

Environmental Stewardship Initiative Annual Report

published December 2015



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N.C. Department of Environmental Quality
Division of Environmental Assistance and Customer Service
1639 Mail Service Center, Raleigh, NC 27699-1639
877-623-6748 (toll-free)

Cover photo: DEQ Chief Deputy Secretary John Evans presents Steward recognition plaque to TE Connectivity, Pegg Road Greensboro Campus employees.

Executive Summary

The N.C. Department of Environmental Quality's Environmental Stewardship Initiative is a voluntary program that assists and encourages facilities to use pollution prevention and innovation to meet and go beyond regulatory requirements. The ESI takes a unique approach to supplement regulation by providing a voluntary, systematic and holistic approach to environmental management.

Reductions and cost savings reported by members demonstrate real results and improvements to the environment and economy in North Carolina. The ESI model addresses environmental challenges through partnerships and a voluntary, comprehensive and innovative approach that benefits the environment and continued economic growth.

This approach combines recognition with assistance, training, mentoring and networking opportunities. A three-tiered membership structure of Partners, Rising Stewards and Stewards allows participation from a wide range of organizations. The Partner level is the entry level of the program and helps organizations set environmental goals and develop an Environmental Management System while higher tiers require organizations to be models of stewardship, as well as provide mentoring and educational resources to others in the program. In 2014, ESI had 141 member sites as shown in Figure 1 below.

2014 ESI Participants

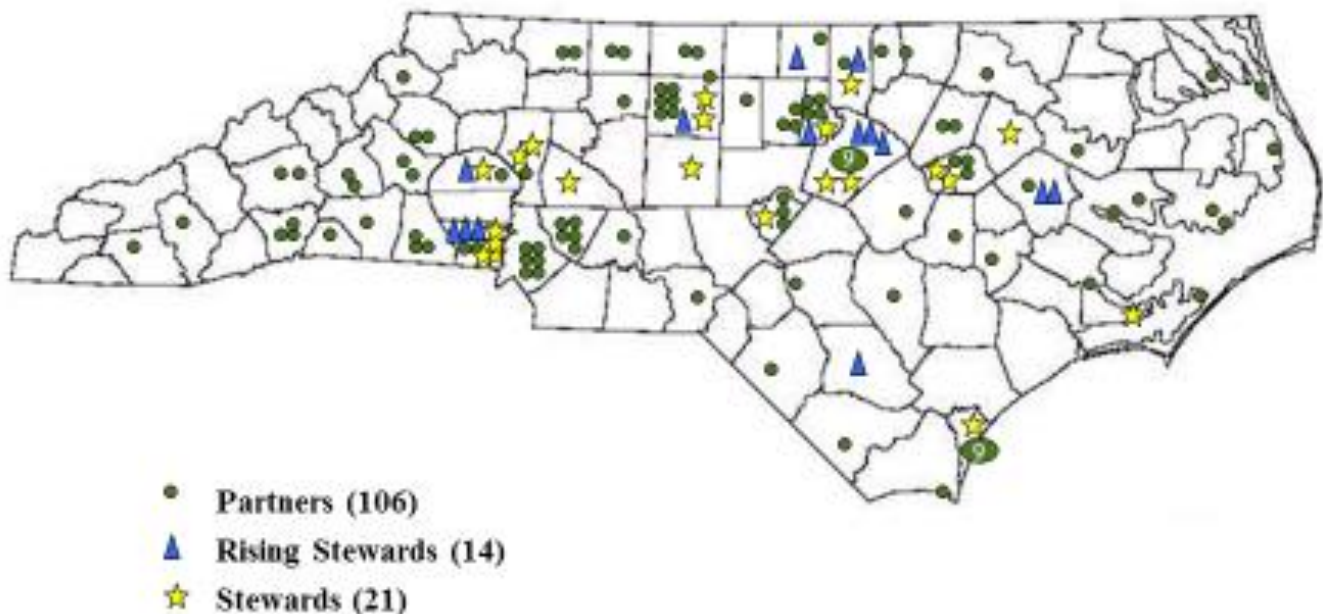


Figure 1: Map of 2014 ESI Participants

The ESI Program is open to any entity in North Carolina that commits to improving its environmental impact. (See the Membership section of this report for more information on eligibility and the three levels of the program). ESI members commit to developing environmental management systems and/or measurable goals that lead to continual improvement and stewardship. In 2014, ESI members set 274 goals covering multi-media regulated and non-regulated impacts including energy and water

conservation. Eighty-six members reported progress toward these specific goals. Partners may apply to the program as a multi-site that allows a collection of sites to submit a single annual report. New members must be in the program for at least one year prior to having their results included in the totals. Therefore the total reporting may be less than the total membership numbers. The following environmental impact reductions shown in Table 1 were reported for 2014.

2014 ESI Members Reported Achievements

| | Area | 2014 | Unit |
|-------------------|-----------------------------|-----------------|------------------|
| Reductions | Air Emissions | 112.03 | Tons |
| | Greenhouse Gas Emissions* | 11,136 | Metric Tons CO2e |
| | Hazardous Waste | 1,538 | Tons |
| | Landfilled Waste | 11,505 | Tons |
| | Energy | 79,175 | mmBtu |
| | Water Use | 2,105,928,788 | Gallons |
| | Material Consumption | 23,073 | Tons |
| | Wastewater Pollutants | 11,139 | Tons |
| | Wastewater Volume Reduction | 7,381,860 | Gallons |
| Totals | Biomass Recovery** | 17.40 | Tons |
| | Total Recycled Volume | 32,158 | Tons |
| | Total Cost Savings | \$ 2,188,477.95 | |

*Indirect not reported in energy reductions

**Category created for compost/mulch related goals

Table 1: 2014 ESI Members Reported Reductions

2014 Progress Report

By supporting and encouraging superior environmental performance from North Carolina's business and industrial community, the ESI seeks to assist organizations in implementing environmental management systems and making progress on environmental goals. The ESI strives to help communities that share ideas and develop an atmosphere of collaboration while fostering a culture of continuous improvement.

The current command and control regulatory approach to environmental management is necessary in the real world and has led to significant improvements. However, it is not practical or fiscally possible for North Carolina to regulate all pollution and consumption of natural resources. The ESI seeks to reduce an organization's impacts beyond measures required by any permit or rule in a way that will improve the environment, conserve natural resources and provide long-term economic benefits.

Each organization has committed to report annually on its progress toward meeting its goals. This annual report summarizes all of the self-reported annual data collected by the ESI members in calendar year 2014. Starting in 2005, members included cost savings from implementing environmental improvements. Reporting on greenhouse gas emissions reductions was first included in 2008. A new category was created in 2010 for biomass recovery. It was created to capture activities related to composting and mulching as a means of diverting waste from landfills for a beneficial use. In 2012, the ESI was opened to organizations not regulated by DEQ permits in order to increase the program's reach and build a larger network of organizations working together to make North Carolina a model of environmental stewardship.

