



BUREAU
VERITAS



BERKELEY CENTER FOR
GREEN CHEMISTRY

GC³ | Green Chemistry &
Commerce Council



Lowell Center for Sustainable Production

One University Avenue, University of Massachusetts Lowell, Lowell, MA 01854





The Green Chemistry and Commerce Council (GC3): Year in Perspective

Sixth Green Chemistry and
Commerce Council
Cupertino, CA
May 4, 2011



GC³ Green Chemistry &
Commerce Council





Highlights

- **GC3 marketing and outreach**
 - Quarterly newsletters (to more than 600 people)
 - Webinars
 - Outreach and recruitment to new sectors – retail, electronics, health care, pharmaceuticals
 - Reflected in new faces at GC3



Highlights

- **Transition to a membership organization**
 - Finalization of member guidelines
 - Collection of dues (about \$75,000)
 - 66+ official members with many more still participating in groups, webinars, etc.
 - Focus on building business participation
- **Move towards project groups from working groups**

The GC3: stakeholder collaboration on safer products

Responding to concern in the US about the impacts of REACH on supply chain availability of chemicals information, and challenges in advancing safer chemistry, a group of companies, plus other government and non-profit stakeholders, worked with the Lowell Center for Sustainable Production (LCSP) at the University of Massachusetts Lowell to create the Green Chemistry and Commerce Council (GC3). Associate Professor **Joel Tickner** explains its work.

The GC3's membership includes more than 50 firms and business-oriented NGOs sharing a common mission: to implement green chemistry throughout supply chains, share strategies to overcome barriers and reduce environmental footprints, promote education and information on safer chemicals and products, and to identify existing and needed information on toxics hazards, risks, exposures and safer alternatives. The organisation has talked to more than 100 businesses, government agencies and non-profits about these challenges.

The GC3 has a series of working groups focused on delivering practical reports and projects that advance collaboration on safer chemistry. One of these is an academic/

was written collaboratively by more than a dozen companies, NGOs and the US Environmental Protection Agency. It provides tools and examples in support of improved supply chain communication between suppliers and their customers, and in the development of more sustainable products. The report was driven by many of the efforts already underway within supply chains to actively share relevant chemical information between fabricators, formulators, and their suppliers. It provides clear signals to suppliers on the needs that fabricators and formulators have for chemical data and the consequences of not providing such data.

Retailers are increasingly the target of media and consumer campaigns on chemicals of concern in products. They are powerful actors in stimulating market transitions away from chemicals of concern. However, they often do not have the understanding or resources to understand product chemistry or alternatives. A third working group is developing a web resource for the retail industry that identifies tools and systems to manage the chemical ingredients of the products they are selling. Building on the group's report: "Best practices in product chemicals management in the retail industry" ([Best practices](#)), this web resource is being developed to assist retailers in developing chemicals management systems by

topics this year will include advancing green chemistry education, driving innovation through transparent chemical data and analysis, green chemistry and safer materials in the electronics sector, and new collaborations to advance safer materials.

Companies that can show the business case for green chemistry adoption and that distinguish themselves in the marketplace will be in a good position to gain competitive advantage from increasing consumer preference for safer products. But despite these trends, there are still significant barriers to the efforts of leading edge companies attempting to implement safer products. Informational, technical and policy barriers often present insurmountable challenges, particularly for small firms. As such, organisations like the GC3 can help firms identify examples and models for overcoming barriers, and promote policies and market changes that encourage adoption of safer products.

