

2003 Environmental Stewardship Initiative First Annual Report



Table of Contents

Executive Summary.....	3
Program Structure	4
Environmental Partner Criteria	4
Environmental Steward Criteria.....	5
Membership Benefits	5
Application and Review Process	7
Award and Recognition.....	9
Environmental Stewardship Initiative Member Goals.....	9
Air Emissions	12
Discharges to Water	12
Waste Reductions.....	12
Caveats to the 2003 Results.....	13
Current Status.....	14
Looking Forward.....	16
Featured Facility—Novozymes North America, Inc.	17

Executive Summary

The North Carolina Department of Environment and Natural Resources' Environmental Stewardship Initiative is a voluntary program that assists and encourages facilities to use pollution prevention and innovation to meet and go beyond their regulatory requirements. When facilities apply to the ESI program, they agree to report annually on progress toward performance goals, reductions in environmental emissions or discharges, solid and hazardous waste disposal, use of energy and water and any reportable non-compliance events. This annual report is used as a tool to assess progress of ESI participants in meeting their goals, to track overall success or areas of improvement and to facilitate networking and sharing of pertinent information.

During this first reporting cycle, 23 Partners and one Steward that were members of the program in 2002 submitted their 2003 reduction data. Tabulation of the 2003 annual reports is impressive. The total pollutants reduced from baseline years are as follows:

- Air emissions by 406,120 pounds/year (203 tons)
- Water pollutants by 843,676 pounds (422 tons)
- Water use by 814 million gallons
- Solid waste by 58,529 tons
- Hazardous waste by 14.5 tons
- Energy use by 4,958 MMBtu
- Pesticide use by approximately 51 gallons/application
- Fertilizer use by nearly 40,670 pounds

Participants also reported an increase in composting and recycling by 166 tons/yr and 8,506 tons/yr respectively.

Future plans for DENR's ESI include increasing the number of participants incrementally each year by 10 percent; assisting Partners with environmental management systems development and implementation; and promoting Partners and Rising Stewards, as performance merits, to the next level. Progress has been made in these areas. As of December 2004, there were 40 environmental partners, eight rising environmental stewards and five environmental stewards. One previous Partner achieved the Steward level and three Partners achieved the Rising Steward level.



First Annual Progress Report

The North Carolina Department of Environment and Natural Resources' Environmental Stewardship Initiative supports and encourages superior environmental performance by North Carolina's regulated community. Utilizing pollution prevention and other innovative approaches, this voluntary effort establishes incentives to develop and implement programs to meet and go beyond regulatory requirements. The ESI seeks to reduce an organization's impacts beyond measures required by any permit or rule to improve the environment, conserve natural resources and gain long-term economic benefits. This report is the first annual progress report. The data in this report reflects 2003 calendar year reductions and progress toward goals collected from the 23 Partners and one Steward admitted into the program in 2002.

Program Structure

Any regulated company or organization that operates one or more facilities in North Carolina and whose activities impact the environment is eligible to participate in the initiative. This includes, but is not limited to, manufacturers, businesses, agribusiness, service providers, government agencies, schools and nonprofit agencies. When the ESI began in 2002, participants could be accepted into the program at one of two levels: Environmental Partner or Environmental Steward. The first ESI participants reflected a broad representation of the state's regulated community. Figure 1 shows the distribution of the 2002 ESI participants by industry or government sector.

Environmental Partner Criteria

The "Environmental Partner" level is designed for adoption by a broad range of organizations that are interested in beginning the process of developing a systematic approach to improving their environmental performance. Partners must demonstrate a commitment to maintain compliance, commit to establishing an environmental management system and set environmental performance goals. To be considered at the Partner level the following criteria must be met:

- Not be under any environmental criminal indictment or conviction;
- Demonstrate commitment to compliance;
- Set environmental performance goals that include pollution prevention, and are appropriate to the nature, scale and environmental impact of the organization;
- Commit to developing, implementing and maintaining an EMS based on ISO 14001 or a functionally-equivalent model; and
- Agree to report annually on progress toward the organization's environmental performance goals, reductions in environmental emissions or discharges of

releases, solid and hazardous waste disposal, use of energy and water, and any reportable non-compliance events.

