

# Sustainability Plan PSC Environmental Services 2009 - 2011



Our vision is to be the  
recognized leader of sustainability  
in the environmental service industry.

*March 2, 2009*

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## **1.0 Executive Summary**

PSC Environmental Services ("PSC") has drafted this Sustainability Plan ("Plan") to strengthen our business and drive future success. At PSC, sustainability is a long-term strategic approach accounting for the company's comprehensive impact on economic, environmental and social systems. Success is measured by the triple bottom line, "profit, planet, people". Performance is defined not only by economic results but by environmental and social performance as well. The principals of sustainability are integrated into the policies and procedures that govern the company's day-to-day activities and well as PSC's long term vision.

As a nationally recognized leader of hazardous and non-hazardous waste management and environmental services, PSC has crafted a sustainability program that greatly enhances the company's triple bottom line through: increasing efficiencies that reduce operating costs, growing our business by providing sustainable solutions for our clients, and promoting improved social conditions within the company and throughout the communities we serve.

One of the key challenges of sustainable development is that it demands new and innovative choices and ways of thinking. PSC addresses this challenge through our comprehensive Sustainability Plan. This Plan demonstrates the organization's commitment to the continued success of our business, our clients, our employees and the communities in which we operate.

The Plan is a three-year plan covering the time period of January 1, 2009 through December 31, 2011. The plan provides an integrated approach to improving PSC's triple bottom line by framing goals and objectives of multiple disciplines in a unified sustainability perspective. The plan includes fifteen goals covering thirteen disciplines. Thirty-five individual metrics are quantified and tracked to measure progress in achieving our goals. The Plan details specific action items and timelines for accomplishing each goal. The plan introduces new initiatives such as carbon foot printing, green sourcing, and securing third party sustainability certifications.

Routine reporting on the progress of PSC's sustainability program ensures accountability and fosters efforts of continuous improvement. As stated in the plan, PSC issues an annual report (June 1 of each year reporting the previous calendar year) under international standards set by Global Reporting Institute. Internal quarterly reports summarize progress, challenges and successes.

The Plan is a living, working document. The plan will be revised throughout its three-year term to address new developments in sustainability, technology, and the marketplace.

## 2.0 Introduction

PSC was built on a foundation of innovation, ingenuity and a desire to be recognized as the forerunner in the environmental services industry. Today's marketplace demands a comprehensive approach to environmental management, cutting edge technology, and visionary leadership. One of PSC's tools for achieving a sharper competitive advantage and leading innovation is the Sustainability Plan.

### *What is sustainability?*

At PSC, sustainability is a long-term strategic approach accounting for the company's comprehensive impact on economic, environmental and social systems. Success is measured by the triple bottom line, "profit, planet, people". Performance is defined by financial results as well as environmental and social performance.

Sustainability is driving a paradigm shift in our industry from the old mantra of "cradle-to-grave" waste management to a new model of cradle-to-cradle resource management. In other words, resources are managed in a way that no longer creates waste for disposal, the "grave", but returns resources back into the production loop- a new "cradle".

Focusing on sustainability is an ongoing process of implementing solutions to strengthen our business, conserving resources to protect the environment and enriching our workforce and the communities we serve. The principals of sustainability are integrated into the policies and procedures that govern the company's day-to-day activities as well as PSC's long-term vision.

### *Purpose of this plan*

PSC's Sustainability Plan ("Plan") states the company's commitment to leadership in sustainability. The Plan demonstrates the organization's commitment to the continued success of our business, our clients, our employees and the communities in which we operate. Through the Plan, PSC has created a roadmap for implementing sustainable economic, environmental and social business practices in every aspect of our operations by engaging a wide array of stakeholders.

## 2.1 Sustainability Vision Statement

**Our vision is to be the recognized leader of sustainability in the Environmental Service Industry.**

## **2.2 Sustainability Mission Statement**

PSC will accomplish sustainability in all aspects of its business. We will measure success by the triple bottom line: economic, environmental and social performance.

