

FREEMAN'S  
*Las Vegas*

**WASTE MANAGEMENT REPORT**

UFI: Best Innovative Environmental Initiative

Finalist's Submission



**F R E E M A N**

The Nature of a Successful Show

# Executive *Summary*

On behalf of the Freeman employee owners and family, thank you for allowing us to submit this second application to the UFI for the 2013 Sustainable Development Award: Best Innovative Environmental Initiative. Freeman has a deep commitment to sustainability, which is evidenced by the many ongoing green programs and projects within our company.

As an industry leader, Freeman has seized the opportunity to make our business more environmentally responsible. Working at the local level, we have pursued a number of innovative ways to reduce waste and increasingly use materials that are both recycled and recyclable. Beyond the reduction of our own company carbon footprint, we are able to assist in the development of new opportunities by providing recycling organizations with sufficient waste material to make their operations viable. We strongly encourage innovative thinking at the local and corporate levels and have established a company task force to raise awareness and nurture green initiatives.

The Freeman tradition of employee empowerment has been a strong factor in the successful growth of a green culture in our company. Thanks to this empowerment, local grass-roots initiatives have blossomed into a company-wide policy. Our Sustainability Task Force, led by a senior company executive, is responsible for promoting eco-friendly solutions company-wide. Every department at Freeman is working to develop new and innovative ways to promote efficiency and to reduce our company environmental footprint. From our Exhibition Services team to our Graphics team to our Shipping department, every Freeman employee-owner and contractor is charged with creating and maintaining a greener future for our company, our industry and our community.



*from*  
**PROBLEM**  
*to*  
**SOLUTION**

We're one of the largest companies in the show industry,  
but we remain a family and employee owned concern.  
At the heart of our corporate philosophy lies a

*core belief* in the value of  
**empowerment.**

Put simply,  
*we're deeply committed*  
to encouraging **innovation**  
& **personal**  
**initiative** IN OUR  
EMPLOYEE-OWNERS.

This has never been more apparent than in our efforts

*to create and foster*  
**environmental**  
**RESPONSIBILITY,**  
because each step along the road to sustainability consists of  
individual choices & decisions,  
*of personal responsibility*  
& *innovative thinking.*



# *sustainability is **IN.***

<b>INDIVIDUAL</b>	<b>INNOVATIVE</b>	<b>INCREMENTAL</b>
<p>The road to sustainability is a journey often driven by the enthusiasm of our individual employee-owners and contractors. At Freeman, we encourage and support that enthusiasm, and foster a culture of empowerment. This allows individual employees to initiate real change locally, in a hands-on manner. Positive results can then spread organically throughout the entire organization.</p>	<p>Helping an entire industry become more eco-friendly may seem like a daunting task, but in reality it's often simply a matter of solving a series of problems. What can we do with a container of waste lumber? How can we reduce the amount of stuff we send to the local landfill? The solution to each challenge often calls for a new way of looking at things, simple out-of-the-box thinking.</p>	<p>The business of becoming sustainable has many facets. Real improvements often consist of a number of small steps. Each step may seem insignificant, but the aggregate can be revolutionary. The simple step of shipping waste lumber to a chipping facility rather than to a landfill can have a significant effect on the success of a local reforestation program in areas damaged by fire.</p>

“The show industry is known for innovative, creative problem-solving expertise. This can be channeled into real environmental improvements. At Freeman, we’re proud to be on the cutting edge of this development.”

–Jeff Chase, Vice President of Sustainability, Freeman



MEET

*mike*

**LASH**



For our industry, the problem becomes obvious at the end of each tradeshow or convention. It takes the form of row upon row of dumpsters filled with trash, in many cases perfectly good material that used to be driven unsorted to the nearest landfill. For Freeman Las Vegas Project Manager Mike Lash, this was simply unacceptable.

“The traditional systems & procedures for effective waste management are no longer adequate. In an attempt to further a green agenda, a company must be innovative & creative.

I spend a majority of my day figuring out what to do today with a couple of tons of scrap lumber, 100,000 nasty cigarette butts, or any other materials utilized at trade shows. Of course, the goal is to reduce the amount of waste going to a landfill.”

— Mike Lash, Project Manager  
Freeman Las Vegas



This hands-on problem-solving approach led Mike to make the simple decision that graphic boards would no longer use foam-core-based panels, but rather employ the recycled and recyclable Falconboard. Thanks to Freeman's policy of individual empowerment, Mike and his show managers were simply able to implement this change at the local level. The innovative thinking on sustainability, which started at the branch level in Las Vegas, has become known as the "Vegas Model."

Freeman produces over 14 million square feet of graphic board a year, enough to cover 250 football fields. There is a three-year plan to switch completely from board with foam-based substrate to a 100% recyclable product such as Falconboard.





*it's a*

**MATERIAL  
WORLD**

Freeman's goal in Las Vegas is simply to reduce the amount of material that goes to the landfill at the end of a show or convention. It's as simple—and complicated—as that. Since 2009, when Mike Lash initiated his quest, the figures for the various types of material that can be recycled are impressive, and continue to improve:

## ***12 month total*** at the Las Vegas Branch

### **By material:**

Aluminum	118,036 lbs.
Acrylic	179,580 lbs.
PVC	512,600 lbs.
Steel	116,380 lbs.
Carpet	62,040 lbs.
Tin	9,199 lbs.
Copper	7,940 lbs.
Wood	9,500 lbs.

## *carpets &* **CIGARETTE BUTTS**

Working with a recycling partner in California, Freeman - Las Vegas is now recycling 100% of its branch-generated cigarette waste. The cellulose acetate from the filter is cleaned using eco-friendly agents, and is currently being incorporated with recycled carpet material in the manufacture of parking blocks. This is all part of a so-called "Closed Loop" philosophy, which is based on the notion that waste from an event is recycled for use in a future event.