Environmental Steward Criteria

The “Environmental Steward” level is for those organizations that already display a commitment to exemplary environmental performance beyond what is required by law. Environmental Stewards must demonstrate a mature EMS, aggressive environmental performance goals, a commitment to meet and go beyond compliance, a process for communicating with the local community about program activities and progress toward performance goals, and that the EMS is integrated into the core business functions.

For consideration at the Environmental Steward level the following criteria must be met:

- Set site-specific aggressive environmental performance goals that must be adopted into the framework of the EMS, include pollution prevention or process efficiency improvement activities and demonstrate a commitment to go beyond compliance. Goals should demonstrate annual improvements to performance, be appropriate to the nature, scale and environmental impact of the organization and result in reductions of an organization’s environmental impact;
- Demonstrate a mature EMS based on ISO 14001 or a functionally equivalent model. The EMS for the site must be ISO 14001 third-party certified or be reviewed on-site by DENR staff.
- Demonstrate commitment to meet and go beyond compliance. Applicants will submit information on any environmental violations or reportable non-compliance for review on a case-by-case basis by the Advisory Workgroup. The Advisory Workgroup will use the program’s significant violation definition as a guideline.
- Have a process for communication with the local community on program activities and progress toward performance goals;
- Demonstrate how the EMS is integrated into core business functions.
- Agree to report annually on progress toward the organization’s environmental performance goals, reductions in environmental emissions and/or discharges of releases, solid and hazardous waste disposal, use of energy and water, and any reportable non-compliance events; and
- Agree to be a mentor to Environmental Partner and Rising Environmental Steward participants.

Membership Benefits

All levels of ESI members are eligible for the following:

- Technical assistance on developing an EMS, pollution prevention approaches, environmental management and treatment technologies, and

achieving and maintaining compliance with local, state and federal regulations;

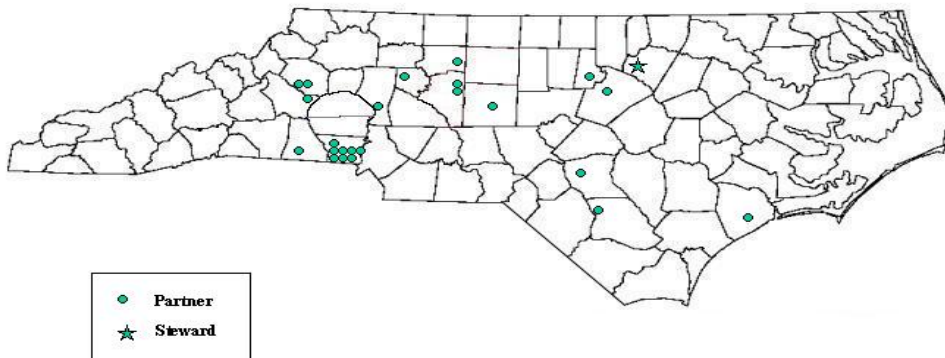
- Specialized training;
- Networking opportunities;
- Recognition of program participation;
- Coverage by U.S. EPA and DENR self-reporting policies;
- A coach or single point of contact within DENR; and
- Other benefits as deemed appropriate by the Secretary based on recommendations from the Advisory Workgroup.

Partners have the additional benefit of access to Stewards as mentors where appropriate. Environmental Stewards receive the following additional benefits:

- Formal public recognition from the governor and the secretary of DENR that may include use of a program logo, an on-site award ceremony, public announcements and press releases.
- Participation in the Environmental Stewardship Forum chaired by the secretary and including key department policy makers.
- Priority membership on the ESI Advisory Workgroup.
- Established time frames for permit decisions. This does not change existing public comment opportunities.
- Stewards who have been in the program for at least one year can seek support from DENR to implement regulatory innovations that follow principles outlined in the Joint EPA/State Agreement to Pursue Regulatory Innovation.

