

## COMPANY PARTICIPATION FORM

The purpose of this document is to inform Business Roundtable of your company's plans for participating in Climate RESOLVE. If you are already participating, annually updating this form will allow Business Roundtable to track your progress.

The goal of Climate RESOLVE is 100% participation by Business Roundtable members in voluntary actions to reduce, greenhouse gas (GHG) intensity. While many Roundtable members are already taking these actions, others are still formulating GHG management programs and will need time to put these programs in place. Companies may initially participate in Climate RESOLVE by taking steps to develop GHG management programs but ultimately will need to implement GHG control measures to be counted toward the Business Roundtable's 100 percent participation goal.

This form will enable the Business Roundtable to determine whether your company will be focusing on program development in 2009 and later years or whether you will be implementing GHG management measures. It will also give us a picture of which activities in each category you have already completed and what additional steps you are planning under Climate RESOLVE.

CEO NAME: \_\_\_\_\_

COMPANY: \_\_\_\_\_

As applicable, please check the boxes below that describe the activities your company took in 2008 or earlier years and the activities you are planning in 2009 and later years under Climate RESOLVE:<sup>1</sup>

### I. PROGRAM DEVELOPMENT ACTIVITIES

Corresponds to "Step-by-Step Guide"	ACTION & IMPLEMENTATION OPTIONS	ACTIVITIES IN 2008 or Earlier Years	ACTIVITIES PLANNED for 2009	ACTIVITIES PLANNED For Later Years
I. a	Designate person(s) responsible for GHG management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
I. b	Develop written GHG management policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
I. c	Review emissions profile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
I. d	Evaluate operations for opportunities to reduce GHG intensity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
I. e	Establish GHG emission management goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
I. f	Develop procedures for tracking progress and meeting goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____

<sup>1</sup> You should indicate that an activity is planned for 2009 if you initiated it in prior years and are planning to continue the activity in the future. For example, continuation of a previously initiated energy efficiency program should be listed as an emission reduction and avoidance activity planned for 2009.



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**II. PROGRAM IMPLEMENTATION ACTIVITIES**

Corresponds to "Step-by-Step Guide"	ACTION & IMPLEMENTATION OPTIONS	ACTIVITIES IN 2008 or Earlier Years	ACTIVITIES PLANNED for 2009	ACTIVITIES PLANNED For Later Years
II. a	Take actions to reduce, avoid, offset or sequester GHG emissions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
II. b	Participate in government-sponsored programs to reduce GHG intensity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
II. c	Invest in developing products or technologies which improve efficiency or lower GHG intensity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
II. d	Participate in other GHG management programs (for example, with environmental organizations)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
II. e	Report entity-wide emissions and/or reduction projects to the Department of Energy's 1605(b) GHG registry or its successor program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
II. f	Report GHG emission management actions to the public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____

Your completed form should be returned as *soon as possible* to:

Business Roundtable  
 1717 Rhode Island Ave.  
 NW, Suite 800  
 Washington, DC 20036

Fax: (202) 466-3509

**CONTACT PERSON *for* CLIMATE RESOLVE**

So that we can coordinate with your company in the future, please list your designated contact person for CLIMATE RESOLVE:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

Address: \_\_\_\_\_

City, State Zip: \_\_\_\_\_

Tel: \_\_\_\_\_

Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

If you have any questions about this form, please contact Marian Hopkins of the Roundtable at (202) 872-1260.

***Thank you for your participation in this important and exciting effort.***



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### COMPANY PARTICIPATION FORM (Service Sector)

The purpose of this form is to inform Business Roundtable of your company's plans for participating in Business Roundtable's Climate RESOLVE.

The goal of Climate RESOLVE is 100% participation by Business Roundtable members in voluntary actions to manage emissions of greenhouse gases (GHGs). For companies in the service sectors of the economy, improving energy efficiency in commercial buildings is a sound and cost-effective strategy for reducing GHG emissions. The Roundtable is therefore encouraging its service sector members to participate in Climate RESOLVE by establishing energy management programs for the buildings they occupy.

Please complete this form if you will participate in Climate RESOLVE by enhancing energy efficiency in commercial buildings. This form will give us a picture of what energy efficiency actions you have already taken and what additional steps you are planning under Climate RESOLVE.

CEO NAME: \_\_\_\_\_

COMPANY: \_\_\_\_\_

Corresponds to "Step-by-Step Guide"	ACTION & IMPLEMENTATION OPTIONS	ACTIVITIES IN 2008 or Earlier Years	ACTIVITIES PLANNED for 2009	ACTIVITIES PLANNED For Later Years
I. a-b	Designate person(s) responsible for energy management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
I. c	Develop energy consumption profile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
I. e	Set energy efficiency goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
II. a-d	Identify and implement energy efficiency projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
II. b	Participate in government programs to improve energy efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____
II. e-f	Determine GHG emission reductions resulting from energy efficiency measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Year: ____

**CONTACT PERSON**

So that we can coordinate with your company in the future, please list your designated contact person for CLIMATE RESOLVE:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

Address: \_\_\_\_\_

City, State Zip: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

Your completed form should be returned as soon as possible to:

Business Roundtable  
1717 Rhode Island Ave., N.W.  
Suite 800  
Washington, DC 20036

Fax: (202) 466-3509

## Step-by-Step Guide to Getting Started

Getting started with a GHG management program is not difficult, nor is it usually costly. Your company may already be taking action to reduce energy consumption which reduces GHG emissions. Climate RESOLVE will help take existing programs to a new level and help companies new to this challenge get started in an informed way. The Climate RESOLVE program will help organize your company's efforts so that you receive recognition while improving your energy efficiency. This document follows the format of the "Company Participation Form" found above. Its goal is to help you understand the many options and resources that Climate RESOLVE offers. Please keep in mind that the suggestions we offer here are just that: suggestions. Each company will know the best pathway they must take to be successful.