# REPURPOSING *in the* **INTERIM**

Sustainability efforts are always going to be a work in progress. There's always room for innovative thinking to improve the efficiency of recycling, and in the beneficial impact of the products that can be manufactured from discarded or used material. In this area Freeman's Las Vegas operation has a policy of repurposing everything, for example vinyl event banners. We have found a "second life" vendor that takes the materials and creates badge holders, attendee bags and other products for future shows from them. Vinyl banner signage is donated to the local school Teacher Exchange for use as craft material and theater backdrops. Lumber, carpet and other construction material are donated to the local Habitat for Humanity. Innovation comes when people see a problem and seek out the solutions.

So while 100% recycling is the goal, repurposing and donating are both useful steps along the way towards complete sustainability.



going from a **NEGATIVE**  
to a **POSITIVE**

When it comes to Freeman's vision of a sustainable future, our ambitions go beyond the closed-loop philosophy of simply taking care of waste. When material can be recycled and turned into products that actually benefit the environment, our activities can create a positive impact on the environment.

One example here is the transformation of waste wood into mulch and compost. The Native American Moapa Band of Paiutes operates a recycling facility that will handle as much waste wood as can be provided. This material is transformed into mulch, which is then used in the tribal farm's plant nursery growing trees for the reforestation of areas damaged in area fires. The Moapa Paiutes Farm Recycling Plant even handles glue-heavy waste wood and mixes it with treated tire waste to become an EPA-approved fuel for power generation.

Another project, which is still in development, would take the cellulose found in cigarette filters plus scrap carpet and transform it into netting, which can be used to prevent soil erosion, for example in vulnerable coastal areas.

In both these cases, we have the opportunity to take one environmental problem—waste material—and use it to solve other environmental problems, namely deforestation and soil erosion.



# COMPANY-WIDE *INITIATIVES*

As you know, It's been a little over three years since the Vegas Model was implemented, and Freeman isn't looking back. With our prototype in place, Mike Lash explains, "our goal now is to duplicate the 'Vegas Model' in the entire company starting with at least six other Freeman branches during this new fiscal year." Innovative company-wide initiatives that stemmed from the 'Vegas Model' are starting to take flight.

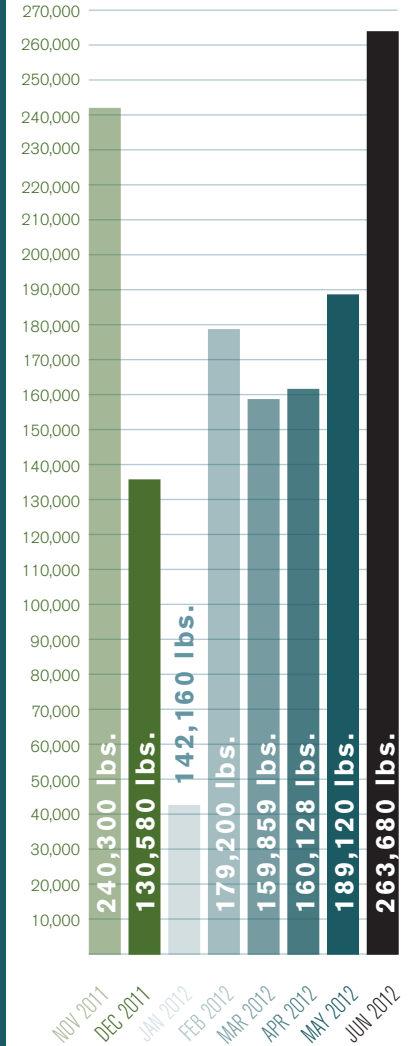
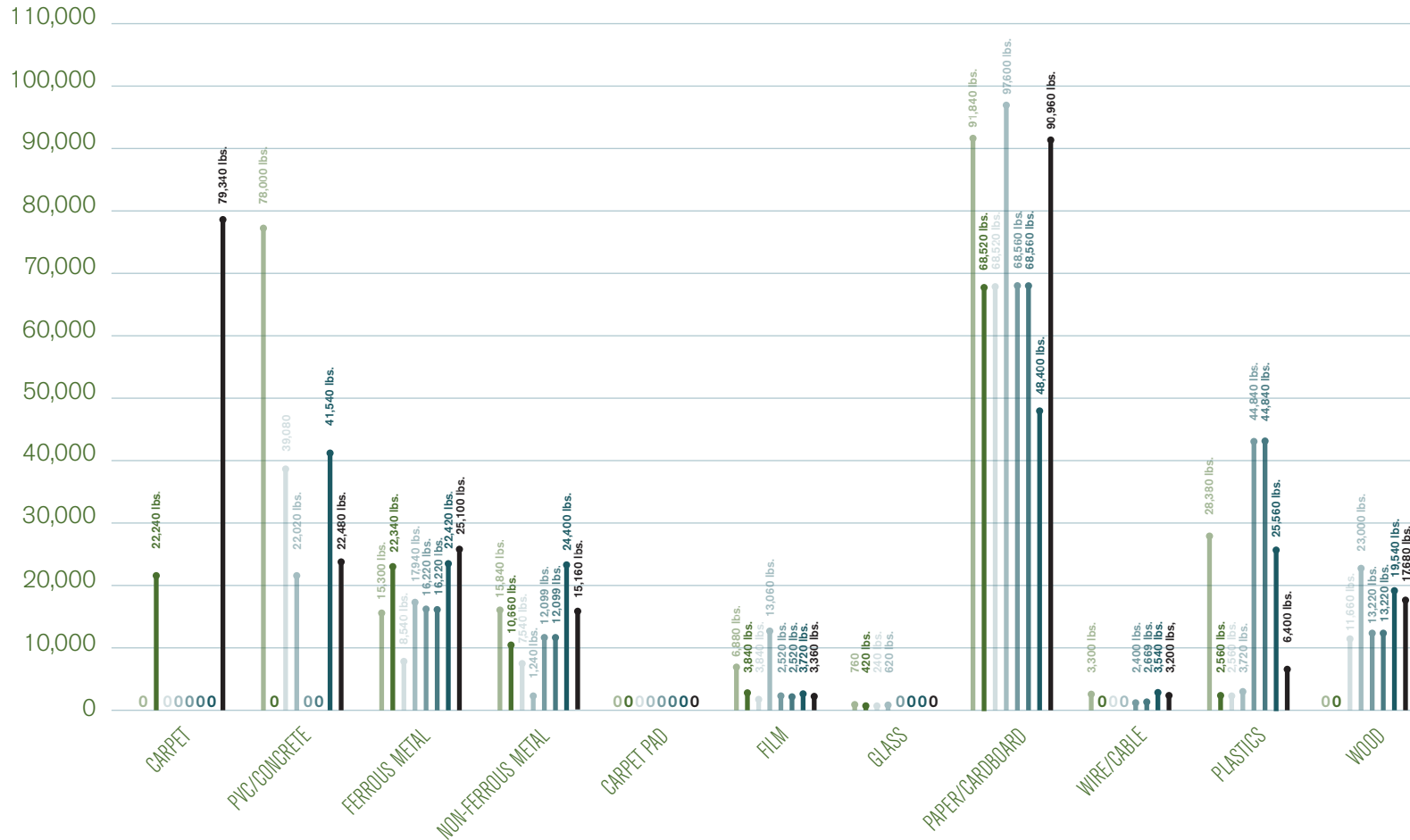
From the dumpster to the plant nursery, or from the ashtray to the parking block, the story so far has been of grassroots initiatives that quickly grow to become company-wide policy. In addition to these positive events, Freeman also has corporate eco-friendly goals. In our Power Down initiative, the leadership team has issued the challenge to reduce power utilization by 10% company-wide by the end of 2013. This ambitious goal will serve the dual benefits of reducing the company's carbon footprint while generating significant economic savings.