Figure 2 illustrates the physical location of the twenty-four facilities that have reported data for this report. A circle denotes the Partner level facilities and the Steward facility is denoted with a star.

Figure 2. 2002 ESI Participants



2002 Environmental Steward:

Novozymes North America, Inc.

2002 Environmental Partners:

American & Efird, Inc. - Depot 21
American & Efird, Inc. - Dying & Finishing Plant 15
American & Efird, Inc. - Filament Plant 05
American & Efird, Inc. - Gastonia 56
American & Efird, Inc. - Gastonia Plant 20
American & Efird, Inc. - Maiden Plant 11
American & Efird, Inc. - Nelson 02
American & Efird, Inc. - Nelson 12
American & Efird, Inc. - Rush Plant 03 & 09
Baker Furniture High Point Facility
Baker Furniture Hildebran Facility
Baker Furniture Mocksville, N.C. Facility
City of Shelby First Broad River Wastewater Treatment Plant
Duke University
Engineered Sintered Components
Flextronics International N.C., Inc.
Fort Bragg & 18th Airborne Corps
City of Gastonia, N.C. Wastewater Treatment Division
Highland Industries Inc., Kernersville Finishing Plant
Hunter Farms Dairy
Marine Corps Base, Camp Lejeune
North Carolina Natural Gas Corporation (did not report)
North Carolina Zoological Park/Horticulture Section
Smithfield Packing Co., Inc., Tar Hill Division

Application and Review Process

Applications for acceptance into the ESI began Earth Day, April 22, 2002. Partner applications were accepted year-round and reviewed semi-annually. Steward applications were accepted for a two-month period. All Partner applications were reviewed by the appropriate regulatory divisions to determine if the facility had been under criminal indictment or been convicted within the two years preceding the date of the application. Steward applications received a thorough compliance check for any violations received in the two years preceding the date of the application. The DENR Internal Workgroup (Table 1), comprised of representatives from the DENR regulatory divisions, coordinated the compliance reviews and provided valuable input and technical support to the Advisory Workgroup.

Table 1. DENR 2002-2003 Internal Workgroup Members

Jimmy Carter (Chair)	DENR Asst. Sec. Operations & Development
David Vogel	Division of Soil and Water Conservation
Edythe McKinney	Customer Service
James Southerland	Division of Air Quality
Linda Sewall	Division of Environmental Health
John Southerland	Division of Water Resources
Linda Culpepper	Division of Waste Management
Mell Nevils	Division of Land Resources
Tom Poe	Division of Water Quality

An intensive on-site verification visit was conducted at facilities applying at the Steward level to ensure the EMS was functioning and to gather observations supporting the organization's application and required entry criteria. All information obtained through the application and the onsite-verification visits was documented and collated into a report that was presented to the Advisory Workgroup for review.

DENR Secretary Bill Ross established an Advisory Workgroup to oversee program development and implementation. Membership, listed in Table 2, consisted of a balanced group of manufacturers, industries, industry trade groups, environmental and citizen non-governmental organizations, small businesses, representatives of city and county government, agribusiness, DENR representatives and others as deemed appropriate. DENR Assistant Secretary Jimmy Carter chairs the workgroup. Whenever possible, Environmental Stewards will be given priority for membership. Membership on the advisory workgroup rotates every three years and is capped at 15 members.

Table 2. 2002-2003 Advisory Workgroup Members

Alan Briggs	Save Our State (now Sustainable NC)	Raleigh
Major Gen. David Mize	MCB Camp Lejeune	Camp Lejeune
Carolyn Anderson	Progress Energy	Raleigh
Dr. Richard Andrews	UNC-Chapel Hill	Chapel Hill
Jane Preyer	Environmental Defense	Raleigh
Jimmy Carter (chair)	Dept. of Environment and Natural Resources	Raleigh
Larry Spence	Ready Mixed Concrete	Raleigh
Matt Jordan, P.E.	City of Gastonia	Gastonia
Steve Wall	Conservation Council of North Carolina	Raleigh
Preston Howard Jr., P.E.	MCIC	Raleigh

The Advisory Workgroup met on Oct. 16, 2002 to hear formal presentations of the site-specific reports by the DENR review teams and to make recommendations regarding program participation to the DENR Secretary. After reviewing the Advisory Workgroup recommendations and other pertinent information, the secretary made the final determinations on acceptance into the program and announced these organizations in December.

