

# How to shape your sustainability story:

You've made the commitments, you've taken action, now leverage it

Greenbiz • February 5, 2020

# Your Hosts:



Suzanne Shelton  
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Shelton Group



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Brand Strategy  
Rheem



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Sustainability  
Eastman

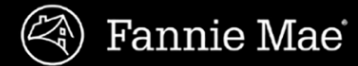


Rick Velleu  
Director, Content  
& Marketing  
EDF

We create a market advantage for  
organizations that create a sustainable future



The company we keep





We start here...

energypulse™

ecopulse™

b2bpulse™

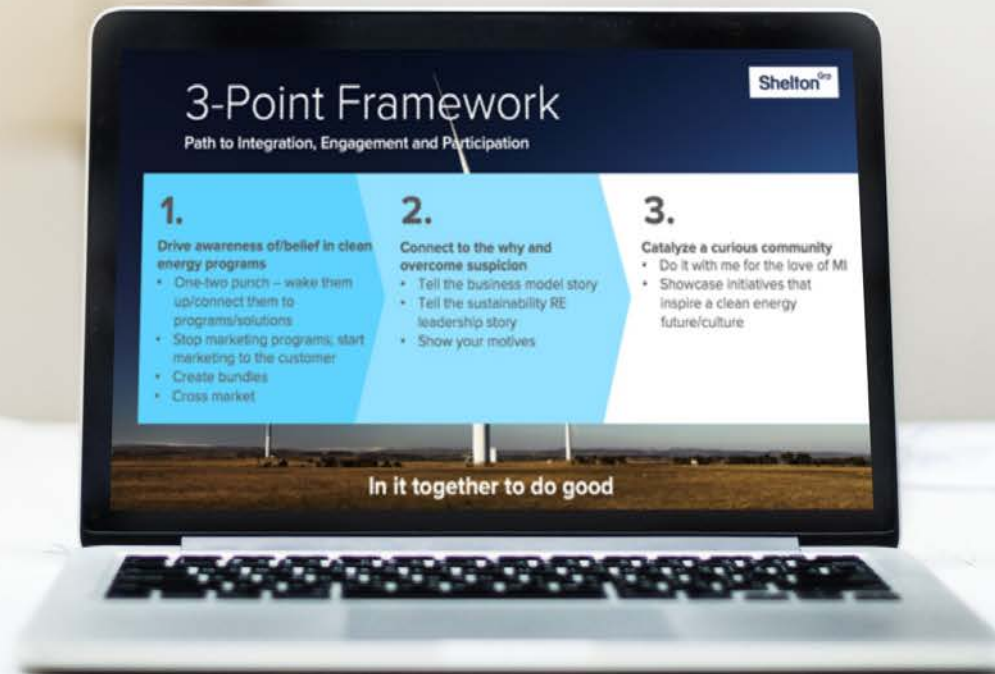
Shelton<sup>Grp</sup>

Shelton<sup>Grp</sup>

# Brands & Stands

*Social purpose is the new black*

...and we end with marketing strategies and plans that build brands, shift perceptions and drive sales...





**FERTILIZER AT THE GROUND LEVEL**

THE FARMER FERTILIZES HIS FIELD. HIS COWS PRODUCE A LOT OF MILK. AND HE IS HAPPY.

HE USES AS MUCH AS 50% OF THE FERTILIZER.

$N_2O$  (AIR POLLUTION)

nitrate (WATER POLLUTION)

**FERTILIZER IN THE SUPPLY CHAIN**

THE "LEVER" COMPANY DOES HAVE A PLAN FOR 2020. BUT WITH SOME CHANGING. (UN)SUSTAINABLE

WHAT'S EVERYONE SMILING ABOUT?  
Cash rebates for saving energy!

**IT'S YOUR  
TO SMILE**  
Get rebates for all your home's efficiency needs.

**America is in the middle of a  
social/cultural shift regarding the  
environment**



# 86%

of Americans believe that companies  
should stand for something other than  
making money

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Q13 - Which of the following social issues do you expect companies to take a stance on? (Check all that apply.) • Brands & Stands 2018

n=1,000

A woman wearing a vibrant green hijab and sunglasses is shown in profile, facing right. She is holding two shopping bags: one with large pink polka dots on a black background and another with green polka dots on a white background. The background is a solid orange color.