### I. PROGRAM DEVELOPMENT ACTIVITIES

#### a. Designate a Person(s) Responsible for GHG Management

Now that your CEO has given your company's full support for participation in Business Roundtable's Climate RESOLVE program, the first step is to create a team of people in the company who collectively have a vested interest in the success of the program. Remember, the most common form of GHG emissions are from the combustion of energy or use of electricity. This means that reducing energy consumption and energy costs also reduces your GHG emissions: a win-win situation.

It is typical for the management team to include a manager from operations, Environmental Health & Safety (EH&S), a business unit that is one of your largest energy users, and energy procurement (someone who knows energy and utility bills). Importantly, these people need to be recognized by the CEO and the company as being responsible for GHG management. Having a GHG management team is consistent with good business management, and GHG management should be considered with key business decisions.

#### b. Develop Written GHG Management Policy

There are few things that can bring a team together better than to jointly craft a GHG management policy statement. If you are just getting started, we recommend that you keep it simple, and no longer than a few paragraphs. It should state, at minimum, that your company recognizes its responsibility to take action to reduce, avoid, offset or sequester GHG emissions. Some companies may wish to refer to the use of technology, products or services as a key solution for GHG reductions in their companies. Please visit Business Roundtable's website for an electronic copy of our policy position statement on global climate change, which can be found at:

[www.businessroundtable.org/sites/default/files/publications/energy\\_efficiency/Business\\_Roundtable\\_Climate\\_Change\\_Statement.pdf](http://www.businessroundtable.org/sites/default/files/publications/energy_efficiency/Business_Roundtable_Climate_Change_Statement.pdf). A hard copy is Document 6 of this packet.

#### c. Review Emissions Profile

Completing an emissions profile requires a company to collect energy consumption data and convert it to GHG emissions. There are numerous resources available to assist you in this process. Since Business Roundtable strongly encourages you to annually report your GHG emissions to the U.S. Department of Energy (DOE) through the "Voluntary Reporting of Greenhouse Gases Program," we encourage you to consider following their methodology. The information is available at the following website: <http://www.eia.doe.gov/oiaf/1605/frntvrgg.html>.



Business Roundtable resources available on our website include the June 16, 2003 Telephone Learning Session on “Basics in GHG Accounting” and also the September 29, 2005 workshop presentations under the title, “How to Collect and Manage Energy/GHG Data and Reduce Energy Costs,” both on Business Roundtable’s website.

- **World Resources Institute**

Another useful resource is the GHG Initiative Protocol by the World Resources Institute (WRI). There are only minor differences between it and the DOE alternative. It is available at the following website:

[http://www.wri.org/climate/project\\_description2.cfm?pid=16](http://www.wri.org/climate/project_description2.cfm?pid=16).

It is up to the company to decide whether it tackles collecting data from all locations around the world, the U.S., or specific business units. For the first year, the emphasis should be placed on developing a data collection system that provides accurate and cost effective data collection year after year. It is recommended that you test your data collection system on a large business unit or a facility that is energy intensive for a year to ensure that all is functioning as planned before it is expanded to other operations.

- **Energy Service Companies**

Many companies use an Excel spreadsheet to tabulate emissions by site. Some companies purchase readily-available software in the marketplace. Companies also may choose to hire firms that specialize in collecting the energy data from your energy invoices, checking the accuracy of the invoice and converting the data to GHG emissions. These energy service companies, commonly referred to as “ESCOs,” can be readily found on the Internet.

- **Environmental Health & Safety and Accounting Departments**

If you have a EH&S department, it can usually be very helpful. Since EH&S departments must regularly monitor and collect operations data, they have systems in place for regular collection of other data such as air, water, toxins and safety. GHG emissions can easily be added to their lists of data to collect.

Another alternative is to use your accounting department that collects and pays for energy-related invoices. The energy invoices for purchases of natural gas, fuel oil, coal and electricity list the amount of energy consumed.

Both the DOE and WRI programs mentioned above provide conversion factors that will allow you to convert collected energy data into GHG emissions data. These tools are also available on Business Roundtable’s website in the Climate RESOLVE section.

Once you have developed a profile mapping where your GHG emissions are coming from, you are now in a position to consider your options for taking action.

**d. Evaluate Operations for Opportunities to Reduce GHG Intensity**

Usually 80% of the GHG emissions come from 20% of your facilities. It makes sense to start by focusing on those facilities where most of the energy is being consumed. The best prospects include facilities where the company is already investing capital or plans on investing capital in the future. In this way, consideration can be given to energy efficiency improvement as part of the capital planning process.



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Once facilities have been chosen as a target, the team should consider including an operations manager from that facility on the GHG Management Team. The Team should proceed to evaluate what options are available to reduce, avoid, offset or sequester GHG emissions that will yield the highest return on capital and how they fit conveniently into the normal operation, maintenance and timing of business decisions. For helpful information, please see Business Roundtable's September 23, 2004 workshop presentations under the title, "How to Develop a Company Energy Management/Climate Program" and information on the U.S. Environmental Protection Agency (EPA) ENERGY STAR program (<http://www.businessroundtable.org/TaskForces/TaskForce/crdocument.aspx?qs=6895BF159F49514481138A77BE7A7A19BB6487B96A3AB0>).