Organizations at both levels were accepted into the program for a period of five years. Participants are assessed after three years on their progress toward meeting the organization's overall program goals. An organization may apply for renewal after five years. This annual report is one of the tools used to determine the progress of each facility toward their goals as stated in their applications.

Award and Recognition

Facilities accepted into the program at the Environmental Partner level received a letter signed by the DENR secretary and a Certificate of Participation presented by the DENR secretary during the ESI Participants meeting on March 3, 2003.

Novozymes North America, Inc. was the only applicant accepted at the Steward level in 2002. Novozymes received a letter signed by the governor and a plaque presented by the Secretary Ross during an on-site ceremony Feb. 27, 2003 at the Novozymes facility in Franklinton, N.C.

In keeping with the spirit of the ESI, the Steward plaque is unique both for its content as well as its construction. The award is constructed from 100 percent reclaimed wood. The frame's paint is an oil-based finish made from naturally derived raw materials and low in toxic substances, renewable and has a minimal environmental impact. The mat boards are made from reclaimed wood pulp fibers and the middle boards have the highest percentage of recycled fibers available. The plaque features photos of Polk County's Pearson's Falls, the Linn Cove Viaduct on the Blue Ridge Parkway, and a sunrise taken at Atlantic Beach. (Courtesy of N.C. Division of Tourism, Film and Sports Development.)

Environmental Stewardship Initiative Member Goals

The majority of ESI participant's goals are focused on reduction in regulated areas such as air pollutants, water pollutants, solid waste and hazardous waste. Other goals reach beyond compliance issues address unregulated environmental aspects such as implementation of environmental-friendly technologies, purchase of environmental preferable products, development of community outreach programs and energy use. Table 3 summarizes the goals reported by the 24 ESI Partners and Steward accepted into the program in 2002. Each participating facility sets its own baseline year and reduction target and therefore total reductions reported reflect multiple baseline years. Together, the ESI members will seek to reduce their environmental impacts in the following areas by achieving these goals:

- Implementation of an EMS;

- Reduction in air emissions (volatile organic compounds, hazardous air pollutants, toxic air pollutants, carbon monoxide, particulate matter and ozone-depleting substances);
- Reduction in water pollutants (biochemical oxygen demand, chemical oxygen demand, toxics, nutrients, mercury and other metals);
- Reduction in solid, biosolids and hazardous waste;
- Reduction in consumption of water, transportation and non-transportation energy and process material;
- Increase in recycling activities, fats, oils and grease awareness and community interaction activities; and
- Habitat preservation.

Table 3: Summary of Environmental Stewardship Initiative Members' Goals

	Number of Members
Water Conservation	
<ul style="list-style-type: none"> • Technology improvement • Adjustment to irrigation system 	5
Discharges to Water	
<ul style="list-style-type: none"> • Reduction in BOD discharge to local POTW • Heavy emphasis on storm water management • Implementation of leak detectors on all USTs • Development of erosion reduction plans 	5
Air Emission Reduction	
<ul style="list-style-type: none"> • Better management and reformulation of the process • Replacement of process equipment with water-based or low HAP/TAP equipment 	6
Hazardous Waste Reduction	
<ul style="list-style-type: none"> • Implementation of the Hazardous Substance Management System • Elimination of use of acetone 	6
Solid Waste Reduction	
<ul style="list-style-type: none"> • Development and implementation of recycling programs • Composting operation • Initiation of metal reclamation program at landfill 	15*
Energy Conservation	
<ul style="list-style-type: none"> • Improved equipment efficiency • Rewiring malfunctioning photo-sensors for lighting 	7
Transportation Energy Conservation	
<ul style="list-style-type: none"> • Purchase of biodiesel-powered vehicles 	3
Chemical/ Fertilizer Use Reduction	
<ul style="list-style-type: none"> • Use of less toxic but effective method of pest control • Improved chemical storage • Better communication on the availability of chemicals for reuse 	6
Fats, Oil, and Grease Program	2
Mercury Discharge Reduction	
<ul style="list-style-type: none"> • Substitution of mercury containing medical devices with non-mercury alternatives • Initiation of Mercury Collection Day 	2
Others	
<ul style="list-style-type: none"> • Implement an EMS • Purchase environmentally preferable products • Reduce equipment failures • Develop environmental education programs • Conserve native plants to avoid loss of native species biodiversity 	