The steady march towards a greener Freeman involves more than just recycling or cutting the electricity bill. When making purchases, the entire supply chain and its aggregate effect on the carbon footprint is taken into account. So when we needed to purchase 23,000 new stacking chairs, our Purchasing Department paid close attention to the environmental impact. As a result, the final decision was to purchase chairs made of 71% recycled materials, which were also 100% recyclable. At the same time, we worked with a national recycling company to remove and recycle the chairs that were being replaced. Not a single chair ended up in a landfill.



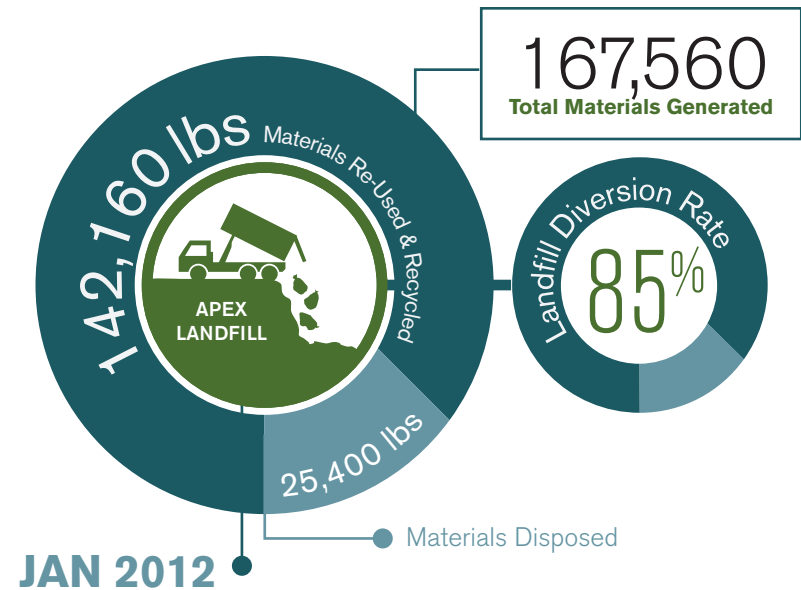
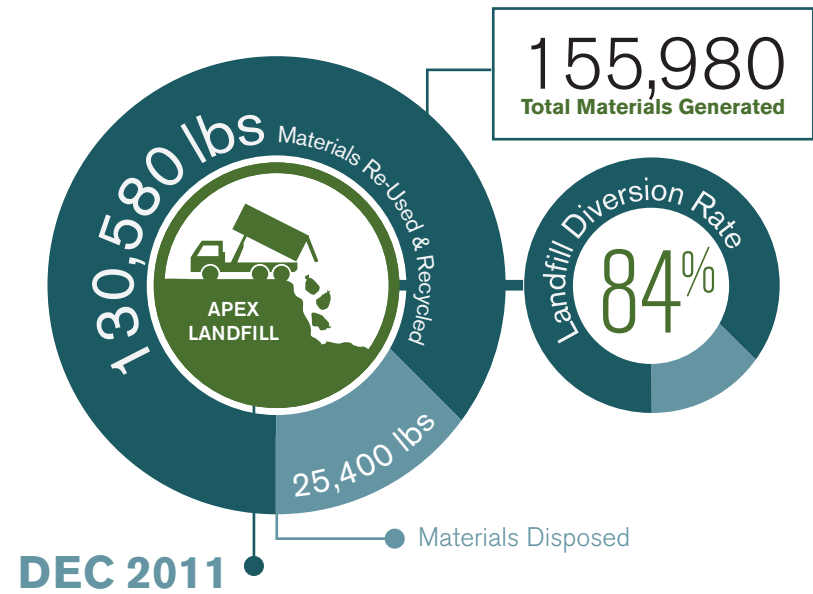
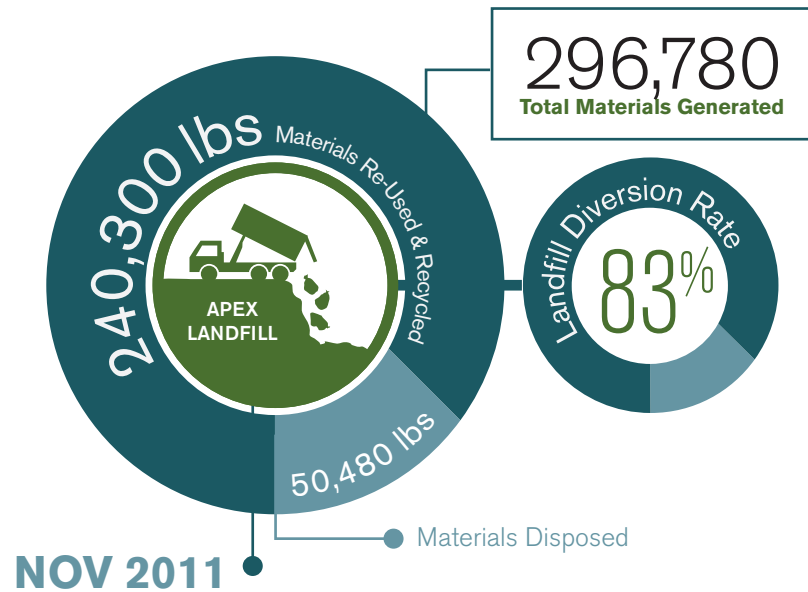
# MONTHLY LANDFILL DIVERSION REPORT