#### **e. Establish GHG Emission Management Goals**

Now that you have zeroed in on what options are available for action, the GHG Management Team should establish goals. Company goals vary widely and reflect the diversity of the business. The most common examples would be an absolute energy or GHG emission reduction goal or an energy or GHG intensity reduction goal over a stated time period. The EPA ENERGY STAR program is a good resource which can be found at: [http://www.energystar.gov/index.cfm?c=performance\\_goals.determine\\_scope](http://www.energystar.gov/index.cfm?c=performance_goals.determine_scope).

For company examples see Business Roundtable's September 29, 2005 workshop presentations under the title, "How to Set Company Energy Efficiency/GHG Goals."

Other goals should be considered that involve your products, technology or services. Quite often your products, technology or services are solutions to GHG reductions. As a result, some companies include goals that describe their commitment to R&D or investment in new products, technology or services.

#### **f. Develop Procedures for Tracking Progress and Meeting Goals**

You cannot manage something that is not measured or monitored. The GHG Management Team should set in place a system of regular reviews to track progress. It should also provide your CEO with at least an annual review of the progress. Keeping top management of the company involved and vested in the program is essential to receiving the personnel and capital resources necessary to succeed. A very good resource on this subject is the EPA ENERGY STAR program ([http://www.energystar.gov/index.cfm?c=guidelines\\_evaluate\\_performance.evaluate\\_performance\\_index](http://www.energystar.gov/index.cfm?c=guidelines_evaluate_performance.evaluate_performance_index)).

## **II. PROGRAM IMPLEMENTATION ACTIVITIES**

#### **a. Take Action to Reduce, Avoid, Offset or Sequester GHG Emissions**

Now that you have completed your evaluation and plans, it's time to take action. So far, we have only addressed options to reduce or avoid energy use inside your company. There are also options outside your facilities such as offsets or sequestration. An example of an offset is taking action to purchase a portion of your electricity from renewable energy sources. Another example is planting trees that sequester GHG emissions. In either case, you can calculate the GHG reductions that are a result of your actions and use them to offset your facility emissions. The methodology for this is also included in the DOE's Voluntary Reporting of Greenhouse Gases Program ([www.eia.doe.gov/oiaf/1605/frntvrqg.html](http://www.eia.doe.gov/oiaf/1605/frntvrqg.html)).



**b. Participate in Government-Sponsored Programs to Reduce GHG Intensity**

Business Roundtable encourages you to take advantage of the tremendous resources available through participation in government-sponsored GHG reduction programs available from the DOE and the EPA. Regardless of what type of business you are in, there are programs that can be helpful. You can access these programs from Business Roundtable's website. Look in the Climate RESOLVE section for "Tools and Resources" and then click on "DOE & EPA Programs."

**c. Invest in Developing Products or Technologies that Improve Efficiency or Lower GHG Intensity**

As mentioned previously, an additional way that companies can contribute to the reduction of GHG emissions is through their products, technologies and services that result in GHG reductions when customers use them. Technology is the most important driver to reducing GHG emissions cost effectively, and it is important for your company to receive recognition as being part of the solution. For company examples, please see Business Roundtable's September 23, 2004 workshop presentations under the topic, "Technology Options."

**d. Participate in Other GHG Management Programs (for example, with environmental organizations)**

Companies may also wish to consider programs offered by environmental organizations or other third parties such as the World Resources Institute ([www.wri.org](http://www.wri.org)). The WRI program examples include: Carbon Capture and Storage; Green Power Market Development Group; and the Green Office Space Program.

**e. Report Entity-wide Emissions and/or Reduction Projects to the Department of Energy's 1605(b) GHG Registry or its Successor Program**

Business Roundtable strongly encourages reporting GHG emissions to the DOE. It is an important way for policymakers to see that companies are taking voluntary action to reduce their GHG footprint. The DOE's Voluntary Reporting of Greenhouse Gases Program is located at: [www.eia.doe.gov/oiaf/1605/frntvrgg.html](http://www.eia.doe.gov/oiaf/1605/frntvrgg.html).

**f. Report GHG Emission Management Actions to the Public**

The ultimate action a company can take is to provide a transparent profile of what it has done and is doing to reduce, avoid, offset or sequester GHG emissions. Business Roundtable encourages companies to take this step after they have completed the above steps. What is reported to the public varies from company to company, but usually includes the results from taking action along with your stated goals.

You will find helpful information on this subject under the presentations given during Business Roundtable's September 23, 2004 workshop under the title, "The Growing Importance of Investor Relations."



## Climate RESOLVE Program Implementation Resources (Organized to match Company Participation Form)

The following resources follow the format of the Climate RESOLVE participation form. While the “Step-by-Step Guide” lists the most vital information for getting started with your GHG management program, Business Roundtable has organized the abundant information on the website to correspond with the participation form so you may locate specific subjects more easily. The materials listed below are hyperlinks which will take you to the document on Business Roundtable’s website. If you have any questions or have any problems accessing the information on the website, please contact Marian Hopkins with Business Roundtable at (202) 872-1260.