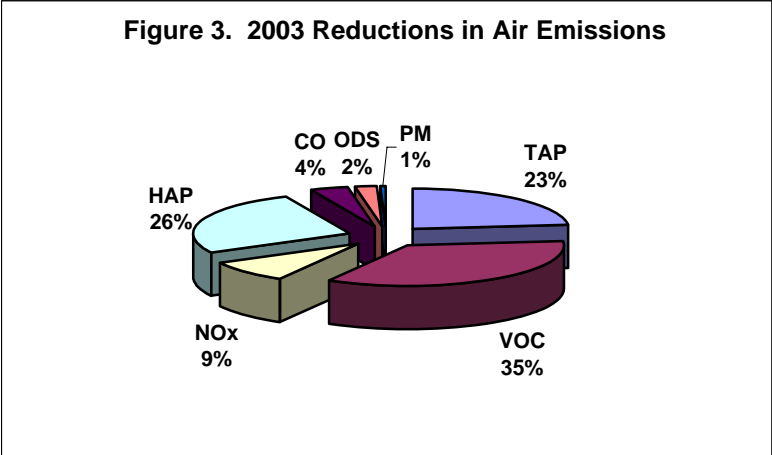
* 9 of the 15 are American and Efird, Inc. facilities.

Please note:

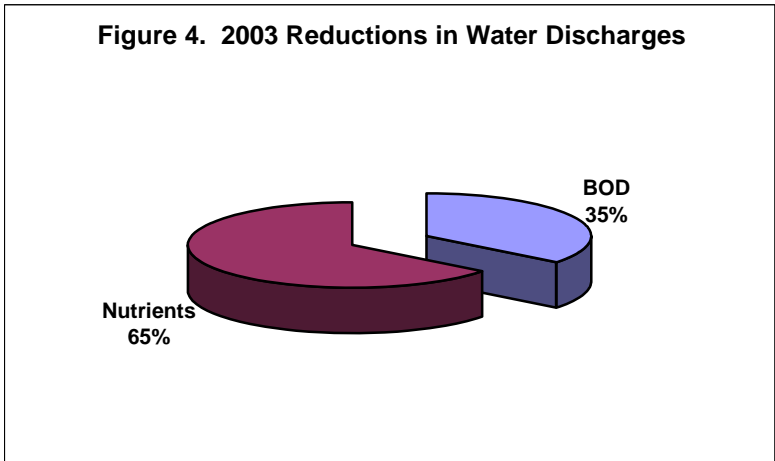
- *Bullets under each environmental aspect are only the highlights of the aggregated member goals.*
- *The "Number of Members" with goals represents the total number of members with goals that pertain to the environmental aspect, not the specific goal.*

Air Emissions

Figure 3 shows the decreases in volatile organic compounds (VOC), nitrogen oxides (NOx), hazardous air pollutants (HAP), toxic air pollutants (TAP), carbon monoxide (CO), particulate matter (PM), and Class 1 ozone depleting substances (ODS) pollutants reported by eight facilities from the baseline year. The total air emission reduction is 406,120 pounds (203 tons). Examples of activities at facilities to reduce their air emissions include: switched bonding material to eliminate HAP and TAP; reduced the hours of diesel generator usage; changed printing operations; converted to non-solvent based formulations; reduced natural gas usage; and used better management practices.