We will improve the performance in all elements of triple bottom line for PSC, our clients, vendors and other stakeholders by:

- Being the first company in our industry to offer our clients 100% recycling options for hazardous and non hazardous waste management.
- Reducing the company's carbon footprint by 10% from 2007 to 2012.
- Leading the industry in sales growth and profitability.
- Investing in the personal growth of our team.
- Investing in improving the communities in which we live.

## **2.3 Implementation & Responsibilities**

The Chief Executive Officer, Vice Presidents and Directors are responsible for integrating the Plan into the decision-making process, executing business policies and procedures, and supporting reasonable efforts in achieving sustainability.

PSC's Director of Sustainability is responsible for the Plan including implementation, update, monitoring and reporting. Annual sustainability reports are drafted and distributed by the Director of Sustainability. Refer to [Section 7.0 Reporting and Monitoring](#) of the Plan for further details. The Director of Sustainability orchestrates a cohesive effort across business units and functional departments in achieving sustainability as outlined in this plan.

Director of Sustainability Sue Bruning <a href="mailto:sbruning@PSCNow.com">sbruning@PSCNow.com</a> 419.304.9162
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Division and department heads support the Director of Sustainability in carrying out initiatives, policies and procedures in accordance with the Plan.

Performance Principal	Support Personnel	Title
<b>Economic</b>	Curtis Mason	Vice President, Finance
<b>Environmental</b>		
Sustainable Sourcing	Craig Keller	Vice President, Strategic Sourcing
Energy	Sue Bruning	Director of Sustainability
Waste Management	Sue Bruning	Director of Sustainability
Service Offerings	Lou O'Brien	Vice President, National Programs
Compliance	Gary Crueger Paula McLemore	Director, Environmental, Health and Safety Vice President, Environmental, Health and Safety
Transportation	Ed Zielinski	Senior Vice President, Transportation & Strategic Sourcing
Certifications	Sue Bruning	Director of Sustainability
<b>Social</b>		
Employee Retention	Charles Niederhofer Mary Ellen Coombe	Director, Human Resources, Environmental Services Sr. Vice President of Human Resources and Administrative Services
Occupational Health & Safety	Gary Crueger Paula McLemore	Director, Environmental, Health and Safety Vice President, Environmental, Health and Safety
Training & Education	Gary Crueger Mary Ellen Coombe	Director, Environmental, Health and Safety Sr. Vice President of Human Resources and Administrative Services
Workforce Diversity	Charles Niederhofer Mary Ellen Coombe	Director, Human Resources, Environmental Services Sr. Vice President of Human Resources and Administrative Services

Individual ad-hoc committees are formed to focus on specific issues or initiatives. These committees are comprised of personnel from a variety of disciplines within the company.

The Green Team – This committee was established to benchmark, promote, and track environmental improvements at individual PSC locations across the United States. The committee is comprised of personnel from a wide variety of disciplines, levels and locations. The committee's activities are aligned with the company's Sustainability Plan.

### **3.0 Background**

Over the past decade, companies have shifted their environmental focus from traditional legislative-driven concerns to more forward-thinking issues of sustainability. It is increasingly more common for businesses to issue statements of their triple bottom line which include traditional economic performance as well as environmental and social performance.

PSC is dedicated to upholding the highest ethical standards throughout our operations. We believe that we are all individually accountable for our actions as we interact with our co-workers, clients, suppliers, shareholders, agencies and communities. To this end, PSC created its first Sustainability Plan in 2009.

PSC is leading the charge in the environmental services industry through the creation of the Plan. The Plan has been designed to ensure that environmental stewardship is integrated into the decision making and operating practices of all PSC business lines.

## 4.0 Stakeholder Engagement

Stakeholders are groups, individuals or other entities that are affected by or have a vested interest in an organization's activities. A channel of engagement is a means of communication between PSC and its various stakeholders.

PSC recognizes the interests and expectations of a variety of stakeholders in achieving sustainability. Through on-going efforts, PSC uses a wide variety of channels of engagement to solicit input and feedback that helps us understand the expectations and interest of our stakeholders. Additionally, the stakeholder engagement process serves as a tool for communicating PSC's sustainability goals, initiatives and results. The most important means of communicating the organization's commitment to sustainability is through personal accountability; in other words, living the example.