### II. PROGRAM DEVELOPMENT ACTIVITIES

#### a. Designate a Person(s) Responsible for GHG Management

- Telephone Learning Session:
  - [Corporate Energy Management - Presentations by the U.S. Environmental Protection Agency, Verizon, ExxonMobil, Dow Chemical and the U.S. Department of Energy](#) (06/26/03)

#### b. Develop Written GHG Management Policy

- [“RESOLVE To Improve Energy Efficiency in Office Buildings - Business Roundtable’s Guide to Everyday Actions that Address Climate Change”](#)
- Workshops:
  - Communicating Voluntary Climate Actions to Employees, Shareholders and the Public - Presentations by [American Electric Power Company](#), [Proctor & Gamble](#), and [Mail-Well](#) (09/18/03)
  - The Growing Importance of Investor Relations - Presentation by [FedEx Corporation](#) (09/23/04)
  - Public Perception of Climate Change - Presentation by [Harris Interactive](#) (09/29/05)

#### c. Review Emissions Profile

- GHG Emissions Calculators:
  - [Calculate Emissions from Purchased Electricity](#)
  - [Calculate Emissions from Natural Gas](#)
  - [Calculate Emissions from Business-Related Car Travel](#)
  - [Calculate Emissions from Air Travel](#)
  - [Calculate Emissions from Train Travel](#)
  - [Calculate Emissions from Employee Commuting](#)
  - [Calculate Your Organization's Total Carbon Dioxide Emissions](#)
  - [Calculate and Report Your GHG Emissions](#)
- Telephone Learning Sessions:
  - [Basics in GHG Accounting](#) (06/16/03)
  - [U.S. Department of Energy Briefing on the Proposed GHG Register \(1605 b\)](#) (04/28/05)
  - [Pressure Continues to Build for Greater Company GHG Emissions Data Quality](#) (scheduled: 08/23/06)
- Workshops:
  - Fundamentals of GHG Accounting - Presentations by [General Motors](#) and [U.S. Department of Energy](#) (Workshop: 02/26/03)



- Panel Discussion and Q&A on GHG Accounting Issues - Presentations by [World Resources Institute](#), [General Motors](#), [Eastman Kodak](#), [U.S. Department of Energy](#), [U.S. Environmental Protection Agency](#), and the [California Climate Action Registry](#) (09/24/04)
- How to Collect and Manage Energy/GHG Data and Reduce Energy Costs - Presentations by [EnTech USB](#), [Citigroup, Inc.](#) and [General Motors Corporation](#) (09/29/05)
- Lessons Learned from Measuring, Tracking and Verification of Energy/GHG Emissions - Presentation by [Hewlett-Packard Company](#) (09/30/05)

**d. Evaluate Operations for Opportunities to Reduce GHG Intensity**

- [Improving Building Energy Efficiency](#)
- [Operation and Maintenance Assessments - Enhancing Energy Efficiency Buildings to Operate Optimally](#) (ENERGY STAR)
- [Recommissioning Existing Buildings](#) (ENERGY STAR)
- [New Building Design Guidance](#) (ENERGY STAR)
- [Purchasing Energy Efficient Products](#) (lists ENERGY STAR products)
- Technical Resources for Improving Building Energy Efficiency
  - *Building Tune-up*
    - *Lighting*
      - [Building Upgrade Manual](#)
      - [Lighting Research Center](#) (latest information on lighting)
      - [Analyzing Lighting Upgrades](#)
      - [Recycling Mercury Containing Lamps](#)
    - *Fan Systems*
      - [Fan Systems](#)
    - *Heating and Cooling*
      - [Heating and Cooling System Upgrades](#)
    - *Other Load Reductions*
      - [Software that Automatically Puts Computer Monitors at Rest When Not in Use](#)
    - *Other*
      - [ENERGY STAR's "Service and Product Provider Directory"](#)
- ENERGY STAR Information by Type of Organization
  - [Commercial Real Estate](#)
  - [Corporate Real Estate](#)
  - [Retail](#)
  - [Service and Product Providers](#)
- Telephone Learning Sessions:
  - [Commercial and Space Lighting – Presentations by U.S. Department of Energy, Hill Air Force Base, National Association of Energy Service Companies and General Electric](#) (07/17/03)
  - [Economic Benefits of Energy-Efficient Lighting and System Technologies – Presentations by U.S. Department of Energy, GE Lighting, Advance Transformer and Watt Stopper](#) (06/30/04)
  - [Distributive On-Site Generation Systems \(<5MW\) for Power, Heating and Cooling of Commercial Office Buildings – Presentations by U.S. Department of Energy, United Technologies, Burns & McDonnell and U.S. Environmental Protection Agency \(Combined Heat and Power Partnership\)](#) (07/27/04)



