



Using supplier engagement and environmental disclosure practices to drive the market toward safer materials

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Kaiser Permanente: How Big?!

Space Portfolio

- 65 million sq ft of facilities
- 14 million sq ft of parking
- 1,020 medical and administrative buildings including:
 - >500 ambulatory care facilities
 - 35 acute care hospitals

Human Portfolio

- 8.7 Million Members
- 13,000 Physicians
- 155,000 Employees
- 450,000 Surgeries/year
- 85,000 Deliveries/year
- 109 Million Prescriptions/year
- 34.6 Million Doctor Office Visits/year



Commitment to Sustainability

George Halvorson, CEO

"Our mission is and always has been to improve the health of the communities we serve, and that includes an emphasis on environmental stewardship. What's good for our environment is going to be good for our members, our staff, and the community as a whole."

Environmental Stewardship Vision

We aspire to provide health care service in a manner that **protects and enhances** the environment and health of the community now and for future generations.

Structure and Focus Areas

Environmental Stewardship Council & Workgroup
Corporate Responsibility,
Environmentally Responsible Buildings, Purchasing,
Sustainable Operations, Healthy Food

KP Implementation Toolset

Environmentally Preferred Purchasing Policy
Product and Design Standards
Disclosure Forms



Supplier Engagement toward Environmental Disclosure

The Carpet Story

How we transformed the marketplace

Polyvinyl Chloride = PVC = Vinyl

Yearly production –30 million tons

- Large amount of chlorine-rich hazardous wastes generated during production
- A large number of these chemicals have not been identified or tested
- Dioxin and dioxin-like compounds produced
- 8000 Land Fill Fires Annually



National Contract for Carpet

1994 National Contract

RFP included questions about:

- Environmental Policy
- Landfill Reduction

17 Carpet Mills Responded to RFP

Selected 3 carpet mills – focused on recycling

National Contract for Carpet

2002 RFP to 5 Vendors

Required vendor submissions:

- Environmental impact from manufacturing through “post-use”
- Full disclosure of product chemistry
- Independent testing results (performance & toxicity)
- Product samples

National Contract for Carpet

2002 RFP to 5 Vendors

RFP Outcomes

- “Ideal” product did not exist
- Vendor selection focused on R&D efforts to create alternative to PVC
- Created partnerships with 2 manufacturers to explore PVC-free alternatives

National Contract for Carpet - Today

C&A Carpet's ethos backing:

- High recycled content backing >96%
- Backing made from reclaimed film used in laminated safety glass
- Exceeds performance of earlier carpets
- Costs the same as earlier PVC backed carpet
- Carpet removed from our sites is recycled



Photos © C&A Floor coverings

The Challenges of Environmental Disclosure

- Heavy burden of proof on the consumer
- Wrong industry tools for the job



Culture drives decisions...



Thank You!

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