The GC3 experience has demonstrated the power of cross-sectoral and supply chain collaboration in overcoming common scientific, design, application, and incentives challenges. While a big vision is a prerequisite for advancing innovation in safer products, a pragmatic approach that recognises the challenge of actual, on the ground implementation of green chemistry



GC3 Publications

- *Meeting Customers' Needs for Chemical Data: A Guidance Document for Suppliers*, February 2011
- *Compilation of Terms Marketing Green Products: A Green Glossary*, November 2010.
- Two book chapters on GC3.
- Press and stakeholder recognition of reports

Meeting Customers' Needs for Chemical Data

A guidance document for suppliers

MOVING BUSINESS TOWARD SAFER ALTERNATIVES



GC³ Green Chemistry &
Commerce Council

February 2011 • Version 1

[Design & Packaging](#)
[Resource Efficiency](#)
[Events, Newsletters, Webcasts, Videos, Hot Topics, Podcasts](#)
[Organizations, Professional Services](#)


News
[E-NEWSLETTER](#)
[RSS](#)
[TWITTER](#)

Walmart, HP, J&J Share Green Chemistry Supply Chain Strategy

By Jonathan Bardelline
Published April 25, 2011

More Stories On: [Green Chemistry & Toxics](#), [Supply Chain](#) [Email](#) | [Print](#) | [Multiple Page View](#)



LOWELL, MA — The growing demand for safer products — whether from customers, manufacturers or governments — has led to more pressure on suppliers to reveal details about the chemicals they provide and to bring cleaner goods to market.

0 tweets

[tweet](#)

[in](#) Share

With the likes of Nike, Johnson and Johnson, HP, Method and Herman Miller demanding more of their suppliers, the Green Chemistry and Commerce Council put together a guide explaining why companies want more information and how it can benefit the entire supply chain.

The guide, "Meeting Customers' Needs for Chemical Data," is peppered with input from major companies about how they interact with chemical suppliers, with methods varying by what kind of business they are and what industry they're in.

Walmart requires vendors of chemical products to disclose any chemicals they intentionally add though a third-party system which then gives Walmart any information it needs on handling and transporting




GREEN & SUSTAINABILITY JOB BOARD



Find the green job that's right for you. GreenBiz.com's

Sustainable Business Forum

Supported by 

The Future of Healthy Enterprise

DuPont Sustainable Solutions

A message from DuPont

- Home
- Posting on this site
- FAQ
- Help
- About

Search this site...



Sign up | Log in

Smart Data and the Chemical Supply Chain



Tags: Change Management chemicals Culture and Leadership in Business Environmental Stewardship green greenbiz supply chain management Technology and Innovation

0 comments Posted April 28, 2011 by Dave Meyer with 112 reads

Share

Share this post 2



"WARNING: This area contains a chemical known to the State of California to cause cancer, birth defects or other reproductive harm."

Now that I have your attention, have you ever seen one of these warnings posted outside your local convenience store or place of business? Well, this is one of the many ways that consumers and workers are informed of the presence of chemicals in our everyday

A community focused on sustainable business transformation in the 21st century.

Be a part of the conversation!

[« Register Now »](#)

Connect with us



Categories



GC³ Green Chemistry &
Commerce Council

Compilation of Terms Marketing Green Products: A "Green" Glossary

Version 1.0

November, 2010

There is no one organization that officially defines terms used in the marketing and sale of green products. Instead, there are a multitude of organizations ranging from government to industry to independent certifiers, to nonprofit organizations. This leaves consumers confused by what are often unwarranted or overblown claims of sustainability or environmental friendliness, a phenomenon known as greenwashing. Innovators and leaders in the production of sustainable products also struggle with greenwashing as they try to differentiate their products in the marketplace. In the absence of definitions of "green" or current guidelines for words and terms used to market and sell green products, product manufacturers making safer, more environmentally sustainable products have few tools to identify their products from others.

The US Federal Trade Commission (FTC) has attempted to establish baseline environmental marketing criteria with its "Guides for the Use of Environmental Marketing Claims," known as the "Green Guides;" but the latest update of these guides was published in 1998, with a 2009 update still to be released. There is currently a rising tide of legal and regulatory actions aimed at products pitched as "environmentally friendly," as consumers and the FTC have begun challenging whether such claims live up to their billing¹.