# 41%

want to be seen as  
someone who buys  
eco-friendly products

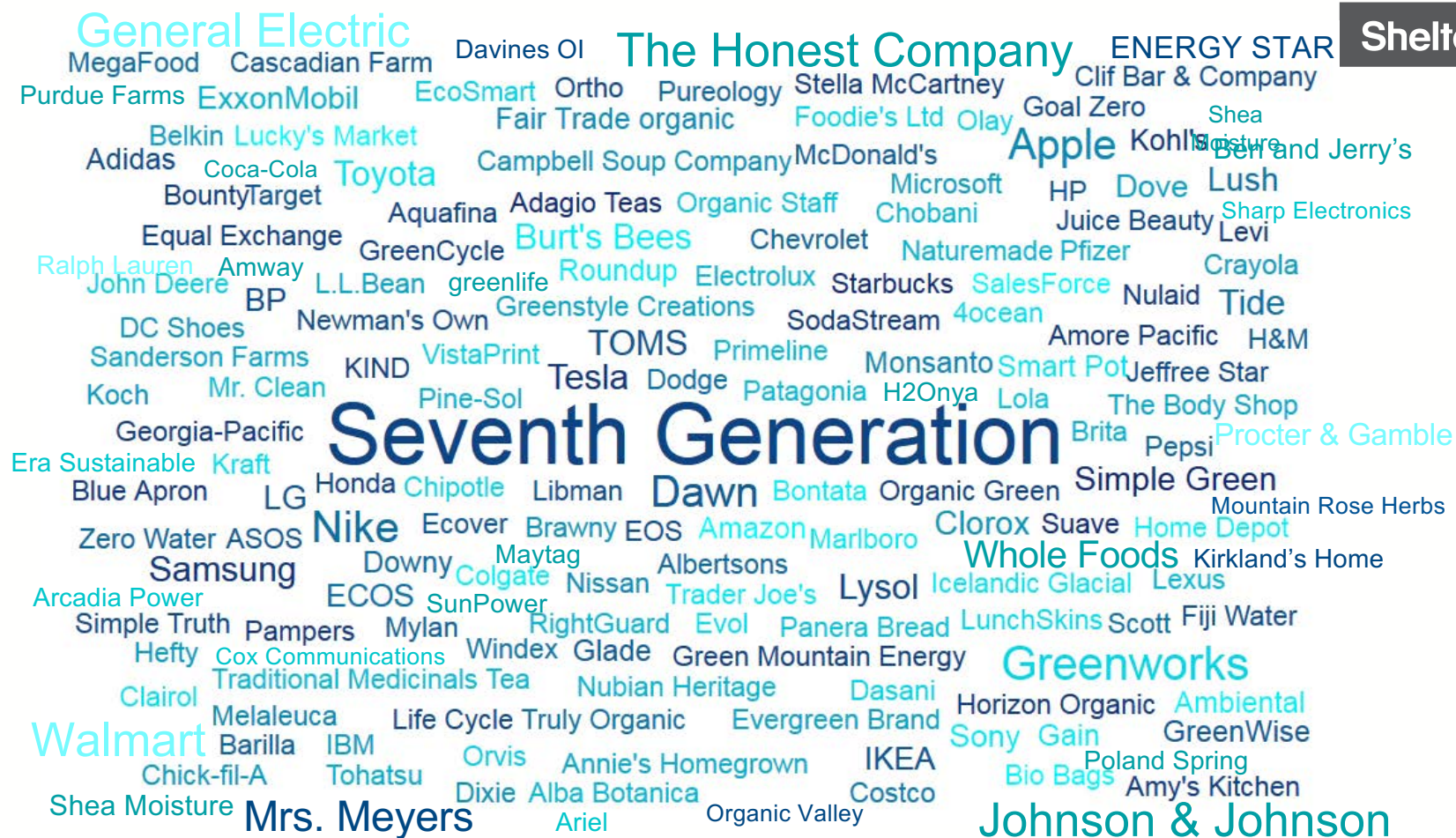
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Source: *Eco Pulse*, Shelton Group 2018

Q - How much do you agree or disagree with the following statement: Buying/using eco-friendly products is an important part of my personal image

n=2,012

25% of Americans can name a specific brand they've purchased – or not purchased – because of the environmental record of the manufacturer... from 2009 - 2014 it was 6%



Gain a sustainable advantage

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**So if it's about the company, what do they expect companies to do?**

Regardless of sector, they want companies to...

- 1 Create zero waste to landfill
- 2 Use renewable energy

Source: Eco Pulse 2016

# 64%

of consumers believe companies should provide ongoing support for issues that align with the types of products or services they offer

We tested a few companies and the causes they support.