- [Energy-Efficient Office Products and Company Success Stories for Commercial Buildings – Presentations by U.S. Environmental Protection Agency \(ENERGY STAR\), Hewlett Packard and IBM](#) (10/28/04)
- [How to Improve Energy Efficiency with Electric Motor Best Practices – Presentations by Boeing, U.S. Department of Energy, and Eastman Kodak](#) (02/10/05)
- [Advanced Controls for Lighting and Heating Systems – Presentations by Lawrence Berkeley National Laboratory, Johnson Controls and Siemens](#) (10/27/05)
- Workshops:
  - Developing and Implementing a Company Climate Change Program - Presentations by [American Electric Power Company](#), [Johnson & Johnson](#) and [General Motors](#) (02/25/03)
  - Cost-Effective Mitigation Options and Programs - Presentations by [ExxonMobil](#), [Fannie Mae](#), [Dow Chemical](#), [Georgia Pacific](#), [Southern Company](#) and [DuPont](#) (02/26/03)
  - Energy Service Company (ESCOs) Options – Presentations by [ChevronTexaco](#), [Siemens](#) and [Johnson Controls](#) (09/18/03)
  - Supply Chain/Customer Initiatives – Presentations by [General Motors](#), [Delphi](#) and [Motorola](#) (09/18/03)
  - Successful Project Examples for Commercial Buildings (lighting, heating, cooling) - Presentations by [Verizon](#), [General Electric Lighting](#), [Sprint](#) and [IBM](#) (09/18/03)
  - Successful Project Examples – Presentations by [Eastman Kodak](#), [Bristol-Myers Squibb](#), [Xerox](#) and [Burlington Northern Santa Fe](#) (09/18/03)
  - How to Develop a Company Energy Management/Climate Program (09/23/04)
    - Manufacturing Companies – Presentations by [Air Products](#) and [International Paper](#)
    - Services Companies – Presentations by [U.S. Environmental Protection Agency \(ENERGY STAR\)](#), [Accenture](#) and [Humana](#)
  - How to Make the Business Case/Successful Project Examples (09/23/04)
    - Manufacturing Companies – Presentations by [Owens Corning](#), [Tyson Foods](#) and [Praxair](#)
    - Services Companies – Presentations by [U.S. Environmental Protection Agency \(Energy/Climate Programs\)](#), [Bechtel](#) and [USAA Realty Company](#)
  - How Can Building Tenants and Landlords Work Together to Improve Energy Efficiency? - Presentations by [The Real Estate Roundtable](#) and [Jones Lang LaSalle](#) (09/29/05)
  - Showcasing Success (09/29/05)
    - Manufacturing Companies - Presentations by [MeadWestvaco](#), [ArvinMeritor](#), [Corning](#), [Chevron](#) and [BNSF Railway](#)
    - Service Companies – Presentations by [Fannie Mae](#), [HSBC Bank](#), [IBM](#), [Humana](#), [Convergys](#), [Verizon](#) and [Johnson Controls](#)
- Company Success Stories on Managing GHG Gases
  - [Energy Conservation Awareness Program](#) (Bristol-Myers Squibb)
  - [Phase Out and Conversion of Manufacturing Facilities](#) (Caterpillar)
  - [Chevron Energy Solutions](#) (ChevronTexaco)
  - [Reduce HFC-23 Greenhouse Gas Emissions through Pollution Prevention](#) (DuPont)
  - [Environmental Performance Goals](#) (Eastman Kodak)
  - [FedEx Express OptiFleet E700 Hybrid Electric Vehicle Delivering Cleaner Air](#) (FedEx)
  - [GreenLights Program](#) (General Motors)
  - [Case Study on Janesville Energy and Waste Reduction](#) (General Motors)
  - [Denver Federal Center Handling Savings One Step at a Time](#) (Johnson Controls, Inc.)
  - [Energy Savings and Emission Reduction Benefits Delivered by Johnson Controls and Its Customers](#) (Johnson Controls, Inc.)



- [P&G Family Care Energy Reductions with Climate Improvements](#) (Procter & Gamble Company)
- [Reducing GHG Emissions - Kenilworth Facility](#) (Schering-Plough)
- [Alternative Fuels and Technologies - Fuel Cells for Back-Up Power](#) (Verizon)
- [Converting End-of-Life Office Equipment into New Products through Remanufacturing and Parts Reuse](#) (Xerox Corporation)

#### e. Establish GHG Emission Management Goals

- Workshop:
  - How to Set Company Energy Efficiency/GHG Goals – Presentations by [Pfizer, Inc.](#), [General Electric Company](#) and [3M](#) (09/29/05)

#### f. Develop Procedures for Tracking Progress and Meeting Goals

- [Fifteen Operation and Management Best Practices For Energy-Efficient Buildings](#)
- [Operation and Maintenance Service Contracts – Guidelines for Obtaining Best- Practice Contracts for Commercial Buildings](#)
- [Professional Dataloggers - Diagnostic Tools for Energy-Efficient Building Operation](#)
- [United Nations' 2003 Conference on Climate Change – Presentations by Climate RESOLVE program, General Motors, FedEx, Whirlpool, DuPont and the U.S. Department of Energy](#) (12/09/03)
- Workshops:
  - Communicating Voluntary Climate Actions to Employees, Shareholders and the Public (09/08/03) - Presentations by [American Electric Power Company](#), [Procter & Gamble](#) and [Mail-Well](#) (09/18/03)
  - How To Benchmark Performance – Presentations by the [U.S. Environmental Protection Agency \(ENERGY STAR\)](#) and [U.S. Department of Energy \(Office of Efficiency\)](#) (09/24/04)
- Telephone Learning Sessions:
  - [Energy Efficiency Audits for Manufacturing – Presentations by U.S. Environmental Protection Agency, Eastman Kodak, 3M and U.S. Department of Energy](#) (04/01/04)
  - [Using Benchmarking Tools for Commercial Building Energy Efficiency Programs – Presentations by U.S. Environmental Protection Agency \(ENERGY STAR\), TIAA-CREF, Cushman & Wakefield and U.S. Department of Energy](#) (05/13/04)