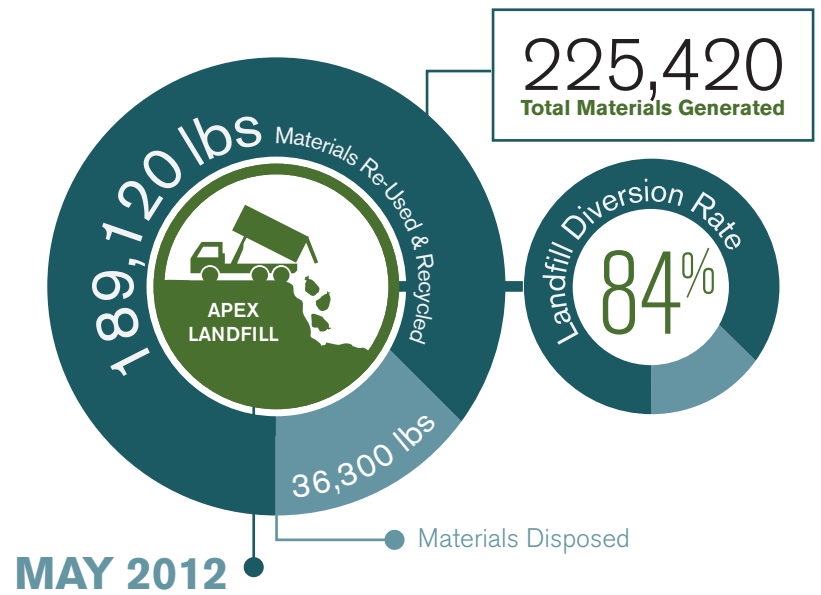
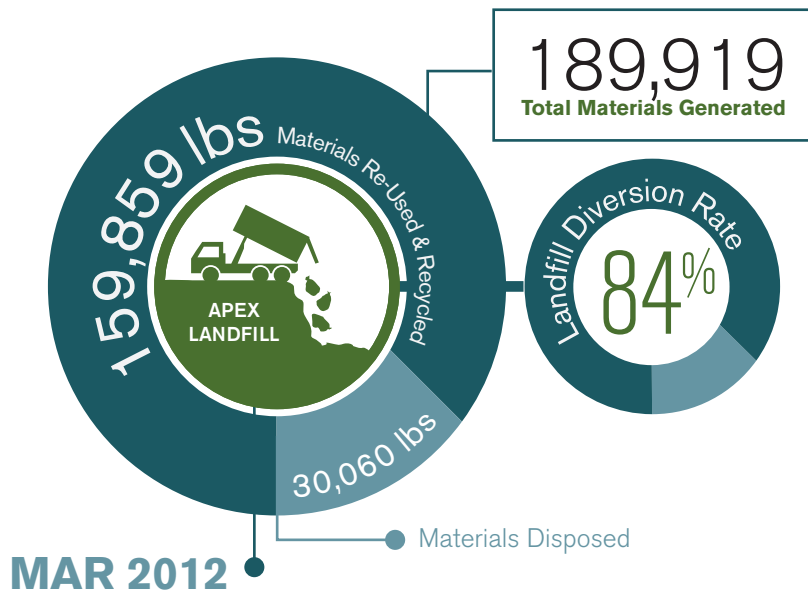
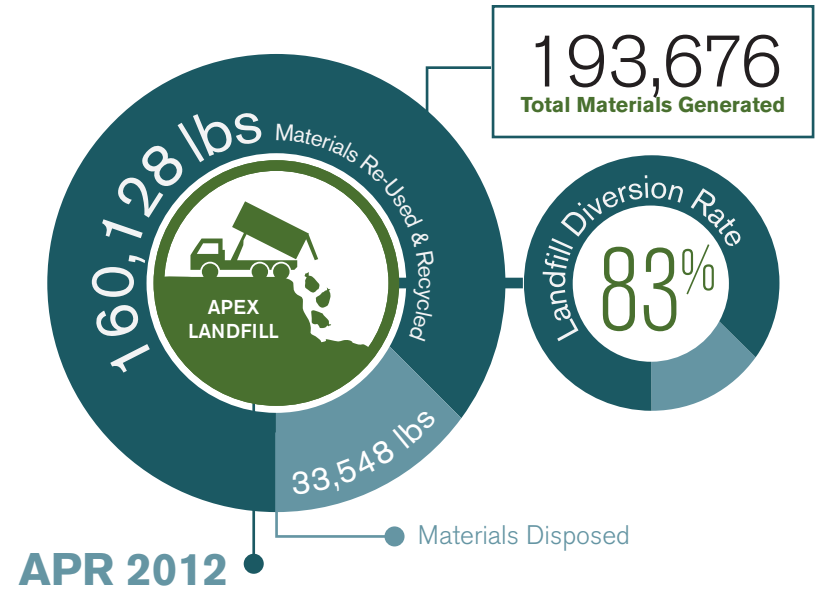
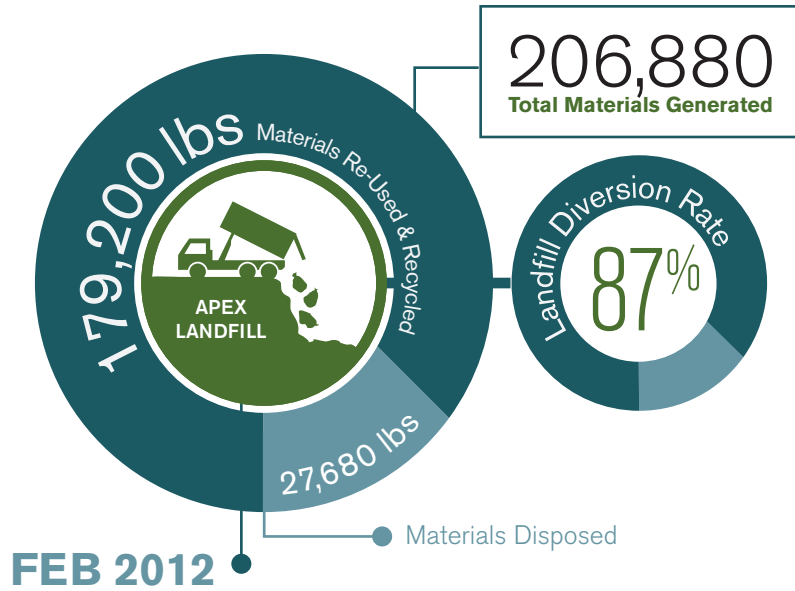
- NOV 2011
- DEC 2011
- JAN 2012
- FEB 2012
- MAR 2012
- APR 2012
- MAY 2012
- JUN 2012