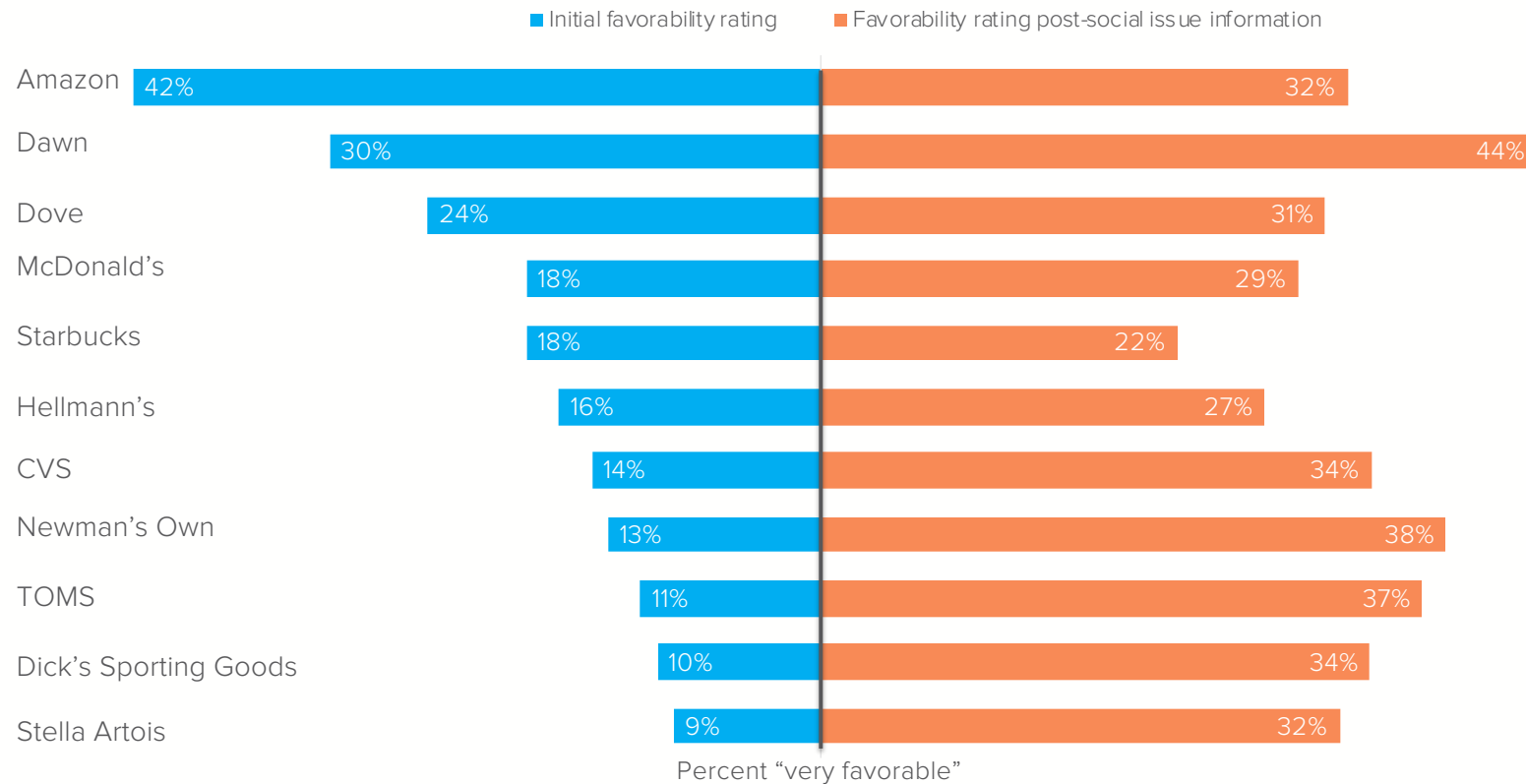


Company	"Big" cause supported
Amazon	Donates .5% of the price of eligible purchases to the charitable organization of choice
CVS	Stopped selling cigarettes and other tobacco products
Dawn	Has donated thousands of bottles to wildlife rescue workers at The Marine Mammal Center and International Bird Rescue to help rescue and release wild animals affected by oil pollution
Dick's Sporting Goods	Took a stand on selling guns, removing assault-style rifles from its offerings and instating a minimum age for gun purchases
Dove	Helps young people overcome body image issues and fulfill their potential by building positive body confidence and self-esteem
Hellmann's	Hellmann's Mayonnaise and Mayonnaise Dressings are now made exclusively from cage-free eggs
McDonald's	Aims to get 100% of its packaging from renewable, recycled or certified sources by 2025
Newman's Own	Newman's Own Foundation donates 100% of net profits and royalties from the sale of food and beverage products to support nonprofits around the world.
Starbucks	Committed to hire more than 10,000 refugees globally over five years
Stella Artois	Supports the "Buy A Chalice" campaign to help provide clean water for people in the developing world
TOMS	One for One® program matches every pair of shoes purchased with a new pair of shoes for a child in need

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## Looking at just the “very favorable” shows a dramatic lift

Shelton<sup>Grp</sup>



# However...

only

8%

of consumers could correctly match more than 6 of the 11 brands tested to  
their stands

## So...

- ✓ Your brand should stand for a social or environmental purpose, but it shouldn't be random
- ✓ Consumers will feel better about your brand and ultimately seek your products out and tell their friends and family about you --- all as part of their personal identity statement
- ✓ But you can't simply count on them to know what you stand for! You **MUST** proactively tell your story – with real marketing dollars – to get the full benefit of taking a stand.



**This isn't just a B-to-C play by the way...**



# 76%

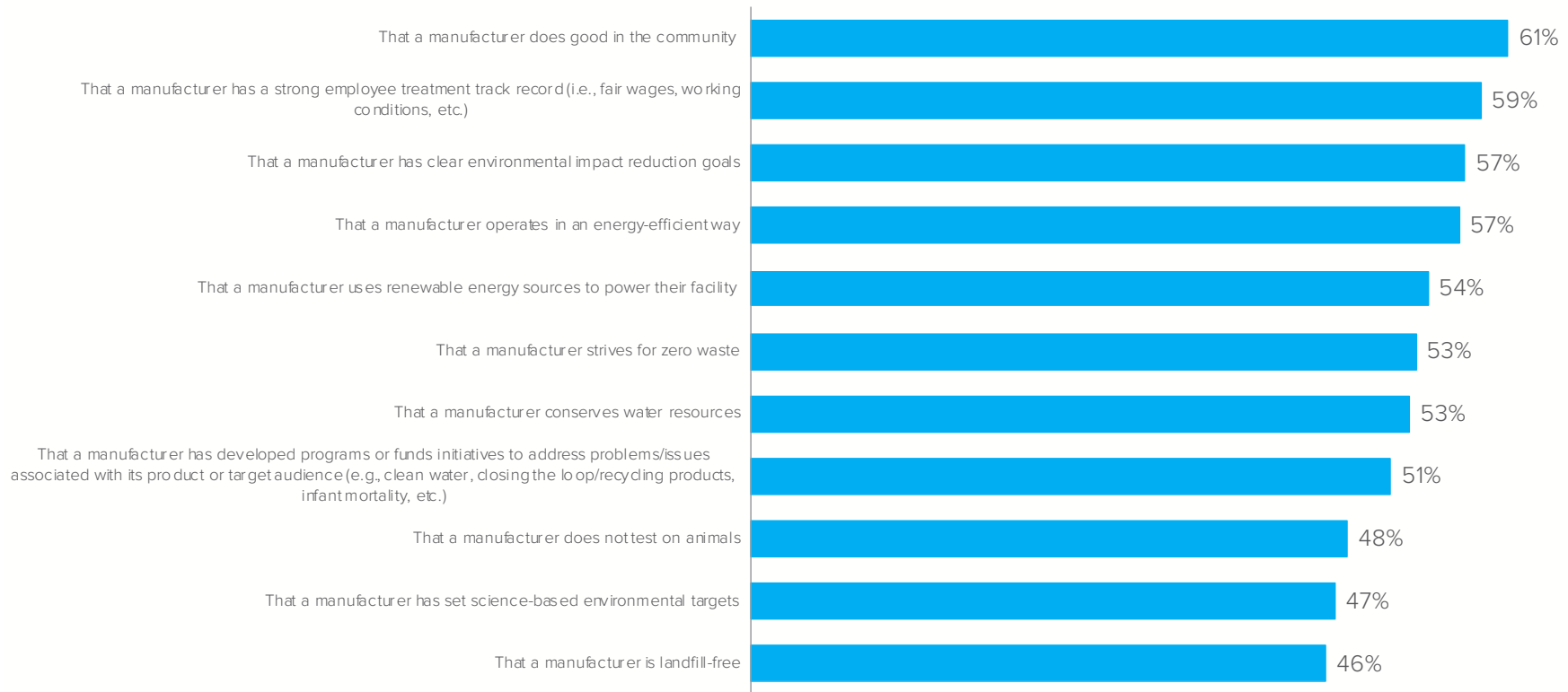
Of business decision-makers believe it's moderately, very, or extremely important that their company **takes a stand on social and environmental issues**

A supplier's environmental performance/sustainability  
record is important/very important to

62%

when selecting a **supplier** or making product purchase decisions

## Manufacturers who demonstrate sustainability-related characteristics will have a competitive advantage



*When choosing a new supplier or product for your business, what effect would each of the following characteristics have on your decision? Manufacturer characteristics*

OK, OK, OK...you get it. Now how do you actually do it? How do you translate what you're doing for people and the planet into a meaningful story and marketing strategy?

