additionally, HP demands total and complete transparency; a requirement they themselves live up to by disclosing their list of suppliers. As technology is a viciously competitive sector, such public disclosure is quite unprecedented. But HP feels that said transparency not only increases suppliers' accountability but HP's accountability. This stringent accountability aids in implementing efficient standards and promotes greater collaboration among the electronics sector.



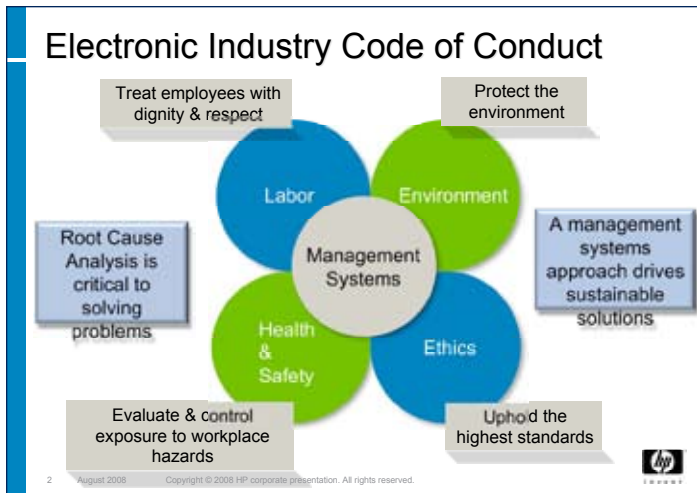
Bonnie Nixon Gardiner  
HP

HP requires that its suppliers audit their suppliers. Other electronics suppliers, every so often, use the very vendors HP uses directly—if they can see that HP has already audited a given vendor that HP supplier does not need to spend time performing another audit as HP's information should be plentiful. Thus disclosing a supplier list allows HP to completely network their auditing system.

Speaking in broader terms, as the electronics industry tends to share many of the same suppliers, it further lightens the transaction load if all involved suppliers are held to one code, complete one survey/survey set and/or participate in a joint audit that produces a joint report. To that end, Hewlett Packard spearheaded the formation of the Electronics Industry Code of Conduct (EICC) in 2004. The motivation for developing this code was to directly avoid the audit-heavy pitfalls Ms. Gardiner's team had assessed as a failure in other production sectors as her team had shown repeated auditing never resulted in genuine or lasting change.

The EICC makes EHS related expectations uniform, so that "by consolidating and standardizing compliance, audit, and reporting efforts, suppliers can focus on achieving the high standards of performance set forth the [EICC]." This approach "is also more conducive to fostering a culture of social responsibility throughout the global electronics supply chain."

In addition to internal standardization, it has become beneficial for the technology industry to work closely with government agencies in writing legislation that is usable and relevant for both the industry and consumers. Consumers, especially, have repeatedly demanded legislation to ensure that the various sectors of the electronics industry maintain environmental standards and do not fail to overlook human rights abuses in their overseas operations.



**“The HP way...includes a deep respect for the individual, a dedication to affordable quality and reliability, a commitment to community responsibility, and a view that the company exists to make technical contributions for the advancement and welfare of humanity.”**

Understanding this vein of thought, Hewlett Packard instituted its Global Citizenship effort, where the company publicly supports both the WEEE Directive (Waste Electrical and Electronic Equipment Directive) and RoHS (Restriction of Hazardous Substances Directive). This position is demonstrated by HP’s various independent initiatives, many of which were undertaken even before WEEE and RoHS were in place. It has always been HP’s opinion that smart legislation is a positive thing since it levels the playing field by making EHS and ethics non-negotiable.

HP does, however, have concerns regarding over-legislation regarding EHS management. It is “very concerned that the impact of REACH [Registration, Evaluation, Authorisation and Restriction of Chemicals] on downstream users of chemicals

has not been sufficiently assessed and that the legislation will, as it stands, negatively affect the capacity and pace of European innovation and will place Europe at a competitive disadvantage compared to the rest of the world.” HP is well aware that this is significant criticism [of REACH], yet it still agrees with the overall objectives of REACH and has committed itself to working with industry and government to achieve a workable system that fulfills the goals of REACH.

Hewlett Packard was founded decades ago on principles only recently given the nomenclature of sustainability. The combination of these inherent principles and the size of HP’s might in the electronics sector allow HP a natural role for EHS management leader, a role it has gladly and aggressively pursued. Nixon Gardiner has always believed that in ideal world, we would not need EHS departments as the values and philosophies reflected by EHS and Ethical Sourcing would be so inherent to the process that said departments would be unessential. But until that day, Hewlett Packard will continue to clear the path to comprehensive sustainability, not only in its supply chain management, but to every other aspect of Hewlett Packard’s operations.