MONTHLY TOTAL  
OF ALL MATERIALS

# LANDFILL DIVERSION REPORT *at Las Vegas Branch*





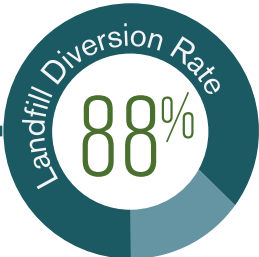


# LANDFILL DIVERSION REPORT *June 2012*

RE-USED/RECYCLED MATERIALS	
TYPE OF MATERIAL	LBS
PVC	79,340
Plexiglass	22,480
Ferrous Metal	25,100
Non-Ferrous Metal	15,160
Film	3,360
Paper/Cardboard	90,960
Wire/Cable	3,200
Plastics	6,400
Wood	17,680
Total Diversion	263,680



296,520  
Total Materials Generated



Materials Disposed



**SETTING**  
*up for* **SUCCESS**



The pursuit of sustainability and overall carbon-footprint reduction is something that mobilizes many different company departments and areas of operation. Innovative solutions both large and small together create an eco-friendly company culture that in turn encourages even more innovative thinking.

One way that Freeman departments are working towards the common goal is by reducing the amount of waste that is generated in the first place. To this end, we are currently testing carpeting that is made from 100% recycled materials and at end of use is 100% recyclable. This will revolutionize our industry. Similarly,

our Graphics team is working with manufacturers to develop and test fully recyclable substrates for our signs and banners. Our goal is to shift to exclusive use of sign substrates that have recycled content in them and once used are fully recyclable. This will be completely implemented within the next three-year period.

Other Freeman departments coming up with new ways to meet old challenges include our Freight team. Our business routinely involves shipping huge quantities of material, frequently over long distances. To this end, our freight specialists are busy exploring new shipping methods designed to reduce our carbon footprint.

## **PRYOLYSIS**

The Las Vegas branch is working with a pyrolysis equipment operator offering its patent pending technology for converting carpet, PVC, melamine and other waste products into synthetic crude oil, gasoline additives, diesel alternatives and solvents.

Another company in California has already tested Freeman's scrap carpet and wood and has offered to use this material as an alternative fuel in their incinerators to power its plant.

Of course, before Freeman engages in these programs, they must prove to be sustainable, environmentally friendly and socially responsible.

““ *We cannot*  
***solve a problem***  
by using the same kind of thinking  
*we used when*  
***we created them.***””

---

*Albert Einstein*

# CUTTING COSTS *instead of* **TREES**

## ***Paperless entry system***

The Freeman Exhibitor Services team has developed innovative online solutions that both streamline services and drastically reduce the amount of paperwork involved. Our field crews have been issued iPads that give them greater mobility and enable them to interface directly with our online portal software for real-time communication that is almost entirely paperless.

Such innovative solutions serve to increase efficiency while reducing the amount of waste that our activities generate. This saves time and money at the same time as it promotes sustainability.