In an effort to gain some clarity about the definitions of terms commonly used to market and sell "green" products, the Green Chemistry and Commerce Council (GC3), a business to business network of firms across sectors dedicated to advancing safer chemicals and products has developed a "Green Glossary." Terms that are commonly used to market and sell green products were researched and a number of these were selected for inclusion in Version One of the Glossary. Initially, definitions of terms were gathered from various sources including government, industry, certifiers, and the nonprofit sector. The variety of definitions for single terms, none of which is "official" highlights the challenge that has made greenwashing so prevalent. For Version One of the Green Glossary we have included definitions most likely to be used and respected by companies trying to differentiate their products as safer. The definitions included are for the most part from either government or highly regarded non-profits.

The Glossary provides a definition or definitions of a term, the source of the definition - government, guideline, standard, label, industry, government, NGO - as well as a website, notes, and opportunities for misuse. The opportunities for misuse often illustrate the limitations of the definition.

¹ O'Connell, Vanessa. "Green" Goods, Red Flags: Rash of Earth-Friendly Claims Spurs Rising Number of Lawsuits and FTC Actions," *The Wall Street Journal*, April 24, 2010, under "Business"
<http://online.wsj.com/article/SB10001424052702464506904575180210758367310.htm> (accessed September 14, 2010).



For Release: 10/06/2010

Federal Trade Commission Proposes Revised "Green Guides"

Seeks Public Comment on Changes that Would Update Guides and Make Them Easier to Use

The Federal Trade Commission today proposed revisions to the guidance that it gives marketers to help them avoid making misleading environmental claims. The proposed changes are designed to update the Guides and make them easier for companies to understand and use.

The changes to the "Green Guides" include new guidance on marketers' use of product certifications and seals of approval, "renewable energy" claims, "renewable materials" claims, and "carbon offset" claims. The FTC is seeking public comments on the proposed changes until December 10, 2010, after which it will decide which changes to make final.

"In recent years, businesses have increasingly used 'green' marketing to capture consumers' attention and move Americans toward a more environmentally friendly future. But what companies think green claims mean and what consumers really understand are sometimes two different things," said FTC Chairman Jon Leibowitz. "The proposed updates to the Green Guides will help businesses better align their product claims with consumer expectations."

The Green Guides were first issued in 1992 to help marketers ensure that the claims they are making are true and substantiated. The Guides were revised in 1996 and 1998. The guidance they provide includes: 1) general principles that apply to all environmental marketing claims; 2) how consumers are likely to interpret particular claims and how marketers can substantiate these claims; and 3) how marketers can qualify their claims to avoid deceiving consumers.

The proposed Guides issued today include changes designed to strengthen the FTC's

E-mail this News Release

If you send this link to someone else, the FTC will not collect any personal information about you or the recipient.

Related Items:

16 C.F.R. Part 260: Guides for the Use of Environmental Marketing Claims: Request for Public Comment on Proposed, Revised Guides, FTC File No. P954501

- [Text of the Federal Register Notice \(with table of contents\)](#)
- [Green Guides Summary of Proposal](#)
- [Additional Information about Green Guides Review](#)
- [Text of the Federal Register Notice as Published \(with table of contents added\)](#)

Media Advisory: October 5, 2010
[FTC to Hold Media Phone Briefing on Proposed Changes](#)



GC3 Education

- Quarterly webinars (attended by 40-50 people)
 - Green Chemistry Education
 - Overview of EPA safer alternatives activities
 - California Draft Consumer Product Alternatives Regulations
 - Nike's green chemistry activities
- Trips to Washington DC, Fall 2010, Winter 2011
 - Meetings with EPA, Congressional Staff, NSF
- Panels and presentations at major conferences/webinars

The Staples logo, consisting of the word "STAPLES" in white capital letters on a red rectangular background, is positioned in the top left corner of the slide. It is partially overlaid by a dark teal curved shape that extends from the left edge of the slide.