Achievements

Membership Growth

ESI membership has grown by almost six times its original membership, from 24 member sites in 2002 to 141 member sites in 2014. In 2004, a middle tier, the Rising Steward level, of membership was added (Figure 2). Beginning in 2005, Partner applicants were allowed to submit one application for multiple facilities. Facilities of all sizes participate with the smallest having only one employee and the largest employing more than 74,000 (Figure 3). Sixty-eight members are registered to ISO 14001 by third-party auditors and three have been deemed functionally equivalent by ESI staff. In 2014, one member facility closed and three chose to drop out of the program rather than submit the required ESI annual report.

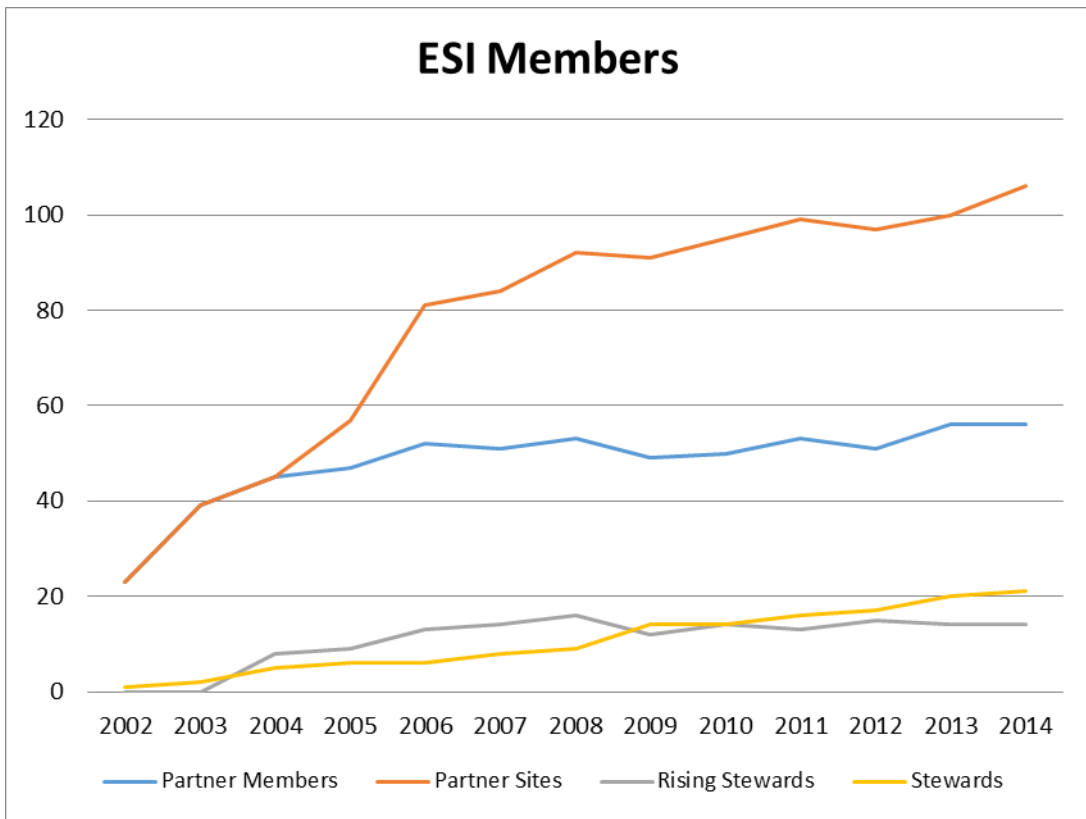


Figure 2: ESI Membership Growth, 2002-2014

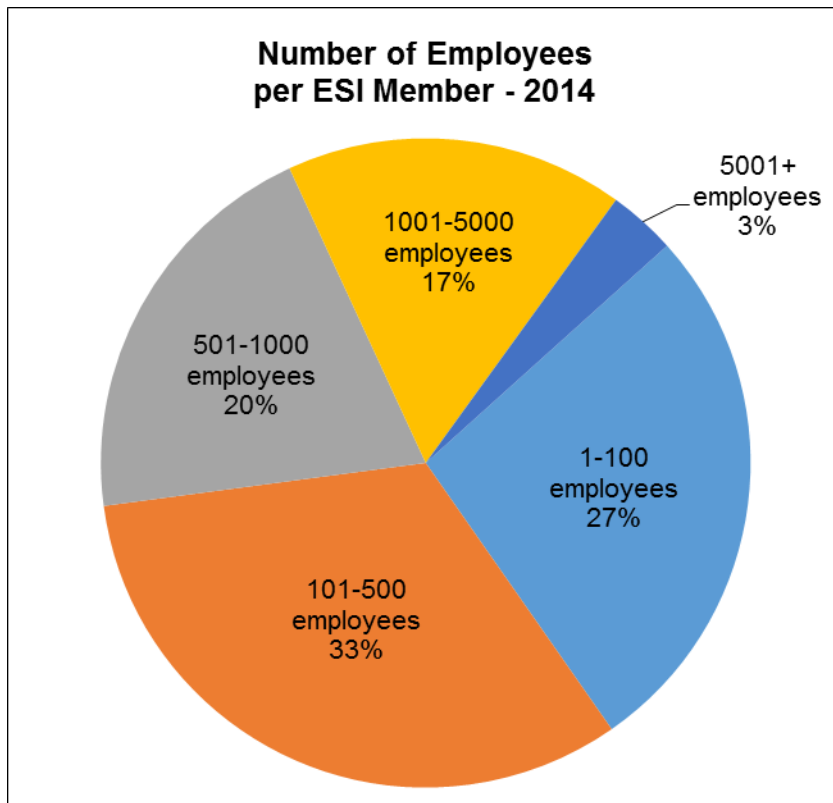


Figure 3: Graph of ESI Members by Number of Employees

Member Goals

In 2014, ESI members reported on 274 goals that covered multi-media regulated and non-regulated impacts. As shown in Figure 4, the greatest number of goals set in 2014 were related to energy use reductions.