AN  
IDEA  
A  
GREEN  
IDEA

POWER  
DOWN  
WHEN  
DONE

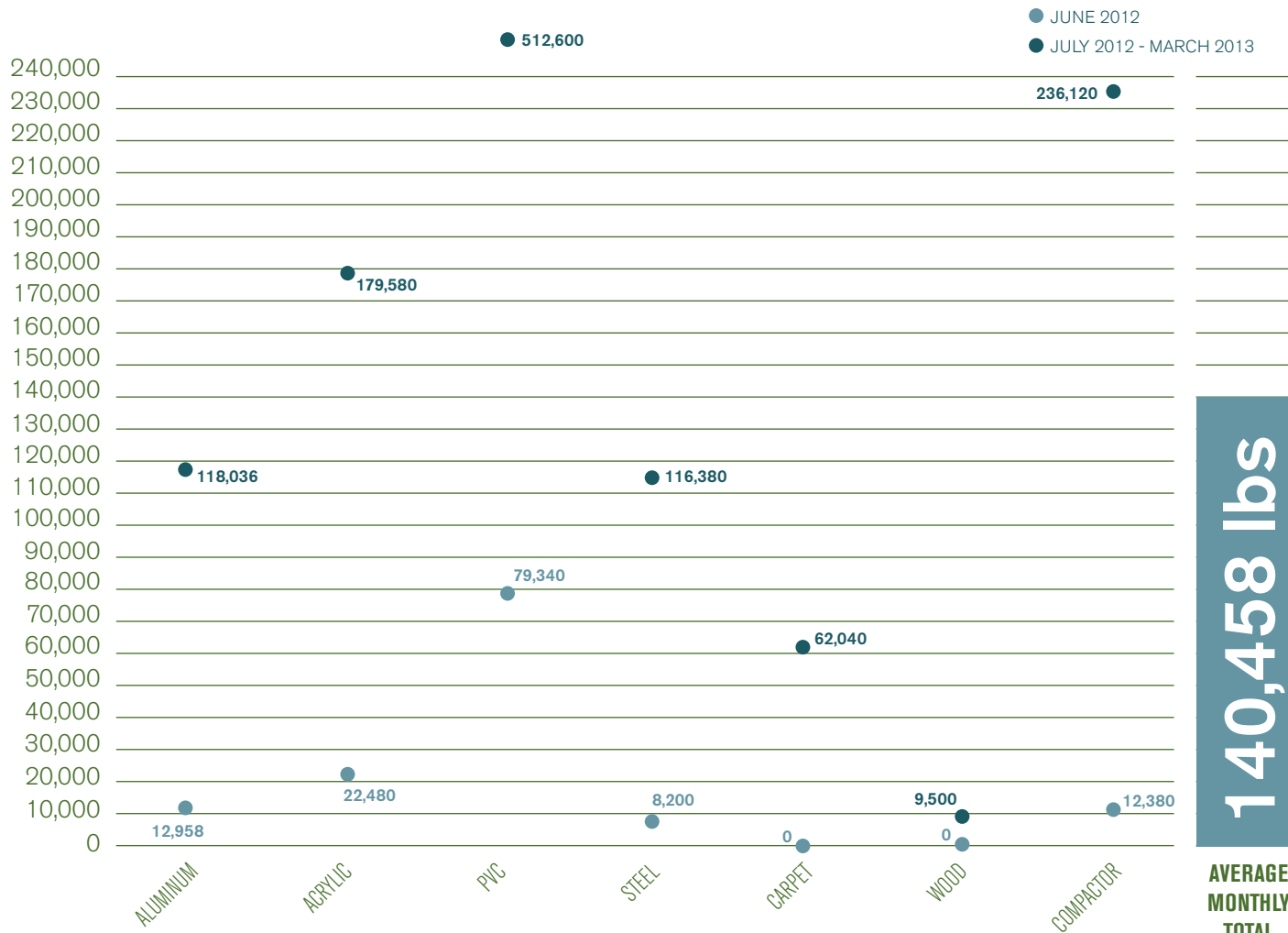
FREEMAN

*the* **GREEN  
JOURNEY**



# RECYCLING SPREADSHEET

*Amount of Materials Recycled in the Las Vegas Branch*



**140,458 lbs**  
AVERAGE MONTHLY TOTAL



**YEARLY TOTAL from 2009 to 2012**



# GREEN **TRACKING** REPORT *(January 2013)*

Tracking and reporting our company's progress at individual trade shows is important in setting a benchmark and guiding our efforts for future show. The following six reports were done for a show that was held in Las Vegas in January.





# Freight & Fuel Summary

Item	Description	Number of Trailers or Trips	Total combined Weight (lbs)	Fuel Used (gals)	Fuel Type	Miles Traveled	Notes
ONLY Show Management Freight	Total of all Show Management freight picked up and delivered or shipped to showsite and received by Freeman from any and all sources.	3 trailers of advance receiving for show management	34,033	7	diesel	36	This is for Show Management Freight that is handled by Freeman and that we count in our billing process. Total of all handled Show Management Freight of any kind that came to this show from any vendors or suppliers or direct from Show Organizer. Looking to capture total miles traveled to support show.
Freeman Equipment to support the show on Freeman Trucks	Consists of general contractor support equipment: Reg counters, MIS, Graphics printed in other cities, sign stands, drape, pipe, furniture, carpet, chairs, any and all Freeman equipment needed to make this show happen. This includes the carpet trailers and total number of Freeman trucks used to produce this show.	21 local trailers&10 RDC trailers for inbound, 16 local trailers & 7 RDC outbound	N/A	362	diesel	2,535	This is the total amount of miles traveled from all our Freeman offices to get all the Freeman equipment, props, carpet, everything we used to make this show happen. Tracking the miles traveled and trucks used from each location. Use 7 miles per gal as average!
Local Freeman Delivery trucks that go back and forth from warehouse to show site	This is normally the panel trucks or box trucks that run daily back and forth from the shop to showsite to bring additional equipment or signs or supplies to the show. We are looking for the number of trips per show and the round trip mileage from our Freeman office to showsite.	38 local runs-round trip	N/A	137	diesel	816	Include all Freeman only support trucks of any size, once the original load list equipment trucks have been unloaded. We are wanting the number of trips made to support the show once the bulk of the equipment has been unloaded. Use 10 miles per gallon as average X round trip miles
Advance Exhibitor Freight - Freeman Trucks Local	Exhibitor items shipped to "advance warehouse" receiving and staging spot-located near the convention center. Shipments arrive beginning 30 days before the move in from many carriers. Freeman traps the freight by booth numbers and delivers it according to the target move in plan and puts in booth ("drayage").	21 exhibitor advance whs trailers plus 3 return to whs trailers	232,761	58	diesel	288	This is the total amount of miles traveled back and forth from the advance warehouse to show site. How many trips did the Freeman official hauler take and how much fuel was used. Use 5 miles per gal average!
Marshalling Yard Trailers Used to support this show	This is the amount of empty trailers that were used to support this show and were loaded and hauled to the marshalling yard storage area during the show. Looking for total number of trailers used and the amount of miles round trip from show to yard.	20 local trailers & 2 refrigerated trailers ( 2 refers used 225 gallons of diesel to operate)	N/A	237	diesel	60	Looking for the number of miles traveled by our trucks to pull the trailers and deliever them to the marshalling yard for storage during the show and the total miles traveled by all trucks. Formula: number of empty trailers X round trip miles to and from yard = miles traveled. Use 5 miles per gal average to estimate fuel used!
<b>Totals</b>			<b>266,794</b>	<b>801</b>		<b>3,735</b>	
Propane used for Forklifts and Boom Lifts		N/A	N/A	852	Propane	N/A	Number of Gals Used for fork lifts and boom lifts (rigging and hanging aisle signs). Note: some facilities do all their own rigging, which could drive this number down.