Wright, who established the council of top EHS officials not long after joining ITT in 1993, explained to skeptical executives at the time that the testing was ultimately a more responsible, as well as economical, approach. If instead ITT waited for a problem to get big enough to hurt a community or draw the attention of regulators, the resulting cleanup could be costly in reputation and dollars. Wright recalls saying, "If we wait, the environmental impacts would get worse, not better, to the detriment of the communities where we operate, and we are committed to these communities. If we find it now, the problem is smaller."

Wright retired from ITT on March 31, 2008. She was in charge of EHS until August 2005, when she was named Senior Vice President and Director of Global Workforce Strategy, a position that built on many of her global initiatives as Director of EHS.

One of the reasons Wright joined ITT was Travis Engen, an Executive Vice President at the time who in 1995 became Chairman and Chief Executive. "He saw tremendous business value in responsible conduct," Wright says.

At the time, ITT's compliance program was strong. But it operated globally, putting its operations in far-flung regions, states, and countries each with its own laws and regulations, some of which were more lenient than others. Wright saw her challenge as creating a consistent, high standard for all corporate divisions. She did this

by establishing the Council and through it, working to create best practices across the company.

"It required rolling up our sleeves and working across cultural divisions," which, as Wright says, wasn't common in early 1990s. "It was more of a leadership challenge than a technical challenge."

During her tenure as an EHS leader, Wright raised the profile of ITT as a corporate leader on sustainability issues. While sustainability is all the rage today, it's a term Wright has been comfortable with from the time she joined ITT in the early 1990s.



Usha Wright  
ITT

**EHS managers have evolved from traditional staff positions to becoming key members of corporate strategy teams.**





“It’s taken a long time for it to be part of the corporate lexicon,” Wright says. “It certainly was in ITT’s lexicon.”

One of her first undertakings at ITT was to enter into a “mutual endorsement” of environmental principles with Ceres, the nonprofit coalition of investors and environmental groups. The Ceres Principles are a ten-point code of “corporate environmental conduct,” developed initially in 1989. Under Wright, ITT had developed its own principles of environmental conduct.

“We endorsed theirs and they endorsed ours,” Wright says, adding, “They helped us take our annual reporting of goals, performance and objectives to a very high level.” In fact, in 1998 ITT became one of 21 companies to test the first Global Reporting Initiative (GRI) guidelines designed to create consistency in corporate sustainability reporting.

Wright also was key to ITT’s inclusion in the Dow Jones Sustainability Indexes from its start in 1999. Wright saw the DJSI, which guides investors to the financial performance of socially responsible companies, as a means for ITT to learn how it stacked up against major corporations across the globe. Her initial approach to participating was, “If we do well, great. If we don’t come out ahead, we know we have a lot to learn,” Wright recalls. ITT has been listed in the index every year since.

**If we wait, the environmental impacts would get worse, not better, to the detriment of the communities where we operate, and we are committed to these communities. If we find it now, the problem is smaller.**

So far, Wright’s retirement is anything but quiet. She’s on the board of directors for three organizations: the Asian-American Federation, the Environmental Law Institute and SHARE, which helps find sponsors for orphans in Kenya. Wright also serves as SHARE’s General Counsel and takes frequent trips to Kenya, where she was born.

Although Wright sees the concept of sustainability moving beyond the corporate boardrooms of progressive companies to becoming a mainstream issue, she has some fear it’s just a fad. “We have to remember to keep it real,” Wright says. She is encouraged, though, that EHS managers have evolved from traditional staff positions to becoming key members of corporate strategy teams. Companies need to position themselves and their products with sustainability in mind, Wright says, adding, “It’s a good time to be an EHS person.”



# The Business Value of EHS and Sustainability Communications

With the transition from regulatory compliance-based programs to business value-based sustainability strategies, companies are recognizing that effectively communicating these strategies can be critical to success.

**W**ith this realization comes new demands and challenges for the environmental, health, and safety (EHS) function, including the opportunity to drive a process that must satisfy an ever-growing number of stakeholders. Participants at the April 24, 2008 National Association of Environmental Managers (NAEM) technical workshop in Mobile, Alabama heard presenters share their unique perspectives on the various aspects of effective communication strategies and the new role of the EHS manager. The following presents a few insights and lessons learned from the workshop.