Annual GC3 Innovators Roundtable Meetings

- 2005: Charlottesville, VA
- 2007: Lowell, MA
- 2008: Beaverton, OR

- 2009: Broomfield, CO

- 2010: Houston, TX
- 2011: Cupertino CA





GC3 Project Groups

- **Business and Academic Partnerships**
Model business-academic collaboration to advance alternatives to phthalates in wire and cable.
- **Facilitating Chemical Data Flow Along Supply Chains**
Development of a guidance document for suppliers on the data needs of fabricators and formulators and how best to provide such



GC3 Project Groups

- **Incentivizing Green Chemistry Along Supply Chains**

A statement on incentives to support green chemistry development and adoption along supply chains

- **Portal of Tools & Systems Retailers Use to Manage Chemicals in Products**

Development of a web resource for retailers that outlines various tools available to more effectively manage chemicals in products.



Advisory Committee

- **Berkeley Cue**, Pfizer (retired)
- **John Frazier**, Nike
- **Lauren Heine**, Lauren Heine LLC
- **Bob Israel**, Johnson Diversey
- **Rich Liroff**, Investor Environmental Health Network
- **Roger McFadden**, Corporate Express

- Plus Lowell Center for Sustainable Production



Highlights of key GC3 activities

- Successful support for passage of America COMPETES and beginning work with NSF about green chemistry funding
- Input and support for EPA DfE transparency and alternatives assessment efforts
- Continued engagement as key actor on Green Chemistry Research and Development at Federal Level – work with Whitehouse Office of Science and Technology Policy and Senate Commerce Cmte staff
- Advancing outreach to retailers including meeting on chemicals management in the retail industry
- Development of model for industry/ academic collaboration for advancing GC research and application
- Retreat and guidance document on meeting customer's needs for chemical data.

[Join ACS](#) ✓Search [Publications](#)[Meetings](#)[Careers](#)[Membership & Networks](#)[Education](#)[Policy](#)[Funding & Awards](#)[Press Room](#)[American Chemical Society](#) » [Policy](#)

Act4Chemistry

America COMPETES and Green Chemistry (Update)

Posted May 12, 2010 9:38 AM by [Kevin Kuhn](#)Related Categories: [Environment](#), [Research and Development Funding](#), [Main Blog](#)

As I just [posted](#), America COMPETES is up for reauthorization in the House this week. In advance of the debate, Congressman [Gingrey \(R-GA\)](#) has offered an amendment on green chemistry. [Here it is](#) (pdf). And here is the [summary as posted](#) by the Rules Committee:

Sounds good to me. Now we have to root for both this amendment and the larger bill.

Update! Here is the language of the actual amendment:

Would direct the National Science Foundation to establish the Green Chemistry Basic Research and Development program and provide merit-based grants to support green chemistry applications. Green chemistry is chemistry that involves the design of chemical products and processes that reduce or eliminate the use or generation of hazardous substances, and it focuses on preventing pollution and waste from forming in the first place.

Take Action

[Action Center](#) »

Recent News

 [My Delicious Bookmarks](#)[Science gender gap probed: Scientific American](#)[Foreign Policy: How We Can Win The Invention Race : NPR](#)[Changing Climate Means Changing Oceans : NPR](#) [I am act4chemistry on Delicious](#) [Add me to your network](#)



What's new in the past year

- Continued policy development at state level and collaboration between states.
- Companies submitting first REACH registrations as well as completing Classification and Labeling requirements. First authorization requirements
- Asia pushing the envelope on toxics
- Continued consumer concern about toxic substances in products and greater use of web-based support in product choices
- Increased retailer and chemical user engagement in demanding greater information and safety through supply chains.
- Change in Congress/continued focus on economy challenges efforts.
- Increased federal collaboration and movement towards "solutions" – bold ideas.