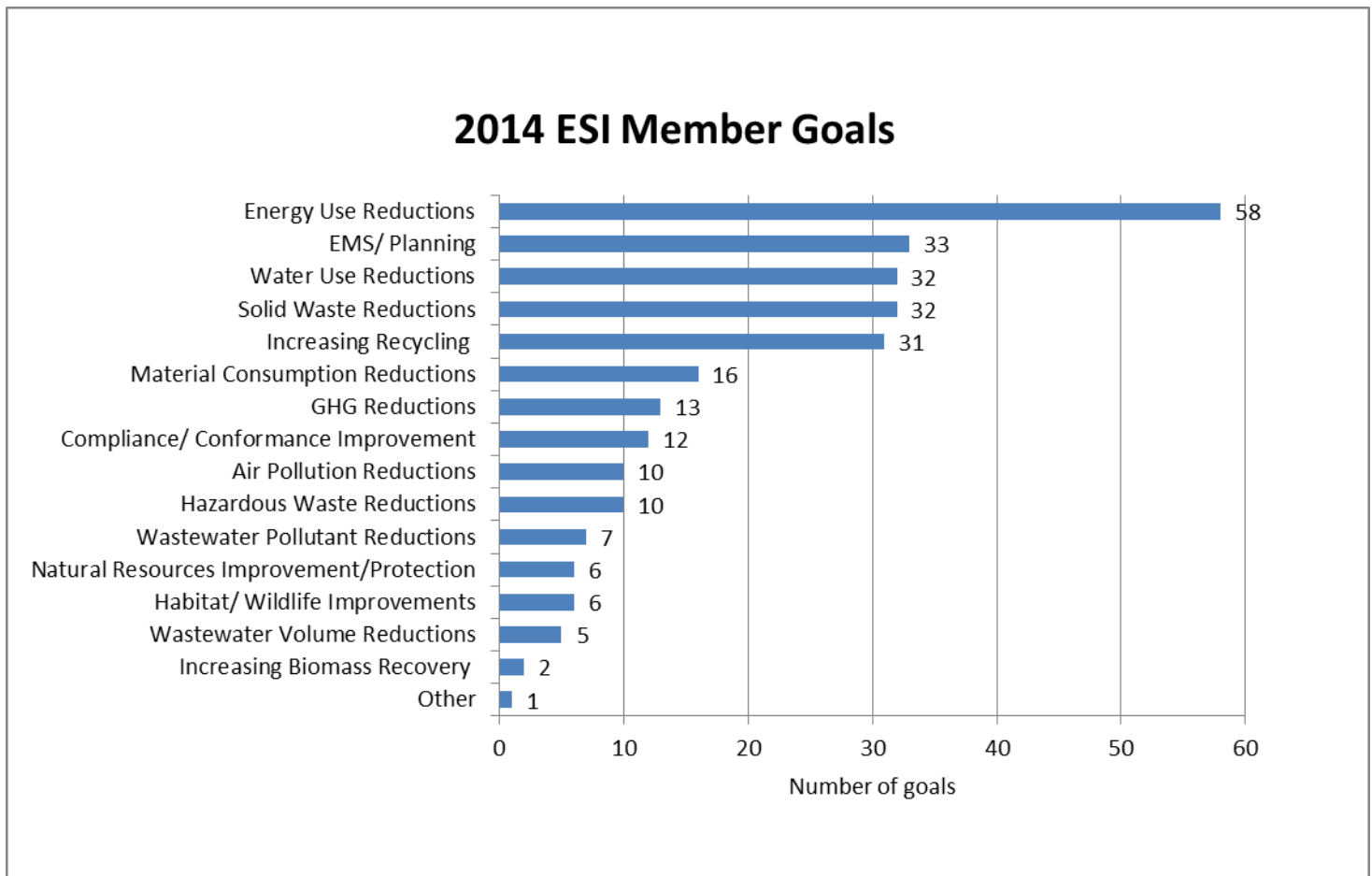


Figure 4: Graph of 2014 ESI Member Goals

Member Reductions

ESI members are required to report on performance toward environmental goals and reductions in environmental impacts. While there are 141 sites in the program, there are eight multi-site members reporting. Therefore, 86 members reported progress toward these goals, resulting in the following environmental impact reductions (See Tables 2 through 5). Members' reductions are included in the final compilation after being in the program for one full year. All reduction data are self-reported by member

facilities and are not verified by the N.C. Department of Environmental Quality. While reductions are only counted in the first year of their occurrence, most are permanent reductions.

| Year | Total Cost Savings |
|---------------|----------------------|
| 2004 | NA |
| 2005 | \$ 12,721,772 |
| 2006 | \$ 10,393,930 |
| 2007 | \$ 2,961,039 |
| 2008 | \$ 4,523,391 |
| 2009 | \$ 3,070,439 |
| 2010 | \$ 3,270,504 |
| 2011 | \$ 13,292,968 |
| 2012 | \$ 5,262,972 |
| 2013 | \$ 836,537 |
| 2014 | \$ 2,188,478 |
| Totals | \$ 58,522,030 |

ESI members saved enough money on environmental projects in 2014 to pay the salary of almost 73 people earning \$30,000 per year.

Table 2: Total cost savings from environmental projects reported 2004-2014

ESI members saved enough energy in 2014 to power over 1,040 average North Carolina homes for a year.

| Year | Energy Reductions | GHG Emission Reductions * | Air Emission Reductions** |
|--------------|----------------------|---------------------------|---------------------------|
| 2004 | 11,736.51 | NA | 296.84 |
| 2005 | 48,451.00 | NA | 208.14 |
| 2006 | 123,821.27 | NA | 231.63 |
| 2007 | 28,527,501.45 | 9,370.00 | 243.08 |
| 2008 | 9,196,666.00 | 5,466.00 | 29.46 |
| 2009 | 1,549,174.68 | 64,223.74 | 155.41 |
| 2010 | 598,590.94 | 1,444.00 | 46.11 |
| 2011 | 1,626,533.99 | 18,677.40 | 4.27 |
| 2012 | 547,877.71 | 1,276.53 | 12.89 |
| 2013 | 8,643,348.46 | 2,041.13 | 72.75 |
| 2014 | 79,174.69 | 11,136.33 | 112.03 |
| Total | 50,952,876.69 | 113,635.13 | 1,412.60 |
| Units | mmBtu | Metric Tons CO2e | Tons |

Table 3: Energy and air emission reductions 2004-2014

| Year | Water Use Reductions | Wastewater Volume Reductions | Wastewater Pollutant Reductions |
|---------------|----------------------|------------------------------|---------------------------------|
| 2004 | 369,529,216 | NA | 379.40 |
| 2005 | 54,201,286 | 85,566,162 | 527.00 |
| 2006 | 591,356,273 | 106,092,200 | 399.95 |
| 2007 | 83,929,264 | 881,690 | 0.02 |
| 2008 | 183,587,248 | 202,701 | 104.61 |
| 2009 | 1,444,617,822 | 18,304,480 | 137.93 |
| 2010 | 41,895,325 | 20,449,660 | 3.60 |
| 2011 | 347,399,898 | 5,904,175 | 7,209.60 |
| 2012 | 455,656,908 | 10,862,255 | 229.88 |
| 2013 | 547,725,143 | 16,252 | 3,616.37 |
| 2014 | 2,105,928,788 | 7,381,860 | 11,139.25 |
| Totals | 6,225,827,172 | 255,661,435 | 23,747.61 |
| Units | Gallons | Gallons | Tons |

ESI members saved enough water in 2014 to fill more than 95,700 average-sized swimming pools