Discharges to Water



From the baseline year, six facilities reported dramatic reduction in biochemical oxygen demand and nutrients (including ammonia, phosphorus and chlorine) as shown in Figure 4. Minor reductions in metal and color were also

reported. The reductions in metal and color are significantly smaller compared to the reductions in BOD and nutrient and are excluded in the diagram. No increase or reduction of other water pollutants was observed. Aggregate reduction in water pollutants is approximately 843,676 pounds (422 tons). Examples of activities at facilities to reduce their discharges to water include: improved training and awareness; improved cleaning practices; changed water reuse policies; and procedures put in place for waste water treatment.

Waste Reductions

Nine facilities reported an aggregate decrease in water use by 815 million gallons from the baseline year. Nine members reported a cumulative decrease in solid

waste generation by 58,529 tons from the baseline year. A major part of this success was achieved by increased recycling (8,506 tons) and increased composting (166 tons).

Seven members reported a 14.5-ton reduction in hazardous waste from the baseline year. Three members reported reductions in non-transportation energy use by a total of 4,958 MMBtu.

Other reportable achievements include the following:

- Reduction in pesticide use by approximately 51 gallons/application.
- Reduction in fertilizer use by nearly 40,670 pounds.
- Development of standard operating procedures for erosion reduction and native plants conservation plans.
- Development of newsletter and training videos for industrial users, employees and other interested parties to educate them about environmental issues as well as information regarding the EMS.

Caveats to the 2003 Results

- Data are self-reported by member facilities and are not verified by N.C. DENR.
- The 2003 aggregate reductions may be under-estimated because it does not include any results reported in nonstandard units that cannot be converted to common measures or actual figures. For example, a facility reported its reductions based on Environmental Performance Index. EPI is calculated by dividing the 2003 normalization factor by the 2002 normalization factor, multiplying that result by the production yield index. Therefore, without being provided with the raw 2002 and 2003 data, the actual figures for the net reductions could not be determined.
- Some facilities may have reduced their environmental impacts per unit of production but showed an increase in total impacts due to an increase in production. For example, a facility increased its production by 27 percent between 2002 and 2003 while its biological oxygen demand discharged to water increased by only three percent. The BOD discharged per unit production decreased by approximately 19 percent. The U.S. EPA Performance Track staff refers to this as becoming more “eco-efficient.” In order to account for member’s improvement in eco-efficiency in the net reductions and not offset against the aggregate results, the reduction from those facilities are “projected” by multiplying the decrease in environmental impacts per unit of production by 2003 production. For example, the projected BOD reduction for the above facility would be:

$$\text{Projected BOD Reduction} = \left(\frac{2002 \text{ BOD Discharge}}{2002 \text{ Production}} - \frac{2003 \text{ BOD Discharge}}{2003 \text{ Production}} \right) \times 2003 \text{ production}$$

This assumption may lead to both over- and under-estimation of the 2002 aggregate results. This report does not project decreases in environmental impacts for N.C. participating facilities.

- Some facilities' proposed goals focused on one component of an environmental aspect rather than on the aspect as a whole. For example, a facility proposed to eliminate the use of acetone rather than to reduce its total chemical consumption or hazardous waste generation.