State Chemicals Policy

2009-2010 Legislative Session

- **Single Chemical Restrictions**
 - Bisphenol A—7 states, 4 counties, 1 city enacted; 19 states, the District of Columbia, 1 county, 1 city proposed
 - Cadmium—4 state enacted, 4 states proposed
 - Lead—4 states enacted, 9 states and District of Columbia proposed
 - PBDEs—4 states enacted, 12 states proposed
- **Product Categories**
 - Cleaning Products—5 states enacted, 13 states proposed
 - Children's Products and Toys—3 states enacted, 24 states proposed
 - Cosmetics—9 states proposed
- **Comprehensive Policies to Identify, Prioritize, and Manage Chemicals of Concern**
 - 2 states enacted (MN and ME), 10 states proposed
- **Green Chemistry**
 - CT—Enacted legislation to establish Chemical Innovations Institute
 - MN enacted and MI proposed legislation to incorporate definitions of green chemistry into economic development policies
- **Establishment of Interstate Clearinghouse on Chemicals**

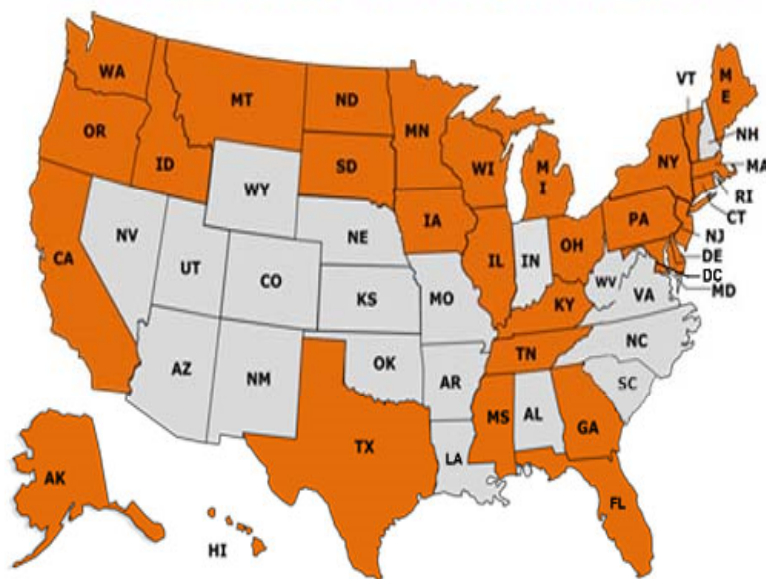
30 States to announce toxic chemicals legislation January 19

Posted by Safer States on Jan 18, 2011

Tweet 34

Share 13

States Introducing Toxics Legislation in 2011



In response to continued public concern over the presence of dangerous chemicals in common household products, coupled with Congressional inaction on the matter, on Wednesday, January 19, legislators and advocates in thirty states across the country and the District of Columbia will announce legislation aimed at protecting children and families from harmful chemicals.



What is BPA?

What is Cadmium?

facebook

Safer States

Like 488

SAFER States saferstates

Tween cuts cadmium from kids jewelry: <http://abcn.ws/i3azzw>. Nice work @changea!

4 days ago · reply · retweet · favorite

twitter Join the conversation

Safer Chemicals Healthy Families

California Green Chemistry Initiative - Mozilla Firefox

File Edit View History Bookmarks Yahoo! Tools Help

http://www.dtsc.ca.gov/PollutionPrevention/GreenChemistryInitiative/index.cfm?CFID=7923642&CFTOKEN=62697228

Most Visited Getting Started Latest Headlines

Search Web Mail Shopping Personals My Yahoo! News Games Travel Finance Answers Sports

CA.GOV California Department of Toxic Substances Control

Skip to: [Content](#) | [Footer](#) | [Accessibility](#) Search DTSC

Home Emerging Issues Green Chemistry Pollution Prevention Site Cleanup Managing Waste Enforcement & Response Env Chem Lab DTSC Info

Welcome | Green Ribbon Science Panel | News | Phase One | Phase Two | Resources | Calendar | Contact Us

QUICK LINKS

- DTSC Data
- EnviroStor
- Permit Appeals
- Fact Sheets, Publications and Forms
- Laws, Regs & Policies
- News Room

RESOURCES

- Regulatory Assistance
- Employment
- Decisions Pending and Opportunities for Public Participation
- DTSC Events Calendar

Welcome

New! California Green Chemistry Wiki
 Participate in the [Green Chemistry Wiki!](#) This innovative tool was created to spur informal collaboration on the Safer Alternatives Regulations development process. [News Release](#)
 The Green Chemistry rule development process will detail how DTSC implements [Assembly Bill 1879](#) and [Senate Bill 509](#).