PSC believes that everyone is a stakeholder. The following sections describe PSC's primary stakeholders and channels of engagement with these stakeholder groups.

### 4.1 Communities

PSC's Environmental Services currently operates in 43 locations, including the Houston, Texas corporate headquarters. The number of operating locations is expected to change periodically. The Plan is updated to reflect these changes.

#### Channels of Engagement

- Charitable events
- Charitable contributions
- Household Hazardous Waste (HHW) collection programs
- School HHW programs
- Green building efforts in partnership with local property management groups
- Community care programs sponsored by local home owner associations
- Education and training programs

### 4.2 Customers

PSC services every major industry sector including, but not limited to: automotive, chemical, food & beverage, government, manufacturing, oil & gas, pharmaceutical, utilities, pulp & paper, petrochemical, retail and transportation.

#### Channels of Engagement

- Customer service
- Service metrics reports
- Customer publications and presentations
- Customer satisfaction surveys
- Active participation in professional organizations
- Attendance at conferences, forums and workshops
- Website
- Education and training programs

### **4.3 Employees**

As of July 2008, PSC Environmental Services employs approximately 1200 personnel.

#### Channels of Engagement

- Employee newsletter
- Employee publications
- Employee meetings
- Internal employee communications
- PSC Intranet
- Committees and workgroups
- Safety Watch cards
- Ethics Hotline
- Education and training programs

### **4.4 Government & Regulatory Agencies**

PSC interacts with numerous governmental and regulatory agencies including US Department of Labor, Occupational Safety and Health Administration (OSHA), US Environmental Protection Agency (EPA), US Department of Transportation (DOT), and various state and local agencies regarding employee health and safety, environmental compliance and transportation.

#### Channels of Engagement

- Meetings, conferences, workshops
- Environmental, Health & Safety Council(s)
- State & Local Emergency Planning Committees
- State or Local Certification Advisory, e.g. VPP
- Emergency Response Drills & Team Participation
- Community Partnerships
- Transportation (Truck) Rodeo Events

## **4.5 Industry and Trade Organizations**

Employees represent PSC in various national, state and local levels including, but not limited to:

- Aerospace Industries Association (AIA)
- Air and Waste Management Association (AWMA)
- American Institute of Chemical Engineers (AIChE)
- California Waste Association (CWA)
- Cement Kiln Recycling Coalition (CKRC)
- International Facilities Management Association (IFMA)
- Institute of Hazardous Materials Management (IHMM)
- National Petroleum Refiners Association (NPRA)
- National Recycling Coalition (NRC)
- North American Hazardous Materials Management Association (NAHMMA)
- Product Stewardship Institute (PSI)
- Solid Waste Association of North America (SWANA)
- Water Environment Federation (WEF)

Channels of Engagement

- Board meetings
- Active participation in association events - meetings, conferences, workshops, etc
- Leadership roles
- Education and training programs

## **4.6 Vendors**

PSC works with a broad network of both upstream and downstream vendors and suppliers who provide goods and services that allow PSC to carry out its routine business operations.

Channels of Engagement

- Audits and site visits
- Supplier diversity program

## 5.0 Sustainability Goals

The goals of PSC's Sustainability Plan have been established with guidance from The Global Reporting Initiative's (GRI's) [G3 Sustainability Reporting Guidelines](#). The goals are organized into three principals: economic, environmental, and social. Under each principal, the Plan details goals covering a number of subcategories. For each goal, at least one action item is identified to assist in accomplishing the goal. Additionally, specific metrics are associated with each goal and are used to assess and track the company's performance. PSC's sustainability metrics are detailed in [Section 6.0 Sustainability Plan Metrics](#).