Table 4: Water and wastewater reductions

| Year | Hazardous Waste Reductions | Landfilled Waste Reductions | Material Consumption Reductions | Total Biosolids Volume | Total Biomass Recovered* | Total Recycled Volume |
|---------------|----------------------------|-----------------------------|---------------------------------|------------------------|--------------------------|-----------------------|
| 2004 | 12.31 | 996.93 | 508.73 | NA | NA | 10,015.11 |
| 2005 | 119.00 | 82,453.10 | 37,728.00 | 7,208,691 | NA | 8,047.48 |
| 2006 | 405.16 | 59,441.11 | 973.20 | 2,720,350 | NA | 12,594.15 |
| 2007 | 12.52 | 205,168.79 | 59.60 | 18,410,000 | NA | 23,986.29 |
| 2008 | 200.32 | 737.28 | 2,135.70 | Not Reported | 2,783.00 | 4,777.12 |
| 2009 | 10.10 | 4,072.40 | 639.46 | Not Reported | 258,635.00 | 34,233.11 |
| 2010 | 5.77 | 10,245.22 | 1,792.20 | Not Reported | 333,374.90 | 36,666.68 |
| 2011 | 14.90 | 3,754.55 | 115.37 | Not Reported | 346,436.60 | 29,901.00 |
| 2012 | 4.27 | 3,071.32 | 665.55 | Not Reported | 2,958.60 | 33,836.74 |
| 2013 | 37.32 | 1,604.67 | 24.32 | Not Reported | 3,122.40 | 46,349.80 |
| 2014 | 1,538.20 | 11,505.19 | 23,073.14 | Not Reported | 17.40 | 32,158.18 |
| Totals | 2,359.86 | 383,050.56 | 67,715.27 | 28,339,041 | 947,327.90 | 272,565.67 |
| Units | Tons | Tons | Tons | Gallons | Tons | Tons |

*Category created for compost/mulch related goals

Table 5: Solid and hazardous waste reductions, material consumption reductions, and beneficial use totals 2004-2014

Reducing energy use, water use, and solid waste generation as well as recycling were the most common goals of ESI members in 2014.

- Fifty-eight goals related to reducing consumption of energy (natural gas, propane, and electricity) were reported with a reduction of almost 79,175 mmBtus (million BTUs).

- Thirty-two goals related to water reduction were reported with reductions of more than 2 billion gallons through improved efficiency, particularly at three heavy water-user sites with other goals also related to reuse and leak repair.
- Thirty-two goals related to solid waste and 31 related to recycling were reported with a reduction of more than 11,500 tons of waste going to the landfill and a total of more than 32,000 tons of material being recycled. Also, 34 sites reported having a zero-waste-to-landfill goal.

Facilities also reported reductions in material consumption, hazardous waste, wastewater volume, wastewater pollutants and greenhouse gas emissions in 2014.

- Sixteen goals reported reductions in material consumption, including reductions in the use of raw materials, office paper, material substitutions, and the reduction of scrap generated.
- Ten goals reported on hazardous waste reduction with an outcome of more than 23,000 tons reduced. The main contributor to this reduction was an agricultural diversion effort at an office paper manufacturing facility.
- Ten goals reported on air pollutant reduction goals, including Hazardous Air Pollutants and Volatile Organic Compounds.
- Five facilities reported wastewater volume reductions of more than 7 million gallons.
- Seven goals were related to wastewater effluent pollutant reductions.
- Thirteen facilities reported on reduction activities in indirect greenhouse gas emissions that were not included in the energy reductions.

Greenhouse Gas Reductions

Energy reductions can be converted to greenhouse gas reductions. Table 6 and Figure 5 show the breakdown of fuel usage and the metric tons of carbon dioxide equivalent from each type of energy source. They also include the greenhouse gas reductions that were reported separate from energy reductions. The Simplified GHG Calculator tool provided by the EPA Climate Leaders program was used to convert the heating values to metric tons of carbon dioxide equivalent. This tool can be found under Pollution Prevention Tools and Calculators under the calculators tab here:

<http://www2.epa.gov/p2/pollution-prevention-tools-and-calculators>.

2014 Reported Greenhouse Gas Reductions

| | mmBtu | metric tons CO2e |
|---|------------------|-------------------------|
| Electricity | 76,985.57 | 19,095.86 |
| Natural Gas | 2,157.70 | 115.37 |
| Propane | 31.43 | 1.94 |
| Residual Oil | - | - |
| Distillate Oil | - | - |
| Coal | - | - |
| E-85 | - | - |
| Gasoline | - | - |
| Diesel | - | - |
| All Other (multiple types combined) | - | - |
| GHG (not reported in energy reductions) | NA | 11,136.33 |
| Total Energy | 79,174.69 | 30,349.49 |

Table 6: Greenhouse Gas Reductions Reported for 2014

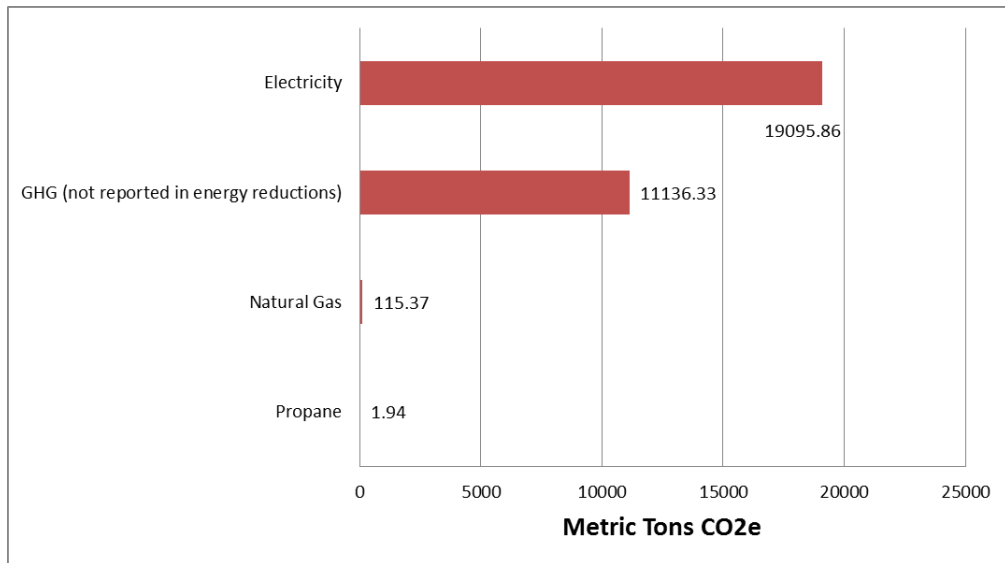


Figure 5: 2014 Greenhouse Gas Emission Reductions by Energy Source in Metric Tons CO₂e

*In 2014, ESI members reduced greenhouse gas emissions equivalent to almost **6,400** passenger vehicles!*

Cost Savings

More than \$2 million in cost savings were reported by the ESI members for projects conducted in 2014. Savings were reported on 11 facility goals with most dollars saved through solid waste reduction projects. Savings were also reported from energy and wastewater reductions and recycling and biomass (landfill avoidance). Figure 6 shows the breakdown of cost savings by goal type.