## What's required for any company to meaningfully contribute to and leverage sustainability

### Good sustainability management ...

- Identify your impacts (Scope 1, 2 and 3 GHG emissions) and supply chain risks
- Identify what matters most to your stakeholders
- Commit to rigorous impact goals
- Commit to a bold overarching environmental or social purpose that you can be known for and that aligns with stakeholder care-about
- Bake sustainability into your systems and process, aligned with your goals and bold commitment



### ... enables compelling communications

- Develop a memorable rallying cry and communications platform
- Bring it to life with your key stakeholders via ongoing content and communications
  - Populate existing communications streams with sustainability content
  - In some cases, create new communications streams (when you have a sustainability related issue to overcome or position to advocate for) and stand-alone content you can build from (like a CSR report)

**Sara, Cathy and Rick will show you  
how it works!**



# A GREATER DEGREE OF GOOD

Sustainability Overview



FOUNDED IN  
**1925**



BY BROTHERS

## Richard & Donald Rheem



Only Manufacturer  
of Air, Water &  
Refrigeration Products



Products Available  
In Over  
50 Countries

**Paloma**

Privately Held by  
Paloma Industries,  
Nagoya



Leading Global  
Brand In  
Water Heating



12,000  
Employees  
Worldwide



## A GREATER DEGREE OF GOOD Overview: Rheem's Sustainability Journey to Date

---

### **2017: Tasked with creating a business case for implementing Sustainability as a key strategy within Rheem.**

- Conducted **primary research** with key stakeholders and captured impactful **secondary research**
- Engaged thought-leaders to understand **challenges/best practices** in implementing sustainability as a business strategy
- Created **sustainability proof points** from current state of our plants and product offerings

### **2018: Presented sustainability business case to executive leadership, receiving approval to move forward.**

- Socialized new direction from the **top-down** throughout the global enterprise
- Developed strategic **sustainability pillars** and set global **metrics-based 2025 goals** tied to the UN SDGs

### **2019: Launched our Sustainability commitment at the AHR Expo, a key stakeholder event in January 2019 in Atlanta.**

- CEO **announced 2025 commitments** to the world, aligning to Rheem's 100<sup>th</sup> anniversary
- Created detailed **goal definitions and scopes**, integrated sustainability into existing processes and programs (N.America)
- Collected **foundational baseline information** (GHG and waste diversion rates) and created tracking processes (N.America)
- **Communicated sustainability progress internally** (Yammer, RCNs) **and externally** (Landing page and social)



A GREATER DEGREE OF GOOD Sustainability: A Comprehensive Framework

PLATFORM

A GREATER DEGREE OF GOOD

COMMITMENT

Designing For Zero Waste

PILLARS

Degrees of Innovation  
(Intelligent Products)

Degrees of Efficiency  
(Responsible Processes)

Degrees of Leadership  
(Inspired People)

SDGs



SDG 7: AFFORDABLE AND CLEAN ENERGY



SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

VISION

We see a future with zero energy and water waste in the use of our products.

We see a future with zero material, energy and water waste in our manufacturing, operations and supply chain.

Rheem is committed to addressing the labor shortage and increasing training needs facing the greater industry.

2025 GOALS

Rheem will launch a line of heating, cooling and water heating products that boast a 50% reduction in GHG footprint.

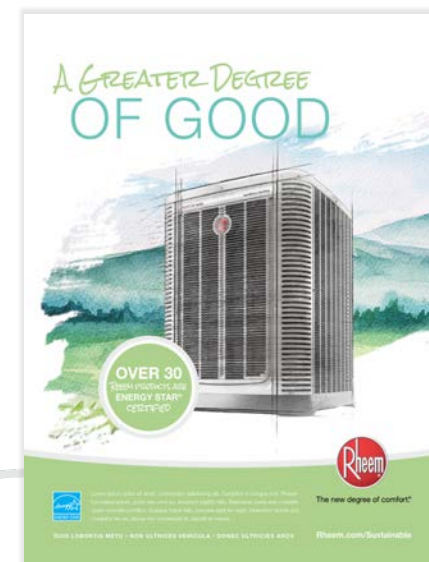
Rheem will reduce GHG emissions by 50% and achieve zero waste to landfill in its global manufacturing operations.

Rheem will train 250,000 plumbers and contractors on sustainable products or sustainable installation and recycling best practices.



## A GREATER DEGREE OF GOOD Sustainability Launch: Building Momentum

- Shared internally and with key customers in a phased approach Q3/Q4 2018: **Tone Videos, Launch Kits, Brand Camps**
- Introduced Rheem as a sustainable comfort brand to Atlanta in Q4 2018: **Billboards, Recycling Bins and Airport Screens**
- Released a 'A Greater Degree of Good' look & feel in Jan 2019 (Launch): **Web site, Social, Ads, Day of Comfort Videos**



## A GREATER DEGREE OF GOOD Sustainability Initiative: Marketing & Social Impact



### TruValue Insight Scores

1. RINNAI – 80
2. **RHEEM – 79**
3. INGERSOLL RAND – 74
4. BOSCH – 71
5. JOHNSON CONTROLS – 71
6. DAIKIN – 66
7. LENNOX – 58
8. A.O. SMITH – 48
9. NORITZ – N/A



TruValue Insight scores assess long-term Environmental, Social and Corporate Governance (ESG) performance by capturing and analyzing all news about a company, including trade blogs, NGO assessments and news sources - excluding company press releases or sustainability reports.