Companies continue to focus on the issue of transparency and stakeholder engagement as they respond to public pressures to be more open about their EHS and sustainability strategies. This issue is further complicated by the fact that the flow of information in today's society is so accessible and quick that stakeholders and the public have more access and influence than ever before. Several presenters spoke of formal external stakeholder engagement processes that are integral components of their sustainability program. Likewise, engagement of a diverse group of employees reflecting the workforce is considered critical to lead the integration of sustainability within the organization. The benefits of transparency and stakeholder engagement was best captured by one speaker who noted, "stakeholder engagement is important because it allows for transparency; requires accountability; leads to more informed decisions and new ideas; establishes and strengthens relationships; and, results in reputation management in real time."

While many benefits were discussed, presenters did of course caution about the inherent risks of transparency and actively promoting EHS and sustainability activities. Companies must ask, "How transparent do we really want to be?" Engagement of stakeholders may result in identification of problems, activities, or issues that the company may not be readily acceptable to address. Another possible risk is the concern of potentially misleading the



**We gained valuable insight on how positive community relations can be achieved through proactive sustainability communication and recognition of the link between community and business success.**

public regarding an environmental practice or benefit, termed "green washing." Presenters encouraged EHS professionals to take the lead in any internal or external EHS communication to verify that the company is not engaging in this practice.

We gained valuable insight on how positive community relations can be achieved through proactive sustainability communication and recognition of the link between community and business success. With public interest in corporate social responsibility increasing, industry is establishing a range of communication channels, including sustainability web sites, newsletters, and blogs. Companies are actively monitoring these new media sources to gain



## **Engagement of a diverse group of employees reflecting the workforce is considered critical to lead the integration of sustainability within the organization.**

a better understanding of the public's interest and identify trends for future sustainability planning. Community relations strategies must build and maintain relationships of trust with critical stakeholders, recognize the local community is the first priority, and be structured for a long-term commitment. Success stories of local employee engagement and partnerships in the community were presented, demonstrating the positive business benefits local employees can bring to communicating a public relations program.

Last we learned that this is truly an exciting time to be an EHS professional in the environmental management business. With EHS professionals now being asked to not only “protect the brand” but also to “build the brand,” the opportunities for corporate EHS staff to provide business value are greater than ever. EHS professionals are in a position to lead the integration of “green” and sustainability into the corporate culture; including effectively communicating the strategy, and becoming innovators in creating economic and social value that provides a real impact to the organization.



# Giving Back

As a food company, with associates who LOVE food and food related products, it made perfect sense for U.S. Foodservice to do a cookbook. However, the true purpose of the book is for the associates of U.S. Foodservice to actively participate in raising money in support of America's Second Harvest-The Nation's Food Bank Network. The cookbook is one of four events in 2008 from which U.S. Foodservice hopes to generate cash and product donations for America's Second Harvest and the local food banks in their network.

*"Recipes from the Heart* is a result of our passion for fighting hunger in America and for enriching lives with human compassion," says U.S. Foodservice President and Chief Executive Officer Bob Aiken, "The 27,000 associates of U.S. Foodservice, as well as many generous business partners, are engaged in our four-pronged Full Plates, Full Lives™ campaign. Our goal is to raise cash and product donations to support the critical efforts of America's Second Harvest to put food on the plates of those who need it."

The cookbook is made up of over 350 recipes from the hearts and kitchens of associates of U.S. Foodservice. It includes a number of heartwarming stories that associates submitted with the recipes they sent. The recipes were all reviewed by U.S. Foodservice corporate chefs, who have made several of them for a variety of company functions. The cookbook also includes a forward by celebrity chef, Paula Deen. As someone who understands that everyone needs a little help now and then, when approached to write the forward Ms. Deen was very gracious with her support.

"Having never undertaken this type of endeavor, everything was new to us," says Kim Brown, Vice President, Communications and Corporate Responsibility. The logistics of collecting and editing recipes was challenging. "Our IT team really stepped up to help with the recipe collection, and lots of folks had a hand in editing. We have been very anxious and excited to get the book published and start those donations, so it felt like it took longer to accomplish than we had hoped, but the book is really beautiful, has great recipes and

## ***Recipes from the Heart* is a result of our passion for fighting hunger in America and for enriching lives with human compassion**

stories, and was worth the wait." Our associates are also really excited to be a part of something as important as helping to end hunger in America. They are also involved in other events such as local fundraisers and food drives to benefit their local food banks and help people in their own community. "Depending on the success of the book, a second edition would be considered but that's going to be down the road a bit," says Brown.

Since its release on May 5, 2008, over 20,000 of the 50,000 copies have been sold. U.S. Foodservice hopes that all 50,000 copies will sell quickly so that another print run will be needed. To date pre-orders have generated over \$300,000 in donations and over \$500,000 of donated product by U.S. Foodservice.