## II. PROGRAM IMPLEMENTATION ACTIVITIES

#### a. Take Action to Reduce, Avoid, Offset or Sequester GHG Emissions

- [Operation and Management Best Practices](#)
  - [15 Operation and Management Best Practices For Energy-Efficient Buildings](#)
  - [Operation and Maintenance Service Contracts – Guidelines for Obtaining Best-Practice Contracts for Commercial Buildings](#)
  - [Diagnostic Tools for Energy Efficient Building Operation](#)
  - [Operation and Management Assessments – A Best Practice for Energy-Efficient Building Operations](#)
  - [Tools: New Building Design Guidance](#)
  - [Tools: Purchasing Energy Efficient Products](#) (lists ENERGY STAR products)
- Information by Type of Organization
  - [Commercial Real Estate](#)
  - [Corporate Real Estate](#)
  - [Retail](#)



- [Service and Product Providers](#)
  - Telephone Learning Sessions:
    - [Buildings Operation & Management Practices – Presentations by U.S. Environmental Protection Agency, Citigroup, Raytheon and U.S. Department of Energy](#) (11/13/03)
    - [Renewable Energy as an Option – Presentations by U.S. Department of Energy, U.S. Environmental Protection Agency, DuPont and Alcoa](#) (12/02/03)
    - [Landfill Gas as an Option – Presentations by U.S. Environmental Protection Agency \(Methane Outreach Partnership\), Waste Management Corporation and Honeywell](#) (05/26/05)
    - [How to Purchase Green Power – Presentations by U.S. Environmental Protection Agency and Johnson & Johnson](#) (06/30/05)
    - [Sequestration as a GHG Offset Option](#) – Presentations by [Carbon Project Services, LLC](#), [Clean Air Action/The International Small Group and Tree Planting Program](#) and [The Conservation Fund](#) (11/30/05)
    - [Renewable Energy as an Option to Reduce Company's GHG Footprint Grows](#) (scheduled: 09/14/06)
    - [Keys to Successful Energy Management](#) (scheduled: 07/27/06)
  - Workshops:
    - Developing and Implementing a Company Climate Change/Energy Management Program - Presentations by [AT&T](#), [FedEx](#) and [Eastman Chemical](#) (09/18/03)
    - Carbon Sequestration as an Option: Presentations by [The Nature Conservancy](#) (09/18/03)
    - All About Carbon Credits - What Are They, Should I Create Some, Buy or Sell? - Presentations by [Chicago Climate Exchange](#), [Evolution Markets, LLC](#) and [DuPont](#) (09/24/04)
  - Company Success Stories on Managing GHG Gases:
    - [Chicago Climate Exchange Participation](#) (American Electric Power)
    - [Noel Kempff Mercado Climate Action Project](#) (American Electric Power)
    - [Lower Mississippi River Valley Reforestation Pilot Project](#) (ChevronTexaco)
    - [Landfill Methane: Capture and Use](#) (Dow Chemical)
    - [Forest Carbon Sequestration through Cooperative Planting Program with Customers and State Agencies](#) (Southern Company)
- b. Participate in Government-Sponsored Programs to Reduce GHG Intensity**
- [U.S. Department of Energy \(DOE\) and U.S. Environmental Protection Agency \(EPA\) Programs](#)
    - [DOE Voluntary Reporting of Greenhouse Gases \(GHGs\) under Section 1605\(b\) of Environmental Policy Act of 1992](#)  
The federal government's voluntary reporting program provides an opportunity to gain recognition for your efforts from your customers, your shareholders and public officials and to contribute to the growing body of information on cost-effective actions for controlling greenhouse gases.
    - [DOE Green Power Network](#)  
The essence of green power marketing is to provide market-based choices for electricity consumers to purchase power from environmentally preferred sources.
    - [DOE Million Solar Roofs](#)  
Announced in June 1997, Million Solar Roofs (MSRI) is an initiative to install solar energy systems on 1 million U.S. buildings by 2010.
    - [DOE Rebuild America](#)  
Rebuild America is a program of the U.S. Department of Energy that focuses on energy-efficiency solutions as community solutions.



- [EPA CHP Partnership](#)  
The CHP Partnership is a voluntary program that seeks to reduce the environmental impact of power generation by fostering the use of CHP (Combined Heat & Power).
- [EPA Climate Leaders](#)  
Climate Leaders is a voluntary industry-government partnership that encourages companies to develop long-term, comprehensive climate change strategies and set greenhouse gas (GHG) emissions reduction goals.
- [EPA/DOE ENERGY STAR](#)  
ENERGY STAR is a government-backed program helping businesses and individuals protect the environment through superior energy efficiency.
- [EPA Green Power Partnership](#)  
Resources for green power
- [SmartWay Transport Partnership](#)  
The SmartWay Transport Partnership is a collaborative voluntary program between EPA and the freight industry that will increase the energy efficiency.
- Telephone Learning Sessions:
  - [DOE Industrial Energy Efficiency Training Session on Steam Systems – Presentations by U.S. Department of Energy, Sunoco and Rohn & Hass \(04/28/04\)](#)
  - [DOE Industrial Energy Efficiency Training Session on Compressed Air – Presentations by U.S. Department of Energy and Ford Motor Company \(11/18/04\)](#)
  - [ENERGY STAR Programs for Buildings – Presentations by Hartford, U.S. Environmental Protection Agency and Merck \(02/22/05\)](#)
- Workshops:
  - Industry Sector Business Challenge Reports - Presentations by [American Petroleum Institute](#), [Edison Electric Institute](#), [American Forest & Paper Association](#) and [American Chemistry Council](#) (02/25/03)
  - DOE Climate Programs and Resources - Presentations by U.S. Department of Energy: [Office of Energy Efficiency and Renewable Energy](#), [High Performance Buildings Research Initiative](#) and [Office of Industrial Technologies](#) (02/26/03)
  - DOE & EPA Climate Program Updates - Presentations by [U.S. Department of Energy \(Office of Energy and Renewable Energy\)](#) and [U.S. Environmental Protection Agency](#) (09/18/03)
  - International Initiatives and COP-9 - Presentation by [U.S. Department of State](#) (09/18/03)
  - [The Bush Administration: "Climate VISION - 2004/2005"](#) - Presentation by the Chairman of the [White House Council on Environmental Quality](#) (09/23/04)
  - International Update - Presentations by [U.S. Department of State](#) and [EU Commission](#) (09/23/04)
  - EPA Energy/GHG Program Update - Presentation by the [U.S. Environmental Protection Agency](#) (09/30/05)