### 5.1 Economic Goals

Goal	Action Items	Estimated Completion
Lead the environmental service industry in sales growth and profitability.	Uniform implementation of Goodwill Program across all ESD locations, including full participation at all levels: Vice President, Regional Manager, Regional Sales Manager, Location Manager, Sales Representative and Customer Service Representative.	Q4 2009
	Implement standard price and cost structures and energy & insurance (E&I) recovery fee.	Q1 2010
	Update Service Metrics program to include a customer satisfaction survey component, formalize a continuous improvement plan that partners top achievers with underperformers, and formalizing a recognition plan for top achievers.	Q2 2010

[Refer to economic metrics](#)

## Environmental Goals

### 5.1.1 Sustainable Sourcing

Goal	Action	Estimated Completion
Reduce environmental impact of company sourcing through supply chain management and product choices.	Develop vendor audit process to verify claims of sustainability such as “recycled”, “environmentally friendly”, “carbon neutral”, “certified”, etc.	Q1 2009
	Develop comprehensive <b>Container Management Program</b> to address purchase of reconditioned containers, use of recertified containers, and end-of-life management for all packaging materials (i.e. pallets, liners, absorbent, inner containers, etc).	Q1 2009
	Pilot vendor sustainability audit for limited group of vendors.	Q4 2009
	Develop and implement <b>Green Sourcing Program</b> that provides criteria for purchasing decisions based on environmental impact including but not limited to: recycled content, use of renewable resources, and end-of-life management.	Q1 2010
	Develop and implement <b>Green Sourcing Program</b> that provides criteria for “PSC preferred sustainability partners” including, but not limited to: formal sustainability program and reporting, sustainability-related third party certification, participation in sustainability related programs such as <a href="#">Climate Leaders</a> , <a href="#">Smartway</a> , <a href="#">Green Lodging</a> , <a href="#">ISO 14000</a> , etc.	Q1 2010
	Fully implement vendor sustainability audit to all applicable vendors.	Q4 2011
	Maintain and make available to all ESD employees the list of “PSC preferred sustainability partners”.	Ongoing

[Refer to sourcing metrics](#)

### 5.1.2

## Energy

Goal	Action Items	Estimated Completion
	Convert all incandescent light to energy-efficient compact fluorescent lights (CFLs).	Q4 2009
	Install mercury-free programmable thermostats in all ESD locations, offer incentive for home-based employees to do the same.	Q4 2009
	Include <a href="#">Energy Star</a> certification criteria in <i>Green Sourcing Program</i> .	Q1 2010
	Identify and implement energy reduction measures at each ESD location through the Green Team audit program.	Q4 2010
	Install solar panels at ESD locations where determined economically and logistically feasible.	Q4 2011
	Invest in alternative energy sources at ESD locations where determined economically and logistically feasible.	Q4 2011

[Refer to energy metrics](#)

### 5.1.3 Waste Management

Goal	Action Items	Estimated Completion
Reduce environmental impacts of waste management practices for both internally generated wastes and customer generated wastes.	Implement in-house recycling programs at all ESD locations to address office-generated wastes including but not limited to: beverage containers, paper, toner & ink cartridges, cardboard, cell phones, batteries, and electronics.	Q2 2010
	Identify and approve new technologies and facilities that utilize top-tier management methods. Enter into strategic partnerships where feasible in order to competitive, value-added waste management options to our clients.	On Going
	Prioritize waste streams by volume currently managed through landfill and incineration. Research environmentally-preferred disposal options for these streams.	Annual

Goal	Action Items	Estimated Completion
Protect human health and the environment through systematic effort to avoid spills of hazardous materials.	Identify operational activities from which there is a greater likelihood of spills.	Annual
	Enhance training to emphasize recognition and mitigation of potential leak / spill risk. Include container integrity assessments and appropriate corrective actions (e.g., inspection of gaskets, tightness of bungs and rings, awareness of corrosion effects, proper overpacking procedures), bulk material operations (e.g., transport container and tank practices, hose management), and transfer proficiency to minimize container mishaps (e.g., dropping, spearing with fork-lift, etc).	Annual

[Refer to waste management metrics](#)

#### 5.1.4 Emissions

Goal	Action	Estimated Completion
Achieve significant reduction in carbon footprint.	Join EPA <a href="#">Climate Leaders Program</a> .	Q1 2009
	Establish credible baseline measurement of carbon footprint	Q1 2010
	Set aggressive reduction goal and develop implementation plan and document progress.	Q2 2010 – On-going