**MEDIA/PR**  
22 Placements  
with 17.4 M  
Media Impressions

**Entrepreneur**  
MAGAZINE  
Entrepreneur Mag  
Interview, May 2019

**GreenBuilder**  
Rheem Selected  
as 2019 &  
2020 EcoLeader

### Attracting Talent

47% of Rheem employees hired in 2019\* say that Rheem's sustainability initiative impacted their decision to join Rheem. And, 55% of that group, say it **highly or very highly** impacted that decision.

*\*Salaried U.S. Employees, including all Business Units*

# DEGREES OF INNOVATION – Intelligent Products –





## A GREATER DEGREE OF GOOD Requirements for New Sustainable Products

### 2019 Progress

Integrating  
Sustainability  
into Product  
Development

Positioning Rheem  
as a Leader in the  
Green Building  
Community  
through Select  
Sponsorships

Promoting  
Sustainable  
Product Solutions

82%

Of Homeowners Say They Prioritize Purchasing An  
**ENVIRONMENTALLY-FRIENDLY & SOCIALLY RESPONSIBLE**  
Home Appliance Over One That is Less Sustainable

80%+

Of the Lifetime Impacts of a Product are set in the  
**PRODUCT DEVELOPMENT PHASE**

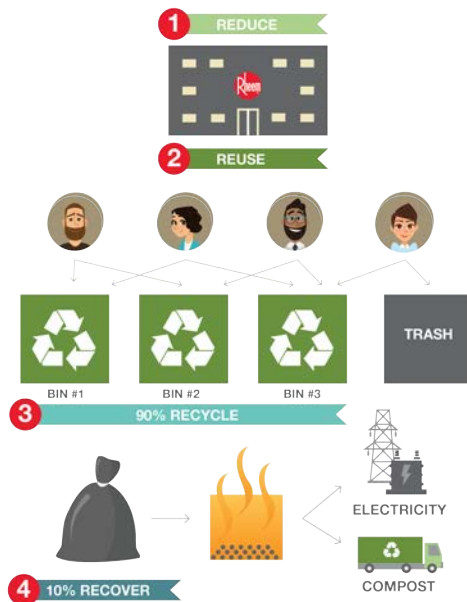


# DEGREES OF EFFICIENCY – Responsible Processes –





## A GREATER DEGREE OF GOOD Zero Waste to Landfill



### Step 1: REDUCE

We will reduce the amount of waste generated by efficiently converting raw materials into products and being thoughtful in the waste we create in all our facilities.



### Step 2: REUSE

We will look for innovative ways to reuse our manufacturing materials and by-products.



### Step 3: RECYCLE

We will sort and recycle waste that we cannot reuse so it can serve as raw material for new products.



### Step 4: RECOVER

We will convert the remaining materials to energy or compost.

## 2019 Progress

**Completed Waste Audits at all 12 of our North American plants and DCs**

**Pilot Site (FSM) Developed Implementation Plan**

**Go Zero Icons/Campaign**

**Created Videos for 2020 Internal & External Communication Plan**



## A GREATER DEGREE OF GOOD Greenhouse Gas Reduction

### 2019 Progress

Captured  
Comprehensive GHG  
Baseline for North  
America

Summarized Global  
Data Availability &  
Quality

Piloted GHG Data  
Collection Tool



DISCOVERY &  
DEFINITION



DATA  
COLLECTION



FOOTPRINT  
CALCULATION



REDUCTION  
STRATEGY



Global GHG  
Baseline –  
Q1/Q2  
2020



GREENHOUSE  
GAS PROTOCOL

# DEGREES OF LEADERSHIP

## – Inspired People –



# A GREATER DEGREE OF GOOD Integrating Sustainability Into Product Training

## 2019 Progress

Integrated  
Sustainability into  
Training at all North  
American ILCs and  
Ensured Tracking

## WHY & HOW TO SELL SUSTAINABLE PRODUCTS

## CATEGORY BEST PRACTICES

### What You Can Do

#### General Best Practices

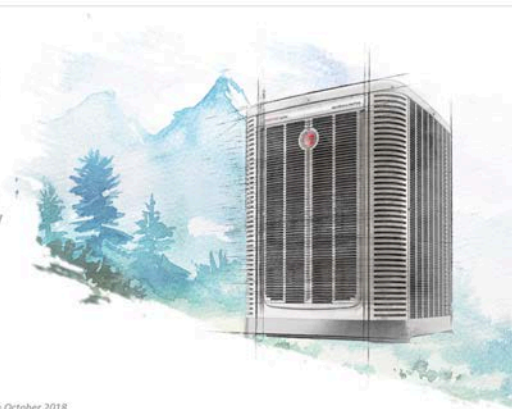
- Purchase parts/tools/materials from sustainable companies
- Consider investing in a fuel efficient vehicle
- Embrace natural cleaning solutions
  - Vinegar and/or bicarbonate solutions
- Use sustainable materials/tools when possible
  - Eco-friendly glues
  - Low-emission tools (mechanical vs. battery operated tools)
- Use less paper for business dealings
  - Utilize a tablet instead of brochures or catalogs to access product collateral
  - Transition to paperless invoicing and billing
- Avoid disturbing the natural environment as much as possible
- Consider obtaining a NATE certification to ensure proper installation and service of equipment
- Stay up to date with sustainability-related announcements from industry organizations such as AHRI, PHCC, HARDI and ACCA



### Your Customers are Willing to Pay More

The majority of customers (64%) indicate that they would pay a premium for a sustainable HVAC system that would save money on utility bills.\*

Among customers that would pay a premium, almost half (49%) indicate that they would pay a 6-10% premium for a sustainable HVAC system that would save money on utility bills.\*



National quantitative study conducted by Hanover Research in October 2018 including 902 homeowners segmented by HVAC and water heating respondents.