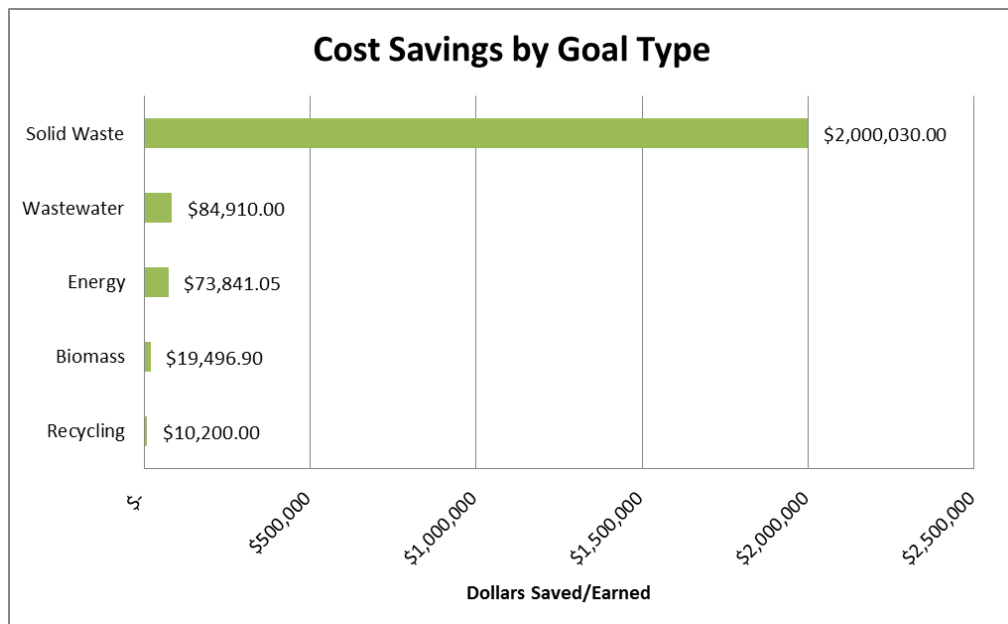


Figure 6: 2014 ESI Member Cost Savings by Goal Type

Community Involvement

In addition to reporting on goals, the participants also submit information on their environmental involvement in the community. ESI Stewards are required to communicate with their communities about their environmental performance. Although only the Stewards are required to report these activities, other participants may choose to report their activities as well. For 2014, 263 activities were reported by 40 members. The following graph in Figure 7 shows the breakdown of activities.

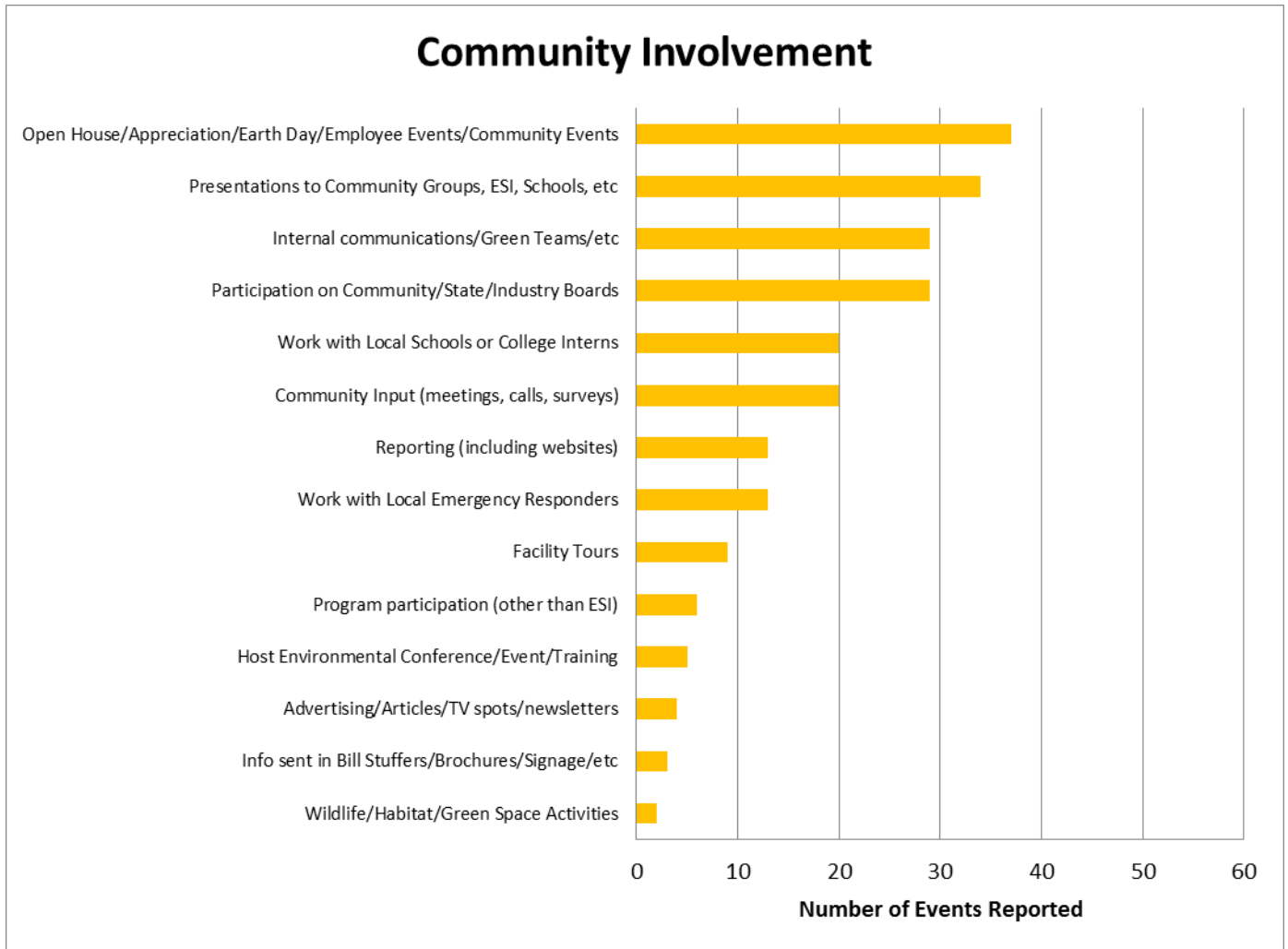


Figure 7: 2014 ESI Member Community Involvement

New Member Accomplishments

Members who have been in the ESI program for less than one year do not have any results included in the reduction sections of this report and are not required to report since baseline data is included in their applications. No additional measurable data from new members was reported for 2014.