[Refer to emissions metrics](#)

#### 5.1.5 Service Offerings

Goal	Action	Estimated Completion
Become a true partner in sustainability by providing service offerings consistent with PSC's commitment to sustainability.	Conduct client surveys to identify sustainability needs and concerns. Develop service offerings based on responses.	Annual
	Participate in client workgroups addressing sustainability issues.	Annual
	Offer educational workshops on sustainability and the benefits of partnering with PSC for current and potential clients.	Quarterly
	Develop recognition program for clients who choose sustainable waste management options (recycle, waste-to-energy, beneficial reuse).	Q2 2010
Provide clients with 100% recycling opportunity for their waste streams.	Identify and approve new technologies and facilities that utilize top-tier management methods. Enter into strategic partnerships where feasible in order to provide competitive, value-added waste management options to our clients. ( <a href="#">refer to 5.1.3.</a> )	On Going

[Refer to service offerings metrics](#)

### 5.1.6 Compliance

Goal	Action	Estimated Completion
Safeguard and protect human health and the environment through compliance with all applicable environmental laws and regulations.	Ensure employees are knowledgeable about applicable environmental regulations and permit conditions. Train our employees to expand their knowledge and awareness of the importance of environmental compliance and related operating procedures.	On going
	Create an organizational culture that instills an exemplary attitude and fosters behavior that prioritizes the protection of human health and the environment.	On going

[Refer to compliance metrics](#)

### 5.1.7 Transportation

Goal	Action	Estimated Completion
	Roll out Red Prairie software to all Environmental Service Division locations to increase efficiency in transportation routes and reduce total miles driven.	Q4 2009
	Establish alternative fuel purchasing/lease criteria for capital expenditures of fleet vehicles. Purchase/lease alternative fuel vehicles when economically and logistically feasible.	Q2 2009
	Develop and implement written policy on vehicle idling.	Q1 2010
	Establish tracking system for company-wide fuel consumption.	Q1 2010
	Offer employee incentive for hybrid and high-efficiency vehicles under company vehicle use agreement.	Q1 2010
	Secure supplier agreement for re-refined oil, utilize for all in-house fleet maintenance.	Q1 2010
	Request use of re-refined oil for all contracted fleet maintenance.	Q1 2010

[Refer to transportation metrics](#)

### 5.1.8 Certifications

Goal	Action	Estimated Completion
Enhance sustainability efforts through third party certification of related programs.	Join EPA <a href="#">Climate Leaders Program</a> .	Q1 2009
	Conduct feasibility study for <a href="#">ISO 14001 certification</a> .	Q4 2010
	Identify and prioritize additional certification opportunities.	Annually

[Refer to certification metrics](#)

## 5.2 Social Goals

### 5.2.1 Employee Retention

Goal	Action	Estimated Completion
Provide a stable workplace and increase employee satisfaction by investing in human and intellectual capital.	Review employee turnover rates with management during monthly operating review meetings.	Monthly
	Communicate benefits statistic to appropriate parties. Present the benefits statistic in a more visible manner with financial review data.	Monthly
	Gather information regarding reasons for terminations. Analyze for trends and potentially use to improve working conditions.	Q1 2009
	Implement "targeted selection" training for managers to improve the new hire selection process.	Q4 2009
	Establish process to ensure that all employees receive a performance review annually.	Q4 2009

[Refer to employee retention metrics](#)

### 5.2.2 Occupational Health & Safety

Goal	Action	Estimated Completion
Eliminate occupational illness and injury.	Continuous improvement of existing safety program, Safe On Purpose, including annual review through statistical analysis.	Annual

[Refer to occupational health and safety metrics](#)

### 5.2.3

### Training and Education

Goal	Action	Estimated Completion
Adapt to changing work environment, promote employee satisfaction and improve organizational performance by providing personal and professional development opportunities for employees.	Develop and implement a training plan that outlines required and optional courses for employees by employee category. Include both technical and professional skills courses. Include regular review and update of plan to ensure courses advancements in technology and the professional workplace.	Q4 2009
	Communicate benefits of educational reimbursement program to eligible employees. Newsletter and intranet to be utilized.	Q4 2009
	Maintain training records for all employees in centralized database.	Q4 2010

