

## INTERNAL MEMO

TO: Senior Management Team  
FROM:  
RE: Developing a Smart Paper Plan  
DATE:

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I'm writing to let you know that we will soon launch an effort to devise and implement a company-wide "Smart Paper Plan." As you might know, we use several tons of paper a year in the office. That's perfectly normal for an office our size; by one estimate, an average office employee creates approximately 350 pounds of wastepaper a year. But by carefully marshaling our resources, we should be able to reduce that amount significantly, helping the environment while helping our own bottom line.

The core components of our Smart Paper Plan will be:

- ✓ Conserving paper, by relying on email distribution, using half-sheet fax cover sheets, using both sides of a sheet of paper, and other means.
- ✓ Recycling paper, by redoubling our efforts to make sure we capture every scrap of recyclable paper.
- ✓ Purchasing ecologically superior paper, made with significant postconsumer recycled content and other important environmental attributes.

We'll begin the effort by creating a Smart Paper Team that includes representatives of the various departments. The team will lead a company-wide diagnosis of our current paper practices and develop a draft Smart Paper Plan, complete with specific recommendations, for consideration by senior management. We will together review the plan, make any changes, additions, or deletions, and then begin implementation.

This is an important effort to the company, not just because it will save us money, but because it can make an important contribution to the environment. The production of paper takes an enormous environmental toll, significantly reducing forests, emitting toxic pollution from production processes, and creating a great quantity of paper products in landfills. By reducing our own contribution to these environmental problems, we can be better corporate citizens.

I believe it will also offer us important employee morale and public relations benefits as well. I hope that as we devise and implement the plan we will be able to foster a top-to-bottom commitment to smart paper practices, and that we will all be proud of the contribution the plan will make to the environment. Of course, once we have developed and implemented a plan that we can be truly proud of, I expect we will be eager to brag a little to our customers about the plan.

In short, I hope our efforts to devise and implement a Smart Paper Plan will be helpful to us on many fronts. I hope you'll join in this effort enthusiastically. Thanks very much.