Program Updates

The ESI operates on a limited budget that is partially funded by a federal grant and appropriations from the N.C. General Assembly. From 2002 through 2005, 560 actions were recorded by DEQ employees related to EMS development and assistance. These activities included site visits, presentations, meetings and other technical assistance. See Figure 8 below for a breakdown of 2006 through 2014 actions. Outreach includes training classes provided by ESI staff, speaking engagements, booths at various events and other program marketing activities. Site visits are visits made specifically to ESI or potential ESI member sites. Assistance provided includes all other information provided through email and phone calls including the electronic newsletter to our ESI members.

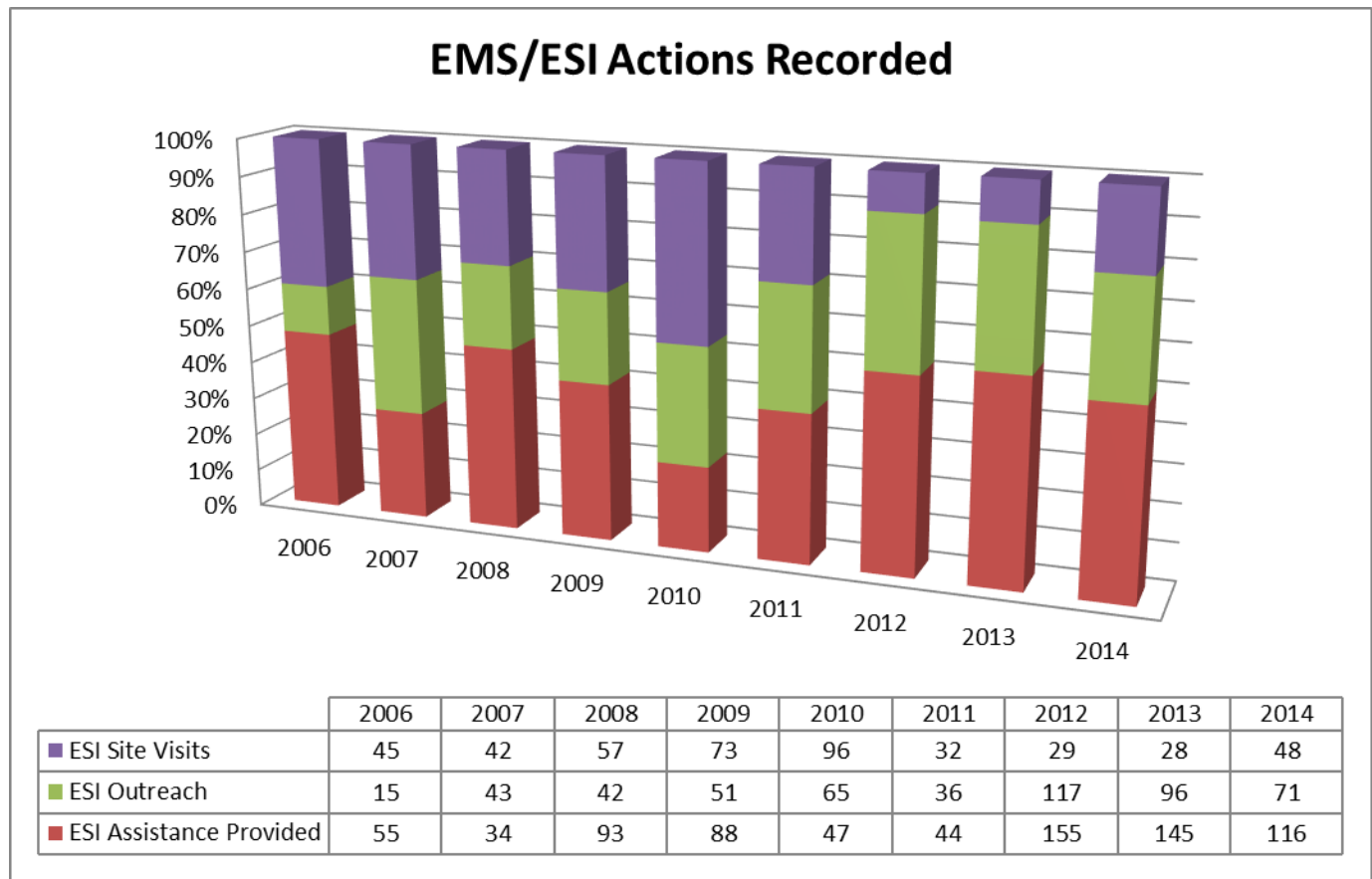


Figure 8: ESI Actions 2006-2014

Partner applications are accepted year-round and reviewed quarterly by the DEQ Internal Workgroup. In 2012, ESI began accepting Steward and Rising Steward applications year-round as well. The advisory board meets to review applications and site visit reports twice per year. While applications at the higher levels are in process, the applicants are processed as Partners in order to begin receiving benefits such as newsletters and training notifications.

Following receipt of an application, an environmental compliance check is completed to determine if the facility has been under environmental criminal indictment or convicted within the last two years, as well as identify any compliance issues (Figure 9).