[Refer to training and education metrics](#)

### 5.2.4 Workforce Diversity

Goal	Action	Estimated Completion
Improve diversity in management	Communicate and execute the commitments of Affirmative Action Plans, i.e. communications, training, recruiting sources, community outreach, etc.	Q1 2010
Improve diversity in overall workforce.	Communicate and execute the commitments of Affirmative Action Plans, i.e. communications, training, recruiting sources, community outreach, etc.	Q1 2010

[Refer to workforce diversity metrics](#)

## 6.0 Sustainability Plan Metrics

In order to monitor progress and measure our success in achieving the sustainability goals stated in [Section 5.0 Sustainability Goals](#), PSC identified appropriate metrics for each goal. The calendar year 2007 serves as the baseline year for comparison of progress as this is the most recent year for which complete data was available when the Plan was drafted.

### 6.1 Economic Metrics

Goal	Metric	2007 Baseline
<a href="#">Economic</a>		
Lead the environmental service industry in sales growth and profitability.	1. DSO < 50 days	65 Days
	2. 10% organic growth in net revenue measured by cumulative annual growth rate (CAGR)	Net Revenue \$216,623,824
	3. 20% EBITDA increase measured by cumulative annual growth rate (CAGR)	12.7% before corporate allocations

### 6.2 Environmental Metrics

Goal	Metric	2007 Baseline
<a href="#">Sustainable Sourcing</a>		
Reduce environmental impact of company sourcing through supply chain management and product choices.	1. By 2011, fifteen percent (15%) of purchasing dollars <sup>1</sup> are spent on recycled products.	11.31% <sup>2</sup>
	2. By 2011, fifteen percent (15%) of third party vendors/suppliers <sup>3</sup> including waste management facilities, are identified as "PSC preferred sustainability partners" based on their sustainability practices.	Zero vendors identified based on sustainability practices.

#### NOTES-

1. Spend on the following items are not subject to recycled criteria and will be subtracted from the total purchasing dollars: labor; sub-contractors; emergency responders; equipment purchases and rentals; transportation; disposal; utilities; regulatory required specifications and temporary labor.
2. Recycled content purchasing not tracked in 2007. Major procurement of recycled content was through fiber containers and reconditioned drums. Quantities of fiber and recon drums estimated through drum usage survey. These items will serve as 2007 baseline. \$3,034,444 fiber and recon containers / \$26,824,124 adjusted spend.
3. Allocation to be implemented according to the following schedule: 2009 -5%, 2010- 10%, 2011- 15%. Minimum annual spend threshold of \$25,000 for vendor/supplier to be subject to sustainability audit.

Goal	Metric	2007 Baseline
<u>Energy</u>		
Reduce the company's environmental footprint through increased energy efficiency and use of alternative energy sources.	1. Reduction in direct energy intensity to be determined through <a href="#">Climate Leaders program</a> (energy sources include: coal, natural gas, petroleum derived fuel, biofuels, ethanol, hydrogen, electricity).	To be determined through <a href="#">Climate Leaders program</a>
	2. By 2011, ten percent (10%) of the Environmental Service Division's total energy consumption derived from alternative energy sources.	Zero alternative energy usage

Goal	Metric	2007 Baseline
<u>Waste Management</u>		
Reduce environmental impacts of waste management practices for both internally generated wastes and customer generated wastes.	1. By 2011, one hundred percent (100%) of ESD facilities have active in-house recycling programs for office-generated waste.	81% of ESD facilities recycle at least one waste stream. 63% of facilities recycle 2-5 waste streams.
	2. By 2011, seventy five percent (75%) of hazardous and universal waste is managed through top tiers of waste management hierarchy- recycling, reuse, alternative fuel, treatment.	PENDING DATA ANALYSIS
Protect human health and the environment through systematic effort to avoid spills of hazardous materials.	1. Zero (0) recordable significant spills annually. (definition: RQ involved, NOV or fine issued).	6 incidents involving RQ, NOV or fine