All of the info that is gathered for this show on all tabs is due 14 days from close of show.

## NOTE: How we rate our GHG or CO2 measurements



1 gallon of Diesel fuel generates 22.2 lbs of CO<sub>2</sub>

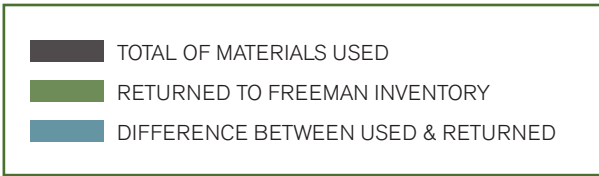


1 metric ton of CO<sub>2</sub> = 2,205 lbs or 1,000 kg



1 gallon of Propane fuel generates 12.67 lbs of CO<sub>2</sub>

# Carpet Summary



<p><b>AISLE CARPET</b></p> <p>16, 589 ft. x 10 ft Tuxedo 604 ft. X 9 ft. Tuxedo 1,430 ft. x 7.5 ft. Tuxedo 127ft. x 6 ft. Tuxedo</p>	<p>Aisle carpet Aisles, around doors, entire exhibitor floor except Show Mgmt. areas. Rolls are sized to 125 ft per roll or 62 ft per roll and come in 9ft or 10ft wide</p>	<p>Cutting around doors and angles creates scraps that can't be used again. The average loss per show is 15% to 20% nationally depending on city and venue. If you know the average loss for your city use that percentage to calculate loss. <b>MUST LIST NAME OF RECYCLE VENDORS</b> if carpet is given to local recycler!!</p>	<p>149,907 sq. ft.</p> <p>13,163 sq. ft. recycled by local vendor 19,743 sq. ft. loss to landfill</p> <p>182,813 sq. ft.</p>
<p><b>SHOW MANAGEMENT AREA/BOOTH CARPET</b></p> <p>102 ft. x 7.5 ft. Tuxedo 185 ft. x 10 ft. Tuxedo</p>	<p>Any Show Management booth or non-sold space or lounge space on exhibitor floor</p>	<p>All amounts need to be in square feet not running feet. Also need to break out the widths used for each if they are different. This info will come from the Show Management bill.</p>	<p>19,275 sq. ft.</p> <p>15,806 sq. ft.</p> <p>1,387.80 sq. ft. recycled by local vendor 2,081.70 sq. ft. loss to landfill</p>
<p><b>EXHIBITOR BOOTH CARPET</b></p> <p>44,870 sq.ft classic carpet 4,700 sq. ft 28 oz prestige carpet 900 sq.ft. 40 oz prestige carpet 11,400 sq. ft custom cut carpet</p>		<p>Amount sold to Exhibitors that Freeman controlled. This normally comes from the TSS report and need to convert to total square feet used. Typically all booth carpets are returned to inventory. Very little onsite loss.</p>	<p>61,870 sq. ft.</p> <p>56,270 sq. ft.</p> <p>2,240 sq. ft. recycled by local vendor 3,360 sq. ft. loss to landfill</p>
<p><b>CARPET TOTAL</b></p>			<p>263,958 sq. ft.</p> <p>221,983 sq. ft.</p> <p>16,790.80 sq. ft. recycled by local vendor 25,184.70 sq. ft. loss to landfill</p>
<p><b>CARPET PADDING</b></p> <p>98%-100% sanitized recycle core, recycled by Leggett after lifecycle. Passes CRI Green label for indoor air. Multi-use</p>	<p>TOTAL USED BY SHOW MGMT AND RENTED TO EXHIBITORS!</p>	<p>The Lifecycle of Padding is not tracked by Freeman but it is used several times - do not have a good way to measure this. Average national loss is 5% per event estimated.</p>	<p>21,060 sq. ft.</p> <p>20,007 sq. ft.</p> <p>1,053 sq. ft. recycled by local vendor 0 sq. ft. loss to landfill</p>

This report is due 14 days from the close of the show.

# Graphics Summary

Material	Material Specifications	Amount Produced ( sq ft )	Amount Recycled at show site (sq ft)	Percentage saved for RE-USE or Re-purposing	Return for Re-use to Freeman inventory (sq ft)	Amount Not Recycled - Landfill (sq ft)	Name of Re-USE - Recipient Company
Falcon board - Eco Board	Signs used throughout the show 100% recyclable and made from recycled materials	0	N/A	N/A	N/A	N/A	N/A
ULTRA Board	Standard signs - sheets come in 4'x8' and 4'x10' ULTRA BOARD is an all plastic 100% recyclable foam centered board. ULTRA BOARD is a thermoplastic material, which means it can be melted and reused into the manufacture of new extruded polystyrene products.	6,083.40 sq. ft.	5,475 sq. ft.	90 pct	0	608.34 sq. ft.	Teacher Ex.
Heavy Paper Stock (Aisle Signs)	Heavy gauge paper - 100% recyclable	0	0	0	0	N/A	
Card Stock - Booth ID Signs	7 inches by 44 inches white cardstock 100% recyclable	0	0	0	0	N/A	
Mesh Voile (stretch cloth)	Stretch material sewn and printed and placed over metal frames - one time use	0	0	0	0	N/A	
Acrylic Plexi Panels	Clear, Smoked, Tinted -- Acrylic base product considered a group 7 plastic All printed and used for Graphics - reclaimed for Multi-use by Freeman	48 sq. ft	48 sq. ft	0	0	0	Ameco - recycled 100%
Vinyl Banner Materials	All Vinyl Banner Materials used for hanging signs and directional for entire show. Can be repurposed for second life use.	485.33 sq.ft.	485	100 pct	0	0	Teacher Ex
BIOflex Banner	All BIOflex banner materials used for hanging signs for Directional and informational and can be donated for a second life use or repurposed.	0	N/A	N/A	0	0	
Printed ONLY - PVC Panels	Used for curves or standard panels in MIS system printed - reclaimed for multi-use by Freeman	9,404.56 sq.ft.	9,404.56 sq. ft	100 pct	0	0	Ameco - recycled 100%
Foam core	Standard smaller signs -- one time use and not recyclable	276.29 sq. ft.	276.29 sq. ft	100 pct	0	0	Teacher Ex
Gator foam	Standard smaller signs -- one time use and not recyclable	163.64 sq. ft	163.64 sq.ft.	100 pct	0	0	Teacher EX
<b>Totals</b>		<b>16,461.22 sq. ft</b>	<b>15,852.49 sq. ft</b>	<b>96 pct</b>	<b>0</b>	<b>608.34 sq.ft</b>	