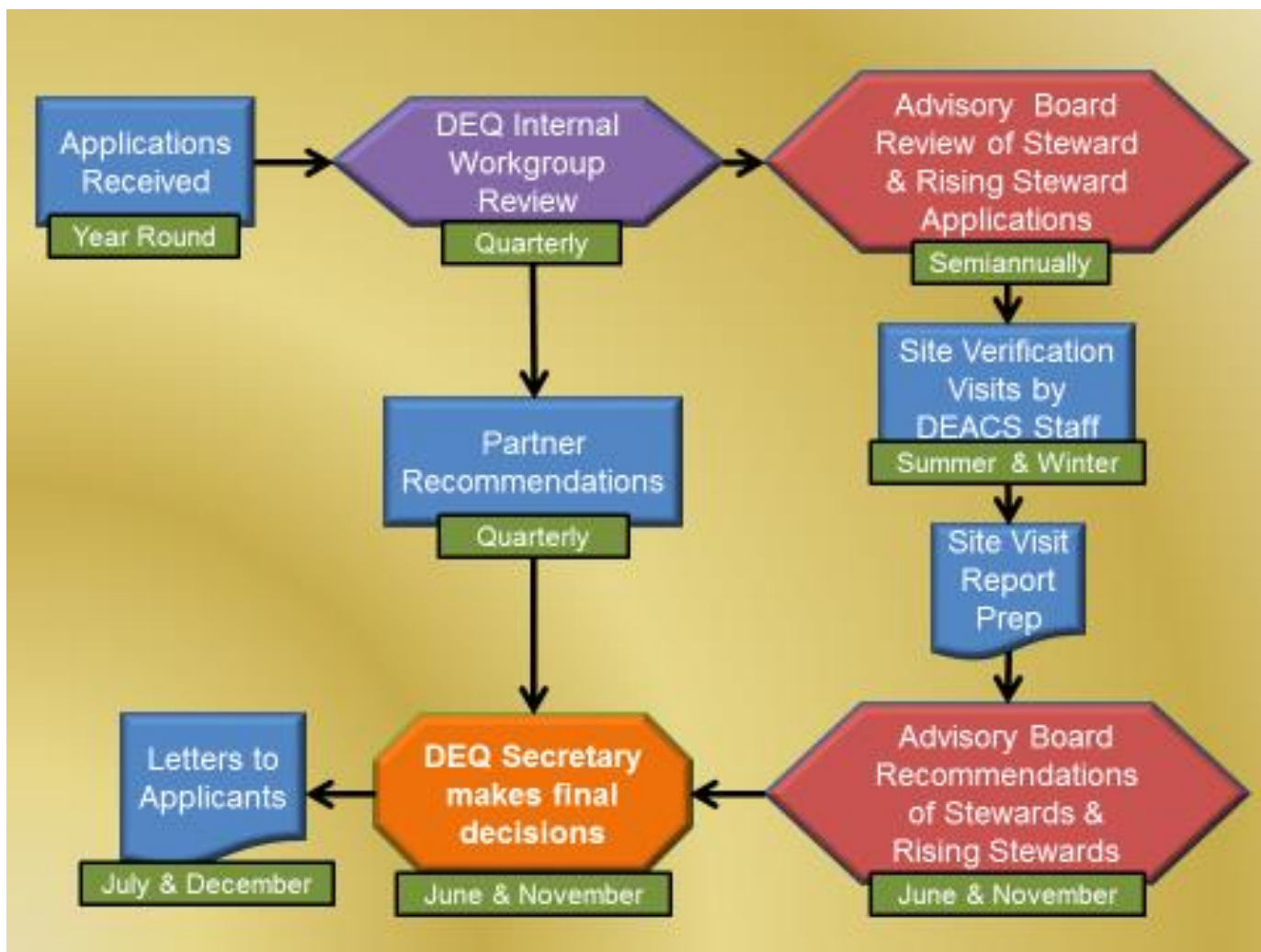


Figure 9: Application Process Diagram

The DEQ Internal Workgroup reviews all Partner applications and makes a recommendation to the DEQ secretary regarding acceptance into the program. The internal workgroup reviews Rising Steward and Steward applications to provide regulatory and compliance information to the ESI Advisory Board. The internal workgroup is comprised of the following representatives (Table 7) from regulatory divisions within DEQ:

2014 DEQ Internal Workgroup Members

| Name | Division |
|-----------------|-----------------|
| Bernard McKee | DAQ |
| Vanessa Manuel | DWR |
| David Lee | DEACS |
| Joe Harwood* | DEACS |
| Paula Hemmer | DAQ |
| Shawn Mckee | DWM |
| Sushma Masemore | DAQ |
| Linda Culpepper | DWM |
| Toby Vinson | DEMLR |

*No longer with this department

Table 7: 2014 DEQ Internal Workgroup Members

Following the compliance review by the Internal Workgroup, the Rising Steward and Steward applications are presented to the ESI Advisory Board.

The Department of Environmental Quality’s secretary established a volunteer advisory board to oversee program development and implementation. Membership consists of manufacturers, industries, industry trade groups, environmental and citizen nongovernmental organizations, small businesses, representatives of city and county governments, DEQ representatives and others as deemed appropriate. A DEQ employee appointed by the secretary serves as the board’s chairperson. Whenever possible, Environmental Stewards are given priority for membership for the business, government and at-large seats. Membership on the advisory board rotates every four years and is capped at 15 members. The 2014 Board is listed in Table 8 below.

2014 Advisory Board Members

| Name | Organization | Representation |
|---------------------|---|----------------------------------|
| Daniel Bagnell | The Scrap Exchange | Small Business |
| Jan Comer | Engineered Sintered Components | Steward - Large Business |
| Deborah Gallagher | Duke University | Academia |
| Tim Fasolt | EMC Corporation | Steward - Large Business |
| Joe Harwood* | N.C. DEQ | N.C. DEQ - Chair |
| Kimberly Killian | GKN Sanford Precision Forming | Steward – At Large |
| Timm Denning* | Smithfield Packing – Wilson | Steward - Agribusiness |
| Mary Joan Pugh | N.C. Zoological Park | Steward – State/Federal Facility |
| David Shellenbarger | City of Gastonia | Steward - Local Government |
| Steve Street | Hickory Manufacturing Technology Center – Corning Cable Systems | Steward – At Large |
| Irma Villegas* | Bridgestone Americas Tire Operations | Steward – Large Business |

* No longer at this facility or organization

Table 8: 2014 Advisory Board Members

Rising Steward and Steward applicants receive an on-site verification visit by DEQ staff to ensure the Environmental Management System is functioning and gather observations supporting the organization's application. All information obtained through the application and the on-site verification visit is documented and collated into a report that is presented to the advisory board for review.

The DEQ secretary reviews recommendations made by the advisory board and makes the final decisions. Organizations accepted into the program are usually announced in December and June.

Membership

Using pollution prevention and other innovative approaches, this voluntary effort offers benefits to members for developing and implementing programs to meet and go beyond regulatory requirements.

Any company or organization that operates one or more facilities in North Carolina and whose activities impact the environment is eligible to participate in ESI. This includes manufacturers, businesses, agribusiness, service providers, government agencies, schools and nonprofit organizations. Members can enter the program at any of the three tiers: Environmental Partner, Rising Environmental Steward or Environmental Steward. Membership criteria in the ESI varies depending on the tier. In 2012, changes were made to open the Partner level to a wider range of interested organizations while still maintaining the integrity of the program at the Steward and Rising Steward levels.

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. In 2012, Partners were given the option to implement measurable goals in lieu of developing an environmental management system. Additionally, Partners are no longer required to be regulated by DEQ to apply. Partner applications may include multiple sites. By year end of 2014, the program had 106 Environmental Partner sites.

To be considered at the Partner level the following criteria must be met:

- 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 and/or commit to developing, implementing and maintaining an environmental management system based on ISO 14001 or a functionally equivalent model.
- Not be under any environmental criminal indictment or conviction.
- 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.



Amy Hughes of GKN Driveline - Roxboro accepts plaque recognizing its 10-year renewal at the Rising Steward level from Don van der Vaart, DEQ secretary.

The Rising Environmental Steward level is designed for those organizations that have a mature environmental management program. Rising Steward applications must be for a single site. The program had 14 Rising Environmental Stewards by Dec. 31, 2014.

Rising Environmental Steward applicants must meet all Partner criteria and the following:

- Set measurable environmental performance goals that are adopted into the framework of the EMS, and must demonstrate annual improvements to performance.
- 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 DEQ staff.
- Have current or past regulatory oversight.
- Demonstrate commitment to meet and go beyond compliance.