21

## PRODUCT FEATURES & BENEFITS



# A GREATER DEGREE OF GOOD Next Steps in Sharing Our Sustainability Story

## Proactively Share Sustainability Progress With Our Key Stakeholders

### External

- 2020 Sustainability Progress report
- Quarterly Updates on Sustainability Landing page
  - Stats, Videos, Thought-leadership Articles, Quotes
- Heavy Presence on Social Channels
- Sustainability Sponsorships / Partnerships / Events

### Internal

- Sustainability Campaign Email Series
  - Global and Local
- Yammer Posts (2-3x week)
- Videos for monitors in offices/plants
- Highly Visible Sustainability 'Teams'



# Eastman's Sustainability Story

**EASTMAN**





INNOVATION  
*THEN. NOW. NEXT.*

**EASTMAN**  
— CELEBRATING —  
**100 YEARS**  
1920 – 2020

**Fortune 500**

Serve customers in



100+ countries



14,500  
EMPLOYEES



**\$10** BILLION  
2019 revenue

A century of innovation embedded in our culture

**EASTMAN**



A journey from a diversified to a **materials innovation company**

## OPERATING FOUR BUSINESS SEGMENTS

Additives &  
Functional Products

Chemical  
Intermediates

Fibers

Advanced  
Materials





Eastman is a global specialty materials company that produces a broad range of products found in items people use every day.

With the purpose of **enhancing the quality of life in a material way**, Eastman works with customers to deliver innovative products and solutions while maintaining a commitment to safety and sustainability.

**EASTMAN**

# Prior Approach to Sustainability

## Sustainability at Eastman

Eastman is dedicated to enhancing the quality of life in a material way – making a positive impact on the world by offering our stakeholders a dedicated approach to sustainable innovation. We're driven to help address the changing needs of the world and its growing population. In short, sustainability is at the heart of our company purpose and strategy.



# 2020 Sustainability Goals

## Steering a sustainable portfolio

Creating innovative value through our sustainable products

### Innovation

#### PRODUCT PORTFOLIO

Drive Eastman to innovate more sustainably advantaged products



## Driving resource productivity

Creating productivity value through more efficient use of resources

### Energy

Reduce energy intensity by **20%** by **2020**

### Greenhouse gas emissions

Reduce GHG intensity by **20%** by **2020**

### Water

Increase water use efficiency and ensure sustainable withdrawals and supply

### Safety

Maintain our strong commitment to a zero-incident mindset

**ZERO**  
INCIDENT MINDSET

## Focused good for good

Creating shared value through strategic partnerships and social innovation



SUPPORT CATALYTIC projects and initiatives



Focused on education, environment, empowerment, and economic development

Eastman is evolving into

**a materials  
innovation  
company**

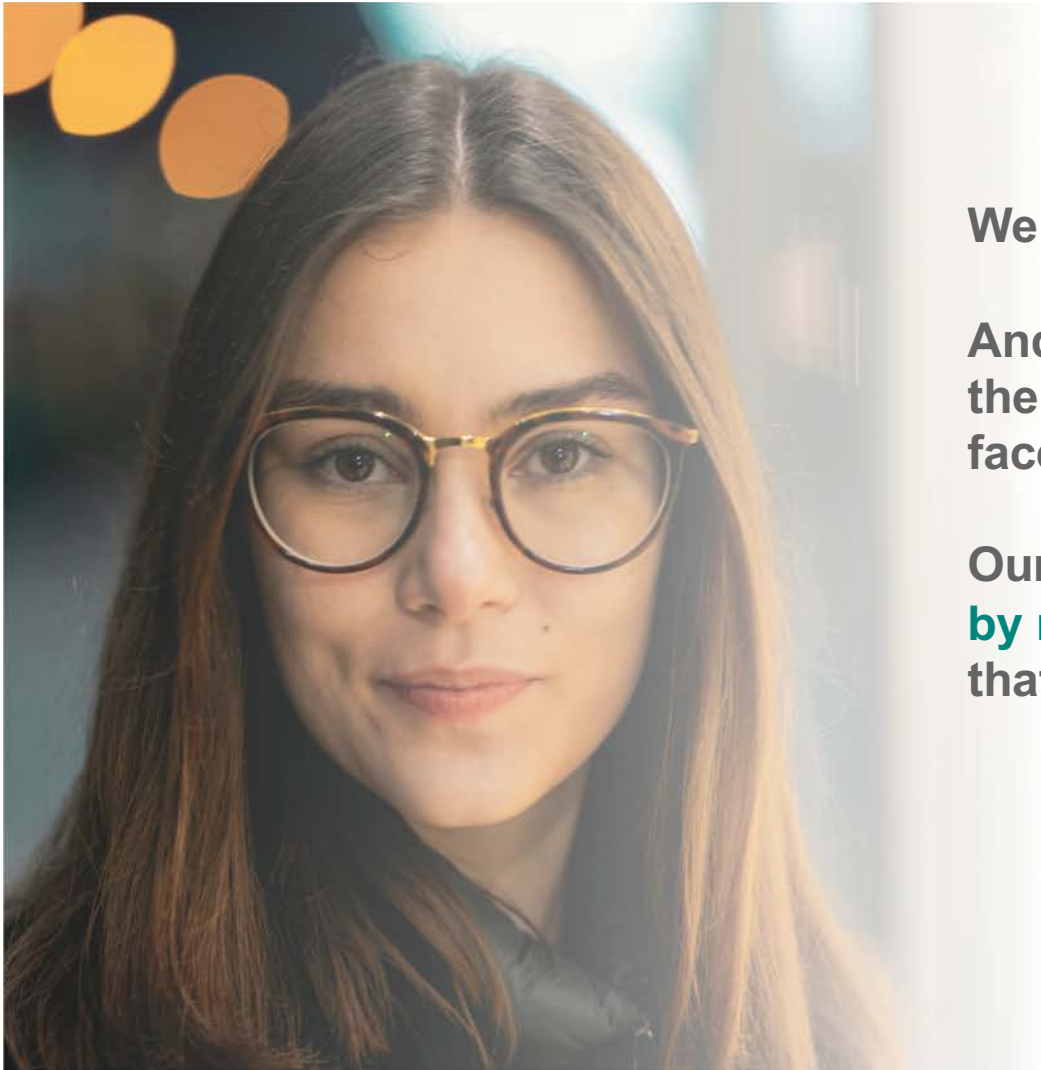
**EASTMAN**

*Who* we are leads to...