Goal	Metric	2007 Baseline
<u>Emissions</u>		
Achieve significant reduction in carbon footprint.	1. <a href="#">Climate Leader</a> approved reduction goal (to be determined) of energy intensity by 2020.	To be determined through <a href="#">Climate Leaders program</a>

Goal	Metric	2007 Baseline
<a href="#"><u>Service Offerings</u></a>		
Become a true partner in sustainability by providing service offerings consistent with PSC's commitment to sustainability.	1. In response to client feedback, roll out at least three new service offerings or events per year focused on sustainability.	Zero offerings based on sustainability platform
	2. Active participation in at least two client workgroups addressing sustainability issues.	Zero participation in client work groups
	3. Conduct quarterly educational workshops on sustainability and the benefits of partnering with PSC for current and potential clients.	Zero workshops offered
Provide clients with 100% recycling opportunity for their waste streams.	1. Add 10 new outlets, annually, for waste streams previously managed through non-recycle or non-reuse management method.	Zero

Goal	Metric	2007 Baseline
<a href="#"><u>Compliance</u></a>		
Safeguard and protect human health and the environment through compliance with all applicable environmental laws and regulation and the federal, state and local levels.	1. Zero agency decisions of non-conformance with environmental laws or regulations.	13 inspections resulting in notice of violation (NOV) or fine.

Goal	Metric	2007 Baseline
<u>Transportation</u>		
Minimize the environmental impacts of PSC's transportation activities.	1. By 2011, twenty three percent (23%) total reduction in miles driven per revenue dollar.	2,362,368 total miles driven (estimated, Environmental Service Div) Revenue: \$216,623,824 Miles : Revenue: 0.0109 miles / dollar
	2. By 2011, three percent 3% of company-owned or leased fleet vehicles operate on diesel-alternative fuel sources such as electric hybrid, flex fuel, compressed natural gas, biodiesel, etc.	Zero fleet vehicles operating on alternative fuel sources.
	3. By 2011, twenty-five percent (25%) reduction in fuel consumption from company miles driven (includes internal fleet and rentals for heavy equipment, trucks, and passenger vehicles).	1,351,763 gallons of fuel (Environmental Service Div) Revenue: \$216,623,824 Gallons : Revenue: 0.0062 gallons / dollar
	4. By 2011, utilize re-refined oil in twenty five percent (25%) of company-owned or leased fleet vehicles.	Zero fleet vehicles operating on re-refined oil.
	5. By 2011, reduce average age of fleet to 5 years.	Box Truck- 7.2 years Tractors- 9 years Pick Up Truck- 6.1 years

<u>Certifications</u>		
Enhance sustainability efforts through third party certification of related programs.	1. Full enrollment in EPA's <a href="#">Climate Leader's program</a> , including annual reporting.	No participation
	2. By 2011, secure at least one additional sustainability-related third party certification.	No certifications

### 6.3 Social Metrics

Goal	Metric	2007 Baseline
<u>Employee Retention</u>		
Provide a stable workplace and increase employee satisfaction by investing in human and intellectual capital.	1. Reduce employee turnover rate by ten percent 10% (annualized) of total workforce.	Total turnover rate 32.6%
	2. Entire ESD workforce receives annual performance review.	Approximately 40% of ESD employees received review in 2007.
	3. Benefits package comprises 28% of payroll dollars.	28% of total payroll

Goal	Metric	2007 Baseline
<u>Occupational Health &amp; Safety</u>		
Eliminate occupational illness and injury	1. Zero workplace fatalities	0
	2. Zero lost workday case injuries involving days away from work	4
	3. Zero total OSHA recordable injuries	19

Goal	Metric	2007 Baseline
<u>Training and Education</u>		
Adapt to changing work environment, promote employee satisfaction and improve organizational performance by providing personal and professional development opportunities for employees.	1. Provide an average of 45 hours of training per year per employee.	Average: 36.33 Extreme: 92.83
	2. Increase number of employees participating in educational assistance program.	5 ESD employees participate

Goal	Metric	2007 Baseline
<u>Workforce Diversity</u>		
Improve diversity in management	1. 21% representation of women in management.	19%
	2. 22% representation of minorities in management.	20%
Improve diversity in overall workforce	1. 22% representation of women in total workforce.	21%
	2. 43% representation of minorities in total workforce.	42%

## 7.0 Monitoring and Reporting

Routine monitoring and reporting of the Plan implementation process ensures accountability and fosters efforts of continuous improvement. The Plan is a roadmap whose framework includes broad goals and specific action items with timelines for achieving those goals. In addition, the framework includes metrics for measuring the individual success of the plan's implementation. These metrics are closely monitored on a routine basis and the results reported to interested stakeholders.