*To order your copy of Recipes from the Heart and to contribute to the campaign to end hunger in America, go to [www.FullPlatesFullLives.com](http://www.FullPlatesFullLives.com).*



# recipes FROM THE heart

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foreword by PAULA DEEN

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# Forum and Programs



## EHS MANAGEMENT FORUM NAEM 2008 THE PEABODY MEMPHIS ■ OCTOBER 22-24, 2008



### NAEM's 16th Annual EHS Management Forum

Date: October 22-24, 2008

Location: Memphis, Tennessee

Sustainability, Transparency, Managing Resources and Global Business; You see & hear these buzz words, but only the NAEM Forum goes beyond the hype and delivers to you usable, practical tools and strategies that you can use immediately to help you stay ahead of the information wave and be on the cutting edge of initiatives.

**With all of the conference options out there, why the NAEM Forum? Let us count the reasons...**

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4. Networking, networking, networking... make new contacts and rekindle old relationships!
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**Some session topics slated for the 2008 Forum include:**

- > Crash Course in GHG: an overview on calculating your footprint and tips for reducing your output
- > Best practices for achieving Zero Waste
- > Corporate Management Strategies on Sustainability
- > Safety Best Practices
- > Emerging Regulatory Issues

Visit [www.NAEM.org](http://www.NAEM.org) for more information on this year's event, including registration, hotel information and how you can save \$\$ by registering **EARLY!**

## Programs

### September 11th 1:00 - 2:30 PM ET

NAEM Web Seminar

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See how leading companies are redesigning their work space to save money, improve employee satisfaction and drastically reduce their carbon footprint.

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- > Strategies for overcoming barriers to these programs
- > How to calculate the initial costs and expected returns
- > How to facilitate the cultural and behavior changes needed for long-term success
- > How to develop metrics for cost savings, energy reduction, and improved productivity

Register online at [www.NAEM.org](http://www.NAEM.org)

# MANAGING THE GREEN



## EHS MANAGEMENT FORUM NAEM 2008 THE PEABODY MEMPHIS ■ OCTOBER 22-24, 2008



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7:00 to 10:00 pm  
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**NOTE:** Groups of five or more employees from the same company\* receive a group discount, as do international registrants and employees of government or non-profit organizations. For more information, please call 202.986.6616 (\*Discount available only for NAEM Members and "In-House" E/EHS managers).

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**SPECIAL OFFER:** Use the NAEM Forum as a venue for your next E/EHS meeting. Groups of five (5) or more employees from the same company\* receive a group discount rate on individual registrations. Call NAEM (202.286.6616) to learn more about the Forum meeting services and pricing. (\*This offer is good for corporate, facility, and municipal environmental health and safety managers. EHS service and product providers may not take advantage of this offer.)

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# Association News

## Grow Your Professional Community

Get involved with the Association by participating in our inaugural **Member-get-a-Member** Campaign. This program is designed to help grow your EHS professional network and make a difference by sharing the value of an NAEM membership with your peers and colleagues!

NAEM is going strong... but we need your help to keep the momentum going! By participating in this program, you will earn:

- > A chance to win a variety of prizes, including: free registration to the 2009 NAEM Forum, an iPod, Noise-Free headphones, or a digital camera
- > Recognition in our quarterly newsletter Network News and also on our website!
- > Acknowledgement at our upcoming EHS Management Forum in Memphis, TN

The more you recruit, the better your chances are to win!

You can participate in two ways:

- > Refer your friends and colleagues to NAEM by filling out a form online. Then NAEM will follow-up with a special email invitation to join. You will receive a credit when they join.

- > Contact your fellow EHS, Environmental, and Sustainability Managers directly and get them to sign-up as a member on the NAEM website.

Every time one of your recruited or referred individuals becomes a realized member (completed application and dues paid) you will be get a reward. Keep recruiting members to get to the Gold Circle Recruiting Club and pick up a few handy prizes along the way.

Additionally, recruit as many members as possible to be eligible for one of three grand prizes! The grand prize drawing will be held at the end of the campaign and NAEM will recognize the top recruiters at our Annual EHS Management Forum!

Even if your referrals don't become members, every current member that participates will receive recognition in our 4th quarter newsletter as well as at our 2008 EHS Management Forum to showcase their participation.

Visit [www.NAEM.org/mgm](http://www.NAEM.org/mgm) to read the rules and eligibility and track the size of your prize. For Questions, contact the membership team at 202.986.6616 ext. 103 or [membership@NAEM.org](mailto:membership@NAEM.org).