*NOTE: All Graphic panels that are printed or used for Signs or graphics or in MIS system as printed graphic will be posted to this page.*

# Other Materials Usage Summary

Material	Material Specifications	Use/Description	Qty Used	Qty Returned to Inventory	Qty Recycled On-site in (sq ft)	Notes
Table Top Vinyl	PET #3. Recyclable vinyl 3m thick	Exhibitor table top white vinyl -- 30" wide X 1640 ft per roll or we have pre-cut tops also in inventory. We are looking for the number of tables covered. How many 4ft - 6ft - 8ft tables were rented and used on this show. Then we estimate the amount of table top vinyl used to cover the tables to get our number.	150 four ft. tables 425 six ft. tables 225 eight ft. tables	N/A	14,375 sq. ft.	Formula for square feet Each 4 ft table = 12.5 sq ft Each 6 ft table = 17.5 sq ft Each 8 ft table = 22.5 sq ft
Visqueen	Recyclable, made from 50% to 70% recycled materials (vary based on batch) ASTM D4397	Visqueen used to cover carpet during set up. Cut off right before show opens - also used on center floors to protect from electric pallet jacks during set up. --- Looking for how many rolls were used onsite -- get your number by starting with the amount brought to show and how much was left at end of show.	20 rolls	N/A	40,000 sq ft.	??? rolls used --- each roll is 20ft wide X 100ft rolls which equals 2000 sq ft per roll
Shrink Wrap - 18 inch	ASTM D1922, 21 CFR 177 1520. Recyclable.	Used to wrap pallets of Freight materials for shipping --- 18 inches X 1500 ft per roll --- Looking for how many rolls were used onsite -- get your number by starting with the amount brought to show and how much was left at end of show.	25 rolls	N/A	56,250	??? rolls used --- each roll is 18" wide X 1500ft which equals 2250sq ft per roll. We bring cases of this onsite to start a show and we get our final count by what is left over from the cases. Not easy to measure
Badge Recycle Bins	Aluminum structure to make bins, (MIS) modular interlocking system and the panels can vary from show to show	MIS bins placed in Convention Center and hotels at the exits to capture attendee badges at the end of the show upon departure.	N/A		N/A	These are built for the specific shows and we place them according to show management requirements. Can be in both convention center and in several hotels. Freeman at close of show will collect all the badges and give them to show management. The unit is disassembled and returned to stock.
D-pails (waste baskets)	The container is made from 100% recycled cardboard materials and the bag liner is biodegradable	Typically one time use	250	N/A	250	Made for one time use and is all 100% recyclable
Plastic Wastebaskets	Plastic standard wastebaskets	Used several times and washed and cleaned out each time used	350	350		Rubbermaid product that is meant to be used over and over again - standard office desk size

*This report is due 14 days from the close of the show!*

# Travel Summary

We even track our travel mileage for incoming employees to any Las Vegas shows because every mile can make a difference. Below is an example of one show report.

3,038  
FREEMAN ACCOUNT EXECUTIVE

6,076



3,038  
FREEMAN ACCOUNT EXECUTIVE

# Donation Summary

*Three Square Food Bank*



**TOTAL** 1,320 lbs

# RESPONSIBILITY *for* **INDUSTRY** & COMMUNITY

As we've seen, the Freeman approach to sustainability is based on the incremental initiatives of individuals. This organic, bottom-up approach is itself the most sustainable option. However, we fully acknowledge our responsibility as a good corporate citizen to help nurture innovative solutions and to encourage their growth in the community at large. For example, if we can provide a critical mass of waste carpet to a recycling plant so that it can convert it into EPA-approved power generation fuel in an economically viable manner, then this will allow other companies in other industries to join in, handling their waste in this productive fashion.

Last year in Las Vegas alone, smokers generated an estimated 2.3 billion cigarette butts. Properly cleaned, this equates to 431 tons of cleansed cigarette filters which we can use to make useful products such as parking blocks.

# INTO *the* **FUTURE**

“At Freeman, we’re deeply committed to a sustainable future. For a number of years now, we’ve been pleased to support our employee-owners and contractors in their efforts to reduce waste and our overall carbon footprint. The results have so far been very gratifying.

Since 2009, in our Las Vegas operation alone, we’ve seen a more than tenfold increase in the amount of material we recycle. Multiply this result by the number of Freeman offices and factor in the positive effect we can generate among our colleagues in the show industry and adjacent business, and you begin to see a real environmental impact. I’m very proud that Freeman is able to lead the way.”

– *Carrie Freeman Parsons, Vice Chairman, Freeman*







**F R E E M A N**

The Nature of a Successful Show

---

**Thanks to the UFI Committee for this opportunity to submit what Freeman considers personal and professional innovation in action to help our environment and our planet.**