### 7.1 Monitoring

The Plan details specific metrics in [Section 6.0 Sustainability Plan Metrics](#). These metrics are monitored and documented on a routine basis by the support personnel detailed in [Section 2.4 Implementation & Responsibilities](#). The status of each metric is reported to the Director of Sustainability. Highlights of achievements as well as challenges in the Plan implementation are presented in quarterly reports prepared by the Director of Sustainability.

The Director of Sustainability oversees routine internal auditing of PSC locations to ensure:

- Employee awareness and participation in Plan initiatives
- Location implementation of Plan initiatives
- Local tracking, monitoring and record keeping of designated Plan metrics

The Plan is a living, working document. The plan is revised throughout its three year term to address new developments in sustainability, technology, and the marketplace.

### 7.2 Reporting

PSC promotes the Plan and communicates results to its client base through annual reporting, web-based marketing materials, presentations and client meetings.

PSC prepares routine reporting on the progress of the Plan implementation. Quarterly reports are drafted for internal purposes. The Annual Sustainability Report (Report) includes details on all of PSC's sustainability efforts. The Report is made available to both internal and external stakeholders.

#### 7.2.1 Annual Sustainability Report

PSC prepares an annual sustainability report (Report). The Report is based upon the Global Reporting Initiative's (GRI) Sustainability Reporting Guidelines. As requested in the GRI guidelines, PSC notifies the organization upon release of the Report.

***Frequency***

The first report is issued no later than June 1, 2010 and includes data from the 2009 calendar year. Thereafter, PSC releases an annual sustainability report no later than June 1 each year including data from the previous calendar year.

***Access***

PSC's Report is available to all interested stakeholders via the company website. Hard copies are printed in limited quantities and available only upon request. Press releases and other marketing materials regarding the Report are distributed at the discretion of senior management.

**7.2.2 Reporting Responsibilities**

The Director of Sustainability oversees all sustainability reporting activities.

***Functional Groups***

Individual ad-hoc committees are formed to focus on specific issues or initiatives throughout the year. These committees are comprised of personnel from a variety of disciplines within the company.

***Quarterly Progress Reports***

The Director of Sustainability is responsible for preparing quarterly reports documenting on-going progress, including success and challenges, of the Plan. Quarterly progress reports are released internally within thirty (30) days of each calendar quarter's end.

Q1 Progress Report	April 30
Q2 Progress Report	July 31
Q3 Progress Report	October 31
Q4 Progress Report	January 31

***Annual Sustainability Report***

The Director of Sustainability is responsible for preparing the Report.

## Resources

1. Global Reporting Initiative <http://www.globalreporting.org/Home>
2. U.S.E.P.A. Climate Leaders Program <http://www.epa.gov/stateply/>
3. U.S.E.P.A. Smartway Program <http://www.epa.gov/smartway/>
4. Green Lodging
  - a. <http://www.greenhotels.com/index.htm>
  - b. <http://www.dep.state.fl.us/greenlodging/>
  - c. <http://www.ciwmb.ca.gov/EPP/greenlodging/>
  - d. <http://www.deq.virginia.gov/p2/lodging/>
  - e. <http://www.vtgreenhotels.org/>
  - f. <http://www.environmentallyfriendlyhotels.com/>
  - g. <http://www.visitmaine.com/plan/environment/>
5. ISO 14000 [http://www.iso.org/iso/management\\_standards.htm](http://www.iso.org/iso/management_standards.htm)
6. U.S.E.P.A. Energy Star Program <http://www.energystar.gov/>