## NAEM Board of Directors

*The inaugural slate of Board Directors under the Association's new governance structure was elected into office in April. Consistent with NAEM's by-laws, seven individuals were selected to represent the Association on its Board of Directors. More than 20 individual members vied for the Director positions who will serve two-year terms.*

### NAEM welcomes our new Board of Directors



**John DeSelm,**  
Director, Environmental Assurance, Anheuser-Busch



**Mark Hause,**  
Environmental Competency Leader, DuPont



**Pat Perry,**  
Senior Group Manager, Environmental Services, Target



**Stephen Evanoff,**  
Vice President, Safety & Environment, AIMCO



**Frank Macielak,**  
Vice President, EH&S, Cardinal Health



**Celia Spence,**  
Vice President, EH&S, FujiFilm Holdings America Corp.



**Deb Hammond,**  
Director, EHS Governance, Abbott Laboratories

# Welcome

## NAEM would like to welcome our new members:

**Thomas Anders**, Associate Dir. Safety & Env. Affairs, Kraft Foods

**Jeffery Blake**, Dir. HSE Affairs, Barnes Industrial Group

**Kimberly Bradley**, Env. Manager, CEMEX

**Susan Bragagnolo**, Dir., PG&E

**Tammie Candelario**, Sr. Dir., PG&E

**Annjanette Ciliberto**, Mgr. Health Safety and Environment, Sanofi Pasteur

**Deb Clingan**, EH&S Mgr., Coors Brewing Company

**Martha Connell**, Mgr. Env. Services, Parker Hannifin

**Jason Culp**, Dir. UCB Research Facilities, UCB, Inc.

**Brian Frantz**, Supervisor, PG&E

**Steve Groseclose**, Dir. Global EHS, Advanced Micro Devices

**Lynn Guillard**, EHS Mgr., Cadbury Schweppes

**Dan Heintz**, Env. Mgr., Air Liquide

**Dave Herrington**, Associate Dir. Safety & Env., Kraft Foods

**Gary Jaeger**, Environmental Project Engineer, Whirlpool

**Michael Joyce**, Vice President HSE, Ahlstrom

**Shana Kane**, HSEMS Coordinator, BPXA

**Pad Kemmanahalli**, Sr. Mgr., EHS&F

**Bruce Kilby**, Deputy Dir., HSE, Sanofi Pasteur

**Mark Kunugi**, EH&S Mgr., Molson Coors Brewing Company

**Alan Leung**, Supervisor, PG&E

**Michael Lorenzo**, Risk Manager/Safety Engineer, Pinnacol Assurance

**Darrick Manezes**, Env. Mgr., Fisher Industries

**Jim McCalment**, Associate Dir. Env. Affairs, Kraft Foods

**Robert Molloy**, ESH Manager, ITT

**Dan Pettit**, Associate Dir. Env. Sustainability, Kraft Foods

**Allison Pfeifer**, Safety Specialist, The Estee Lauder Companies

**Michael Pisarcik**, Dir. Env. & Safety Mgt. Systems, Sara Lee Corporation

**Brett Richer**, Env. Compliance Mgr., Walgreens

**Michael Ryan**, Mgr. Enterprise EHS, Limited Brands

**Paul Shelter**, Sr. Mgr. EH&S, HR Textron

**Jim Spahr**, Global EHS Mgr., W.R. Grace & Co.

**Charity Teamer**, EH&S Specialist, US Foodservice

**John Thaler**, Dir. EHS Process Excellence, Pitney Bowes

**Ken Wengert**, Dir. Safety and Env., Kraft Foods

**Barbara Whiteside**, EHS Audit Mgr., Georgia-Pacific

**James Young**, Associate Env. Specialist, Olin Corp.

**Ken Zinis**, Deputy Dir., HSE, Sanofi Pasteur

### Welcome Corporate & Affiliate Sponsor General Mills

## Smart Moves

After 27 years at New York Power Authority, **Bill Slade** joined Con Ed. as an Environmental Policy Specialist.

**Rick Taylor** has been promoted from Director, EHS & Energy to Corporate Vice President EHS & Energy.

**Vincent Kranz** retired from Johnson & Johnson after 16 years and he will now pursue consulting.

First Environment welcomes **Robert Pojasek**, **John Mosheim** and **Kirk Babcock** to their staff.

ENHESA has inaugurated a new office in Washington, D.C. and will be headed up by **Jack Welsch**, senior regulatory consultant.



Register Today for the  
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get the early bird discount.



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