News on California's Green Chemistry Initiative
 Find recent [news and videos](#) on California's Green Chemistry Initiative. Find out [what others are saying](#) about Green Chemistry.

Green Ribbon Science Panel
New! Green Ribbon Science Panel [Agenda](#) released! View the [public notice](#) on the Green Ribbon Science Panel meeting. View the latest (April 27, 2009) [background information](#) and [staff presentations/additional documents](#) provided to the panel members. Read about California's new [Green Ribbon Science Panel](#) or view the [news release](#) on the [panel members](#).

Done

Slide 12 of 20 Ripple lac3 overview 2009 May draft English (U.S.)

European Chemicals Agency (ECHA)

The Agency, located in Helsinki, Finland will manage the registration, evaluation, authorisation and restriction processes for chemical substances to ensure consistency across the European Union. These REACH processes are designed to provide additional information on chemicals, to ensure their safe use, and to ensure competitiveness of the European industry.

In its decision-making the Agency will take the best available scientific and technical data and socio-economic information into account. It will also provide information on chemicals and technical and scientific advice. By assessing and approving testing proposals, the Agency will minimize animal testing.

Weekly update of Active Lead Registrants

The role of the Lead Registrant is laid down by the REACH Regulation and is mandatory for each SIEF.

Please note that as of 17 February 2010, ECHA will publish on a weekly basis the list of *EC numbers, substance names and whether the Lead Registrant has been appointed or retains candidate status*. In addition the *earliest expected registration deadline* that has been communicated to ECHA by LRs will also be published.

Lead Registrants and Candidate Lead Registrants who are active in their SIEFs are advised to inform ECHA of their nominations by using the link below: [Lead Registrant Nomination](#)

As the situation evolves within each SIEF, ECHA recommends that entries be regularly updated (e.g. confirmation of registration deadlines, update of SIEF membership numbers etc).



NEWS

**The clock
is ticking**
[Consultation on
Multi-Annual](#)



TSCA reform legislation re-introduced

- Beginning of a long discussion
- Sections on Green Chemistry and safer alternatives enhanced
 - Network of green chemistry centers
 - Training and research
 - Reduced burdens for innovation in safer chemicals



Continued EPA initiatives on green chemistry and safer alternatives

- Advancing data transparency
 - Changes to Confidential Business information requirements
 - Posting of TSCA inventory on-line
 - Inventory Update Rule changes
- Additional chemical testing rules
- Chemical action plans for chemicals of concern
- Advancing safer chemistry through Design for Environment
 - Formulators initiative – new guidelines for transparency
 - Partnership programs for informed substitution - comments on alternatives assessment process.
- ORD efforts



CDC National Conversation on Chemical Exposures


- “A fundamental shift of emphasis is needed in our nation’s approach to chemical exposures toward the development, adoption, and evaluation of safer alternatives. Preventing and eliminating problems at the source before harm occurs is a fundamental and proactive public health goal. Given that it is impossible to have full scientific certainty regarding public health risks, however, policymakers need decision-making tools that employ scientific rigor and encourage a common-sense, precautionary approach.”

2008–2009 Annual Report  President's Cancer Panel

REDUCING ENVIRONMENTAL CANCER RISK

What We Can Do Now





Safer Alternatives to Many Currently Used Chemicals Are Urgently Needed.

The requisite knowledge and technologies exist to develop alternatives to many currently used chemical agents known or believed to cause or promote cancer. Many chemists require additional training to understand environmental hazards and reformulate products. Importantly, “green chemistry” alternative products themselves require longitudinal study to ensure that they do not pose unexpected health hazards.