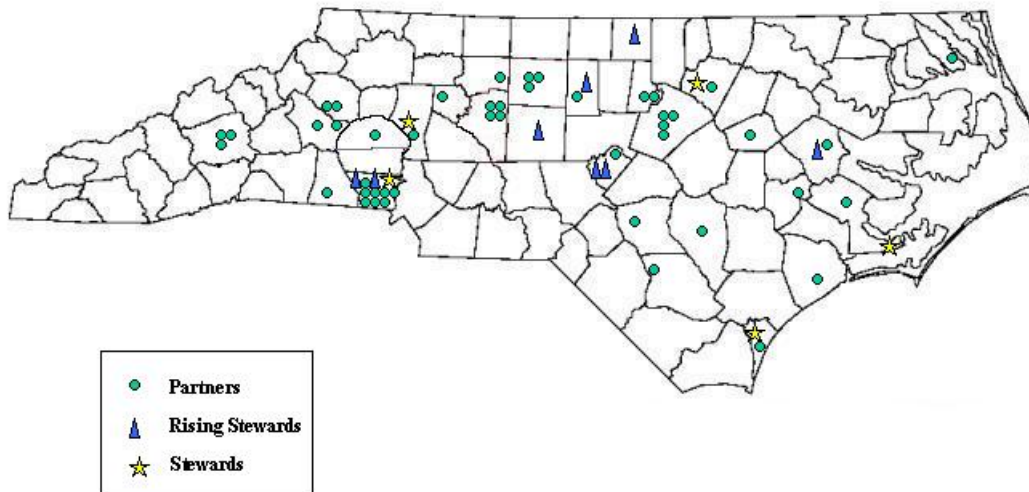
Current Status

The Advisory Workgroup, the DENR Internal Workgroup and DPPEA have endeavored to enhance the program the past two years. In addition to making recommendations to the DENR secretary on applicants to the ESI, the Advisory Workgroup is also charged with making recommendations on program changes. Changes to the program based on these recommendations implemented with the 2004 Steward application cycle include:

- Responsibility for review of Partner applications and recommendation to the DENR secretary for a decision on participation was transferred to the DENR Internal Workgroup.
- Participants at the Partner level will be reviewed after the first year rather than after the third year to assess progress made toward environmental performance goals and overall program goals.
- The definition for significant violation used initially as it relates to Notice of Violations will be considered as a guide rather than a requirement. The Advisory Workgroup will consider Steward applications from organizations that have received NOVs within the two-year period on a case-by-case basis following an on-site verification visit.
- Applications from organizations that are under a special order of consent will be considered on a case-by-case basis rather than be prohibited from consideration at the Steward level.
- A middle tier was added to the program called "Rising Stewards." Rising Stewards must have an environmental management system in place and must set aggressive environmental performance goals.
- Termination policy and procedures were recommended.
- The rotation of Advisory Workgroup members was revised and new members appointed.
- New marketing initiatives were launched including:
 - ESI posters were developed and distributed to other state agencies and local governments to promote the program and highlight members' participation.
 - Letters of introduction were sent to facilities that received their ISO 14001 certification.

Participation and interest in the program has continued to grow. A list and map of current ESI participants is shown in Figure 5.

Figure 5. 2004 ESI Participants



2004 Environmental Stewards:

ASMO North Carolina, Inc.
City of Gastonia Long Creek Water Resources Reclamation Facility
Corning Incorporated - Wilmington Optical Fiber Facility
Novozymes North America, Inc.
U.S. Naval Air Depot

2004 Rising Environmental Stewards:

City of Gastonia Crowders Water Resources Reclamation Facility
City of Gastonia Wastewater Treatment Division Biosolids Program
GKN Driveline - Alamance Facility
GKN Driveline - Roxboro Facility
GKN Driveline - Sanford Facility
GKN Driveline - Sanford Precision Forming Facility
NACCO Materials Handling Group
N.C. Zoological Park - Horticulture Section

2004 Environmental Partners:

American & Efird Inc. - Gastonia Plant 01
American & Efird, Inc. - Depot 21
American & Efird, Inc. - Dying & Finishing Plant 15
American & Efird, Inc. - Filament Plant 05
American & Efird, Inc. - Gastonia 56