EASTMAN

...**why** Eastman is pursuing sustainability

**EASTMAN**



We are a company of **problem solvers**.

And right now, our people are tackling the biggest problems we've ever faced. **Problems that face us all.**

Our goal is to **transform tomorrow by revolutionizing the materials** that shape it today.

**EASTMAN**

**How** does Eastman  
revolutionize  
materials?

**EASTMAN**



**Eastman creates far more value  
than the resources we consume  
through our...**

**EASTMAN**



**Products +  
Technologies**

**Partnerships**

**Operations**

**EASTMAN**



## Products + Technologies

***Our people** create and evolve Eastman products, and rethink and retool our unique technologies*

### **Lead story:**

Driving the shift to circular materials

Specifically, leading the change from landfilling to chemical recycling

### **Secondary stories/proof points:**

Scaling up biobased materials

Creating home compostable and biodegradable solutions

Steering a sustainable portfolio *(integrating sustainability assessment into innovation; setting targets for overall sustainability performance)*

**EASTMAN**



## Partnerships

***Our people** come together as a company,  
as a community, and as a vital industry  
partner*

**Lead story:**

Creating systems, value chains and partnerships to  
enable a circular materials reality – now

**Secondary stories/proof points:**

Doing Good for Good *(in education, environment,  
empowerment and economic development)*

Developing employees

**EASTMAN**



## Operations

***Our people** apply their expertise and experience to continuously improve the way our company runs*

**Lead story:**

Advancing efficient, responsible resource productivity *(recognizing the interconnection between energy, water, land, food and materials)*

**Secondary stories/proof points:**

Reducing emissions and hazardous waste

Fostering a zero-incident mindset *(safety for people and the environment)*

**EASTMAN**

**<sup>1</sup>Products + Technologies**



# **Revolutionizing Materials Communications Hierarchy**

**<sup>2</sup>Partnerships**

**<sup>3</sup>Operations**

**EASTMAN**

## WHO

a materials  
innovation  
company *of*  
*problem*  
*solvers*

## WHY

And right now, our  
**people** are **tackling the**  
**biggest problems** we've  
ever faced –problems  
that face us all.

Our goal is to transform  
tomorrow by  
**revolutionizing the**  
**materials that shape it**  
today.

## WHAT

**We are enhance(ing)**  
**the quality of life in a**  
**material way.**

## HOW

Our people do this through products & technologies,  
partnerships and operations.

**EASTMAN**

**That sustainability story architecture drives  
how and where we leverage our story.**



EASTMAN

## Innovating. Accelerating. Enhancing.

Sustainability Report 2019



### Innovating. Accelerating. Enhancing.

Sustainability Report 2019

CEO statement	2
Eastman at a glance	3
CSO statement	4
Sustainability strategy	6
Steering a sustainable portfolio	8
Driving resource productivity	9
Focused good for good	10
Stakeholder engagement and value chain	11
Stakeholder priority assessment	12
Stakeholder assessment matrix	13
Governance	14
Values, policies, and guidelines	16
Sustainability in action	18
Accelerating a more circular economy	19
Partnering to drive social innovation	23
Translating trends into value	26
Fostering a zero-incident mindset	29
Goals and progress	32
Priority goals	33
Steering a sustainable portfolio	34
Driving resource productivity	35
Focused good for good	37
Scope of report	38
Global Reporting Initiative (GRI)	39
GRI content index	40
GRI content appendix	54

## A message from the CEO

The world is growing at a rapid pace. The rising middle class needs solutions.

We need safe products. We need better products. We desire products that are good for the planet. With a growing population comes problems that can and must be solved — but they are problems so complex that the solutions must come at a molecular level. And that is where Eastman comes in.

Across the entire portfolio, we are delivering innovations that enable lightweighting cars, improved energy efficiency of tires, safer consumer products, reduced use of antibiotics in animals, enhanced water treatment and much more. I'm incredibly proud of the work our teams are doing to not only innovate products and develop new applications but also to pursue innovative recycling solutions to address the growing challenges of waste plastic in our environment. We are currently engaging potential partners and are encouraged by the tremendous interest in providing real solutions to this issue.

Global disruptions and macro trends such as the pressing need to accelerate a more circular economy and enable a lower-carbon economy drive us to innovate sustainably — faster. As we relentlessly engage our markets and convert those market complexities into value, we are at a tipping point. Sustainability isn't simply a nice product attribute. It's a requirement. Consumers demand it, and our customers expect it. Sustainability isn't a corporate initiative at Eastman but a core element of our innovation-driven growth strategy.

With the publication of this report, we are reaffirming Eastman's commitment to the 10 principles of the United Nations Global Compact as well as alignment to global standards, including Global Reporting Initiative (GRI) and Sustainable Development Goals. Throughout the report, I hope you will see that sustainability is part of who we are. We are a company of problem solvers. And right now, our people are tackling the biggest problems we've ever faced — problems that face us all. Our goal is to transform tomorrow by revolutionizing the materials that shape it today.

  
Mark J. Costa  
Board of Directors Chair and Chief Executive Officer



**“We are a company of problem solvers. And right now, our people are tackling the biggest problems we've ever faced — problems that face us all. Our goal is to transform tomorrow by revolutionizing the materials that shape it today.”**

— Mark J. Costa

EASTMAN



## We Are

A materials innovation company *of problem solvers*

And right now, our people are **tackling the biggest problems** we've ever faced – problems that face us all.