The Environmental Steward level is for those organizations that display a commitment to exemplary environmental performance beyond what is required by law. Steward applications must be for a single site. By year end of 2014, the program had 21 Environmental Stewards.

Environmental Steward applicants must meet all Partner and Rising Steward criteria and the following:

- Set aggressive environmental performance goals.
- Have a process for communication with the local community on program activities and progress toward performance goals.
- Demonstrate how the Environmental Management System is integrated into core business functions.
- Agree to be a mentor to Environmental Partner and Rising Environmental Steward participants.



Tim Fasolt of EMC Corporation accepts tree recognizing its 5-year renewal at the Steward level from Don van der Vaart, DEQ secretary.

Rising Stewards and Stewards are reassessed after five years of membership for renewal at their current level. Partner participants are reviewed annually, through their annual report submissions, to assess progress made toward environmental performance and overall program goals.

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 maintaining compliance with local, state and federal regulations;
- Specialized training;
- Networking opportunities;
- Recognition of program participation;
- Use of a program logo for the achieved level;
- Coverage by U.S. EPA and DEQ self-reporting policies;
- A single point of contact within DEQ; and
- Other benefits as deemed appropriate by the secretary based on recommendations from the advisory board.

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

- Formal public recognition from the secretary of DEQ that may include an on-site award ceremony, public announcements and press releases.
- Participation in the Steward Forum chaired by the DEQ secretary.
- Priority membership on the ESI Advisory Board when appropriate positions are available.

During the annual members' meeting, facilities accepted into the program at the Environmental Partner level receive a certificate of recognition signed by the DEQ secretary and Rising Environmental Stewards receive a plaque recognizing their achievement. Environmental Stewards accepted into the ESI receive a personal letter signed by the DEQ secretary. The secretary also presents Stewards with a large plaque during an on-site ceremony. DEQ highlights members' participation in press releases, the ESI website, newsletters, and/or social media posts.

Conclusions

The results from the ESI annual report show that an approach that exceeds regulatory requirements can garner results that have positive impacts for regulated pollutants and non-regulated environmental and economic factors. This DEQ program is unique in its ability to collect environmental data across media, including monetary savings associated with the environmental improvements made. These savings to the financial and environmental bottom line aid North Carolina organizations to be resilient and promote economic growth. The Environmental Stewardship Initiative encourages North Carolina organizations to share their environmental success stories with each other across sectors in order to provide a better environment for everyone in the state.

2014 ESI Members

Stewards:



- **ASMO North Carolina Inc. - Statesville**
- **Bridgestone Americas Tire Operations LLC - Wilson**
- **City of Gastonia Crowders Creek Water Resource Recovery Facility**
- **City of Gastonia Long Creek Water Resource Recovery Facility**
- **City of Gastonia Water Treatment Plant**
- **Corning Inc. – Wilmington**
- **Daimler Trucks North America LLC – Cleveland**
- **EMC Corporation – Apex**
- **Engineered Sintered Components - Troutman**
- **Firestone Fibers & Textiles Company, Kings Mountain**
- **Fleet Readiness Center East - Cherry Point**
- **GKN Driveline- Sanford Precision Forming Facility – Sanford**
- **Hickory Cable Facility, Corning Cable Systems**
- **John Deere Turf Care**
- **Keihin Carolina System Technologies**
- **N.C. Zoological Park**
- **Santa Fe Natural Tobacco**
- **Smithfield Packing Co. – Wilson**
- **TE Connectivity – Pegg Road**
- **Thomas Built Buses, Inc.**
- **United States Environmental Protection Agency – RTP Campus**

Rising Stewards:



- **ASMO North America Inc. – Greenville**
- **AW North Carolina Inc.**
- **Bridgestone-Bandag, LLC**
- **City of Gastonia Wastewater Treatment Division Resource Recovery Farm**
- **Daimler Trucks North America LLC – Gastonia**
- **Eaton Corporation - RPO**
- **Eaton Corporation - YPO**
- **Firestone Fibers & Textiles Company, Gastonia**
- **GKN Driveline - Roxboro Facility**
- **GKN Sinter Metals**
- **Grifols Therapeutics**
- **NACCO Materials Handling Group**
- **QORVO**
- **Smithfield Packing Company Inc. Tar Heel Division**

Partners:



- **18th Airborne Corps and Fort Bragg**
- **Alliance One International Inc. (5)***
- **Baker Furniture (2)***
- **B/E Aerospace, West Point**
- **Borg Warner Thermal Systems**
- **Borg Warner Turbo Systems**
- **Burt's Bees Inc.**
- **Cape Fear Public Utility Authority (9)***
- **Cascades Tissue Group – North Carolina Inc.**
- **Caterpillar BCP Sanford**
- **Charlotte-Mecklenburg School System**
- **City of Gastonia Public Works Division**
- **City of Hendersonville Water Treatment Plant**
- **City of Shelby First Broad River Wastewater Treatment Plant**
- **City of Shelby Water Treatment Plant**
- **CommScope Inc. - Claremont Operations**
- **Crown Equipment**
- **Daimler Trucks North America LLC - Mt Holly**
- **Domtar Paper Company, LLC**
- **Eaton – Capital Blvd.**
- **Elk Knob State Park**
- **Eno River State Park**
- **Enterprise Leasing Company-Southeast, LLC**
- **Falls Lake State Recreation Area**
- **Freudenburg Nonwovens**
- **General Dynamics AIS**
- **General Electric Company – Industrial Solutions**
- **Hanging Rock State Park**
- **High Point Furniture (2)***
- **International Paper - Riegelwood Mill**
- **Kao Specialties Americas**
- **Kerr Lake State Recreation Area**
- **Leggett & Platt 0N64 High Point Furniture**
- **Mayo River State Park**
- **Mecklenburg County Solid Waste Operations (4)***
- **Medoc Mountain State Park**
- **Michelin Aircraft Tire Company**
- **Momentive Specialty Chemicals**
- **MVP Group International**
- **N.C. DOT Ferry Division (9)***
- **NIEHS**
- **Performance Fibers, Inc. - Moncure**
- **Pfizer**
- **Pilot Mountain State Park**

Partners:



- **PSNC Energy Carolinas Inc. (21)***
- **Siemens Medical Solutions – CSG Service Headquarters**
- **Smithfield Clinton Plant**
- **Smithfield Foods Clayton**
- **Stanley Black & Decker – Kannapolic DC**
- **The Summit Environmental Education Center at Haw River State Park**
- **Tredegar Film Products**
- **Universal Leaf North America US Inc. (2)***
- **USCG-Support Center Elizabeth City**
- **WSACC- Interceptor System**
- **WSACC- Mt. Pleasant Water Treatment Plant**
- **WSACC- Rocky River Regional Wastewater Treatment Plant**