The Panel believes that just as there are many opportunities for harmful environmental exposures, ample opportunities also exist to intervene in, ameliorate, and prevent environmental health hazards. Governments, industry, the academic and medical communities, and individuals all have untapped power to protect the health of current and future generations of Americans and reduce the national burden of cancer.



Agency interest in advancing greener chemicals/processes

- NIOSH/OSHA – prevention through design
- CPSC – phthalate alternatives
- GSA – Executive Order 13514
- “reducing and minimizing the quantity of toxic and hazardous chemicals and materials acquired, used, or disposed of... implementing integrated pest management and other appropriate landscape management practices; and increasing agency use of acceptable alternative chemicals and processes in keeping with the agency's procurement policies.”



SEARCH

ChemSec – for a toxic free world

Bridging the gap between decision-makers, business, NGOs and science

[Read more](#)

NEWS

SIN List 2.0 released - targets endocrine disrupting chemicals for priority action in the EU

ChemSec today launches a concrete tool for action on highly problematic endocrine disrupting chemicals. The first set of chemicals identified as Substances of Very High Concern under REACH solely due to their endocrine disrupting properties will be presented today in Brussels. These 22 substances, many of them commonly found in toys, food packaging, and cosmetics, have been incorporated into the SIN List 2.0.

News 2011

3 May 2011

SIN List 2.0 released - targets endocrine disrupting chemical

ChemSec today launches a concrete tool for action on ...

[Read more](#)

21 April 2011

UNEP identifying POPs-free consumer products

ChemSec has been a partner in a UNEP pilot ...

[Read more](#)

31 March 2011

A German Dialogue about Endocrine Disrupting Chemicals

The "Public hearing on Endocrine-Disrupting Chemicals - from ambition ...

[Read more](#)

More in: [News 2011 January-March](#)



twitter

YouTube



- Clean Production Action
- Home
- Healthy Business Strategies
- Green Chemicals
- Sustainable Materials
- Environmentally Preferable Products
- Producer Take Back
- Steps to Clean Production

Clean Production Action

Clean Production Action designs and delivers strategic solutions for green chemicals, sustainable materials and environmentally preferable products.



GREEN SCREEN FOR SAFER CHEMICALS

- ▶ Green Chemistry ▶ Green Screen for Safer Chemicals
- ▶ Who uses the Green Screen?

Enter search word or phrase

[Search](#)

Who uses the Green Screen?

<p>HP Identifying safer substitutes for BFRs, CFRs, and PVC</p>	<p>Platform for Wal-Mart chemical screening program</p>
<p>Basis for state regulatory programs</p>	<p>Aligning hazard thresholds with EPA</p>

- [Hewlett-Packard](#)
- [Wal-Mart](#)
- US State Regulatory Agencies
 - [Washington State](#)
 - [Maine](#)



Challenges for the future

- Ensuring new policy developments support innovation in DfE and Green Chemistry.
- Ensuring adequate information and tools are available to ensure companies can make informed decisions in moving towards safer materials.
- Ensuring that DfE/Green Chemistry remain priorities, adequately resourcing programs.
- Ensuring a new cadre of trained scientists
- Ensuring good communication and dialog up and down supply chains to move in the right direction.
- Making the case for GC and safer products.



Programmatic questions as we move forward

- What are key focal areas where the GC3 can provide value added - defining deliverable work products, and advancing the mission of the GC3 and its participants?
- What projects will best engage participants actively in providing concrete impacts in practice and policy?
- How do we engage GC3 participant leadership?



Strategic Directions - Organizational

- How do we expand the GC3 in new key sectors: **retail**, pharma, personal care, electronics, auto
- How to ensure active participation to build energy and interest in the GC3 and “ownership” over the network and projects.
- How to ensure adequate resources for coordination, administration and research/outreach.
- How to link more effectively to other efforts to avoid duplication – more and more efforts
- How to identify the “right” people in different companies to engage them in the GC3.