American & Efird, Inc. - Gastonia Plant 20
American & Efird, Inc. - Maiden Plant 11
American & Efird, Inc. - Nelson 02
American & Efird, Inc. - Nelson 12
American & Efird, Inc. - Rush Plant 03 & 09
Baker Furniture High Point Facility
Baker Furniture Hildebran Facility
Baker Furniture Mocksville, N.C. Facility
Borden Chemical, Inc.
Borg Warner Emissions/Thermal Systems
BSH Home Appliances Corp.
City of Shelby First Broad River Wastewater Treatment Plant
Duke University
Engineered Sintered Components
Flextronics International N.C., Inc.
Fort Bragg & 18th Airborne Corps
Highland Industries Inc., Kernersville Finishing Plant
Hunter Farms Dairy
Lexington Home Brands - Plant 1
Lexington Home Brands - Plant 2
Lexington Home Brands - Plant 5
Lexington Home Brands-Plant 10
Marine Corps Base, Camp Lejeune
North Carolina Natural Gas Corporation
Premium Standard Farms - Clinton Plant
Progress Energy Carolinas Inc. - Energy Delivery - Transmission Dept., multiple facilities
Progress Energy Carolinas Inc. - Energy Delivery Services - Eastern Region
Progress Energy Carolinas Inc. - Energy Delivery Services - Northern Region
Progress Energy Carolinas Inc. - Energy Delivery Services - Southern Region
Progress Energy Carolinas Inc. - Energy Delivery Services - Western Region
Smithfield Packing Company, Inc. Tar Heel Division
Stockhausen Inc.
USCG-Support Center Elizabeth City
Warren Wilson College, Facilities Management and Technical Services

Looking Forward

In the year ahead, DENR will continue to improve and expand the ESI based on the first two years of progress by accomplishing the following goals:

- DENR will work to increase applications received for the Rising Steward and Steward levels, including increased applications at these levels by current ESI participants. DENR aims to maintain the growth rate in applications of all participant levels.
- DENR anticipates continued reductions in environmental impacts, similar to or exceeding the reductions reported for 2003, and continued progress toward goals of all ESI participants and will work with participants to meet and set new goals.

- DENR plans to streamline the application and reporting process by establishing an online application and annual report forms. This will help reduce paperwork, save time, unify reporting measures and improve reporting accuracy. A new on-line annual report will be completed by fall 2005.
- Ceremonies celebrating each new Stewards' acceptance into the ESI will be held at each Steward facility in recognition that all facility employees may have an impact on the environment and contribute to its protection. A participants meeting will be held in March 2005 for all ESI participants and will include recognition of new Partners and Rising Stewards.
- In order to encourage innovative solutions to environmental problems, DENR will highlight members' successes and share tips and resources among members, and DENR will develop several case studies on selected members.

Featured Facility—Novozymes North America, Inc.

Novozymes North American, Inc., of Franklinton, North Carolina, is a leader in enzyme manufacturing. Novozymes was North Carolina's first Environmental Steward. As an Environmental Steward, Novozymes is recognized as an organization that displays a commitment to superior environmental performance and continuous improvement.

"Novozymes was chosen as our first Environmental Steward because of its strong past performance in setting and achieving environmental performance improvements, its attention to potential environmental impacts when establishing business goals, and its proactive communication of environmental goals and impacts to its employees and the public."

- DENR Secretary William G. Ross Jr.

Some of the activities resulting in Novozymes selection as an Environmental Steward included:

- The company's inclusion of environmental requirements in employee job descriptions and recognition of employees for reaching environmental goals;
- Novozymes' extensive integration of its environmental management system and environmental performance goals into its business operations;
- Its practice of tracking environmental and social measurements and improvement goals and communicating these with the public;
- Actively including requirements for its suppliers in its environmental management system; and
- Development of training videos, which includes requirements for proper disposal of solid and liquid wastes for not only the operators, but also for suppliers and contractors.

"We continuously strive to minimize resource consumption and environmental impacts related to our production by using the best

available technology, optimizing our processes, developing recycling schemes for waste materials and by disposing of emissions and waste in an environmentally sound manner in accordance with regulations and local requirements. We are committed to the 'Triple-Bottom-Line' concept of environmental, social and financial responsibility and we solicit the active involvement of all employees in meeting this commitment."

- Lee Yarbrough, past president of Novozymes North America Inc.

As an Environmental Steward, Novozymes is recognized as an organization that displays a commitment to exemplary environmental performance beyond what is required by law and serves as a model for other regulated organizations.

"Novozymes serves as an example to companies across our state that profitability and environmental responsibility need not be mutually exclusive. The company's record can work to inspire other industries to help us maintain the quality of life that has always been a fundamental part of economic development and prosperity in North Carolina."

- Department of Commerce Secretary Jim Fain