## Pillars

Products + Technologies

Partnerships

Operations

## Stories

- Brand
- Circular Economy
- Business
- Market
- Product

## Channels

Advocacy

Thought Leadership & Speaking Engagements

Business Outreach & Customer Connect

## Audiences

Policy Makers

Media

Peer/Industry

Customers

Our goal is to transform tomorrow by **revolutionizing the materials** that shape it today. Through ...



The stories universally feed the channels column

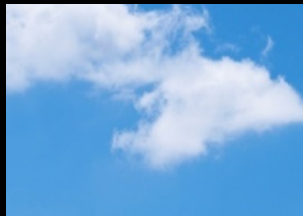


Channels reach specific audiences



**EASTMAN**

# EDF+Business



Climate



Energy



Ecosystems



Health



Oceans

A photograph of the Earth's horizon as seen from space, showing the curvature of the planet and swirling white clouds over a dark blue surface.

+50 years  
of finding the ways that work.



A photograph of a solar field under a clear blue sky. A worker wearing a white hard hat, safety glasses, and a dark jacket stands in the foreground, looking up at a large solar panel structure. The sun is bright, creating a lens flare effect. The solar panels are mounted on metal frames and are arranged in rows. The ground is dry and sandy.

Solutions-driven

Pragmatic





# Experienced



1967



1979



1987



1996



2005



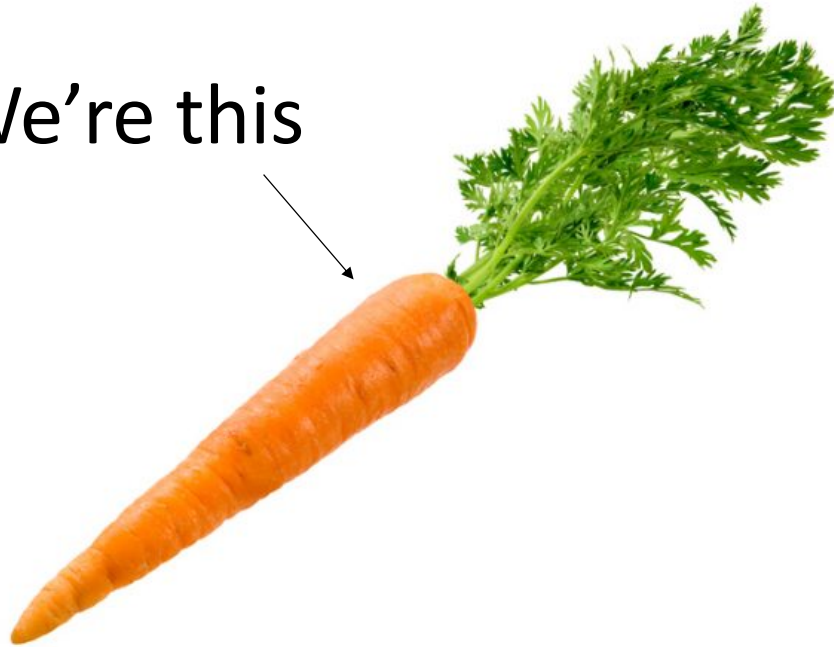
# Forward-looking







We're this



Not this



# Defining the story:



We get business.  
We get environment.  
We get results.

CONFIDENTIAL

## Elevator Pitch Options

EDF

### Elevator Pitch #1

We're working to create a world where the environment thrives in unison – the marketplace and catalyzing innovative supply chains. For 25 years, we've been transforming "business as usual" by combining science, policy and economic expertise into high-impact solutions. Walmart, KKR and FedEx – to help execute, measure and scale sustainable

### Elevator Pitch #2

We believe companies, communities and the environment can and must thrive in unison. EDF+Business is catalyzing the corporate leadership and collaboration that will make it happen. We leverage the power of the marketplace to drive scalable solutions that help businesses become more innovative, sustainable and profitable. For 25 years, we've been combining science, policy and economic expertise to empower high-impact companies – including Walmart, KKR and FedEx – to transform "business as usual" in their products, operations, supply chains and advocacy.

### Elevator Pitch #3

We believe companies, communities and the environment can thrive in unison – and we're making it happen by leveraging the power of the marketplace. For 25 years, we've combined cutting-edge science, economic expertise and unexpected partnerships to help high-impact companies – including Walmart, KKR and FedEx – transform business as usual in their products, operations, supply chains and advocacy.

Telling the story  
[external].

**It's not either  
or...**

**Lead**



Shelton<sup>Grp</sup>

Do. **Lead.** Thrive.



**Lead by doing.** Profit by leading.



Shelton<sup>Grp</sup>

Your Business. Your World. **Your Legacy.**

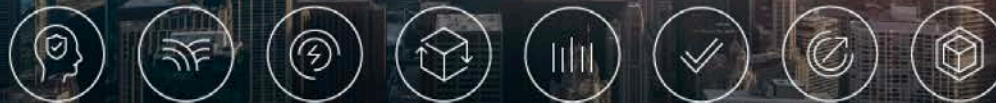


Shelton<sup>Grp</sup>

The **world** is your business.



The World is Your Business.  
*Here's How to Lead.*



<https://business.edf.org/>



## Sustainability, Streamlined

The Supply Chain Solutions Center matches you with sustainability resources, best practices, thought leadership and news – filtered to help you solve your specific challenges.

[GET THE OVERVIEW](#)

SUSTAINABLE  
AGRICULTURE



THRIVING FORESTS



SAFER CHEMICALS



SUSTAINABLE  
ENERGY



GREEN FREIGHT



ZERO WASTE

### TRENDING CONTENT

<https://supplychain.edf.org/>



Clean Energy Ministerial case studies



Sustainable agriculture 101: understand landscape



Safer chemicals 101: understand the landscape



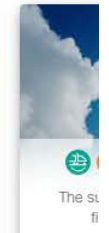
Green freight 101: introduction



Food waste 101: get informed



Packaging waste 101: the solutions



The supply chain

**Let's give the process a try!**

Questions?

# Thank you!

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