### c. Invest in Developing Products or Technologies that Improve Efficiency or Lower GHG Intensity

- Workshops:
  - Technology Options (09/23/04)
    - Manufacturing Companies – Presentations by [Ingersoll-Rand](#), [Caterpillar](#) and [Raytheon](#)
    - Services Companies – Presentations by [Johnson Controls](#) and [Honeywell](#)
- Company Success Story on Managing GHG Gases:
  - [Improving Energy Efficiency Through Compressed Air](#) (Owens Corning Corporation)



**d. Participate in Other GHG Management Programs (for example, with environmental organizations)**

- [Conservation International](#)
- [The Nature Conservancy](#)
- [World Resources Institute](#)
- Workshops:
  - ENGO Industry Climate Program - Presentations by [World Resources Institute \(Sustainable Enterprise Program\)](#) and [Environmental Defense](#) (02/25/03)
  - EPA Climate Programs and Resources - Presentation by [U.S. Environmental Protection Agency \(Climate Protection Partnership Division\)](#) (02/26/03)
  - ENGO Industry Climate Program - Presentations by [World Wildlife Fund](#) and [World Resources Institute \(Sustainable Enterprise Program\)](#) (09/18/03)

**e. Report Entity-wide Emissions and/or Reduction Projects to the Department of Energy's 1605(b) GHG Registry or its Successor Program**

- Workshop:
  - Reporting to DOE 1605 (b) GHG Registry - Presentation by [U.S. Department of Energy \(Energy Information Administration\)](#) (02/26/03)

**f. Report GHG Emission Management Actions to the Public**

- [Calculate and Report Your GHG Emissions](#)
- Workshops:
  - The Growing Importance of Investor Relations - Presentation by [FedEx Corporation](#) (Workshop: 09/23/04)
  - International Dialogue - Presentations by [General Electric Company](#) and [Taiheiyō Cement Corporation](#) (09/28/05)
  - Public Perception of Climate Change - Presentation by [Harris Interactive](#) (09/29/05)



## Climate RESOLVE – General Resources and Tools for Your Energy Management Program

Business Roundtable's website, [www.businessroundtable.org](http://www.businessroundtable.org), contains a wealth of information, reference materials and tools to help Climate RESOLVE members implement energy efficiency and other GHG management programs. The materials listed below include background information, communications tools, and materials to help you communicate your participation in the Climate RESOLVE program. The hyperlinks will take you to the document on Business Roundtable's website. If you have any questions or have any problems accessing the information on the website, please contact Marian Hopkins with Business Roundtable at (202) 872-1260.

- **Climate RESOLVE Participation Forms**

- [2008–09 Climate RESOLVE Participation Form](#)
- [2008–09 Climate RESOLVE Participation Form for Service-Sector Companies](#)
- [2008 Teleconference Learning Session Participation Form](#)

- **Climate RESOLVE Background Information**

- [Climate RESOLVE Two-Page Summary](#)
- [Climate RESOLVE Two-Page Summary for Service-Sector Companies](#)
- [Climate RESOLVE Program Rationale, Milestones and Key Elements](#)
- [Climate RESOLVE PowerPoint Presentation \(long version\)](#)
- [Climate RESOLVE PowerPoint Presentation \(short version\)](#)

- **Climate RESOLVE Metrics**

- Telephone Learning Session
  - [2006 Telephone Learning Session \(Scheduled: 05/31/06\)](#)
- Workshop:
  - Introduction to Climate RESOLVE Metrics: [Presentation by General Motors Corporation, Latham & Watkins, Business Roundtable, and Carbonleaf, LLC \(09/29/03\)](#)

- [Step-by-Step Approach to Energy Management](#) (web-based tool)

- [Every Sector, One RESOLVE – Survey Results and Annual Report](#) (2004)

- Telephone Learning Session:

- [Implications of the Kyoto Protocol Ratification – Presentations by Alcoa, General Motors, Abbott and Kodak](#) (03/31/05)

- **Climate RESOLVE Members Section**

- 2004 Climate RESOLVE Survey PowerPoint Presentations to describe and promote Climate RESOLVE [Long Version](#) and [Short Version](#)
- [Template Press Release](#)
- [Environment Trade Publication Media List](#)
- [Talking Points](#) (key aspects of initiative)
- [Questions and Answers](#) (Q&A)

This Q&A is designed to prepare you for questions that the media could ask about Climate RESOLVE.



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## Document 5

- [Internal Memo to Company Employees](#)  
This draft memo to employees explains your decision to participate in Climate RESOLVE.
- [Website Statement](#)  
This is an example of a document that could be posted on your company's website.
- Company Awareness Poster
  - [Memo with Instructions](#)
  - [PDF File to View Poster Options](#)
  - [Quark Downloads](#)

## **Business Roundtable**

### **Climate Change Statement**

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According to leading scientists, there is increasing evidence that the earth's climate has been warming over the last century and increases in the earth's temperature are affecting many global ecosystems, especially the polar areas. At the same time that warming has been occurring, greenhouse gas (GHG) concentrations in the atmosphere have increased due to rising worldwide emissions of GHGs. Major sources of these emissions include the combustion of fossil fuels, tropical deforestation and other land use changes.

Because the consequences of global warming for society and ecosystems are potentially serious and far-reaching, steps to address the risks of such warming are prudent now even while the science continues to evolve. Business Roundtable supports collective actions that will lead to the reduction of GHG emissions on a global basis with the goal of slowing increases in GHG concentrations in the atmosphere and ultimately stabilizing them at levels that will address the risks of climate change.

These actions need to be coordinated with efforts to address other urgent world priorities, such as reducing poverty, improving public health, reducing environmental degradation and raising living standards. Reliable and affordable world supplies of energy are essential for meeting these challenges.

Although we support actions to address global warming, there is a range of views and preferences among our members about the policy tools that will best achieve that objective. Some companies support mandatory approaches; others do not. Recognizing that legislation and regulation are under consideration, the Roundtable supports an open and constructive dialogue about the principles that should shape climate policy and the pros and cons of various options. As a starting point for this dialogue, our members agree on the following policy objectives:

#### **Taking Action and Reporting Progress**

Building on the leadership efforts of many U.S. companies, more companies should commit to making emission reductions a priority and report publicly on their progress in achieving these reductions. An improved national registry for reporting emissions and documenting reductions would stimulate additional progress by industry. Government policies should encourage early action and investment to reduce emissions and improve energy efficiency. This will motivate more companies to step forward and provide public recognition to those companies who have reduced their carbon footprints.



### **Improving Energy Efficiency**

A proven and cost-effective strategy for reducing emissions is improving efficiency in the production, distribution and use of energy. Opportunities to achieve greater energy savings using existing technologies exist throughout the economy. To capture these savings, the Roundtable's recent report *More Diverse, More Domestic, More Efficient: A Vision for America's Energy Future* advocates a goal of improving the energy intensity of the U.S. economy by 25 percent. To achieve that goal, U.S. companies should work collaboratively with the government to improve energy efficiency in buildings, equipment, appliances and manufacturing, as well as in the electricity sector. Energy and carbon efficiency in the transportation sector should be increased by improving the fuel efficiency of vehicles through development and deployment of energy efficient vehicle technologies, increased use of renewables, and pursuing policies that reduce growth in vehicle miles traveled. All levels of government should demonstrate leadership by committing to improve energy and carbon efficiency in their buildings and fleets and partnering with business to enhance public education about the benefits of energy conservation. Governments should also encourage business and consumers to adopt energy efficiency technologies and eliminate regulatory impediments to their deployment.

### **Developing and Deploying Low-GHG Technologies**

The development and global deployment of new, efficient low GHG technologies is vital to an effective long-term response to concerns about global climate change. These technologies are essential to reducing GHG emissions while meeting rising energy demands to support economic growth. Any legislative or regulatory framework must stimulate private sector innovation and investment as well as consumer awareness and acceptance of new technologies in the marketplace. Expanding penetration of these technologies in developing economies where GHG emissions are rapidly increasing should be an urgent priority along with emission reductions from major contributing countries in the developed world.

### **Increasing RD&D Investment**

Research, Development and Demonstration (RD&D) investment in new low-GHG technologies must be increased in the public and private sectors to levels commensurate with the magnitude of the climate challenge. RD&D programs should be better coordinated across economic sectors and focused on technologies with the greatest promise in reducing GHG emissions on a life-cycle basis. We will need to educate and train a new generation of scientists and engineers equipped to lead the rapid technological advances that will be required to address the climate challenge.

### **Investing in Climate Science**

Scientific uncertainties remain regarding the relative impact of human activities on warming trends as compared to natural phenomena and the precise magnitude, time and regional distribution of temperature and climate changes that can be expected over the next century. Investment in climate science must therefore continue at a high level so that we can better understand and predict the magnitude and timing of future warming of the planet, its potential effects on ecosystems and human activities, its impacts on the economy, the role of different factors in causing global warming and the potential benefits and costs of mitigation and adaptation strategies. A continued U.S. leadership role in climate science is essential.



### **Aligning Reduction Timelines with the Trajectory for New Technologies**

As we continue to reduce emissions, the steps we take should be aligned with the expected timelines for developing and commercially deploying advanced technologies in the U.S. and globally and the ability of our economy to reduce its carbon footprint in an economically sustainable manner, without increasing shortages of energy and raw materials, price spikes or competitive imbalances which threaten economic growth.

### **Following a Flexible Step-wise Approach**

Longer-term measures should be based on a flexible step-wise approach that allows us to adjust our goals and strategies over many decades as climate science evolves and we become more certain about the potential magnitude and causes of future warming trends, learn more about the technologies required for continued progress and better understand the environmental and economic consequences of climate policies. Our policy framework should be sufficiently flexible to allow the nation to make a course correction if the economic impacts of achieving specific levels of emission reduction are unacceptable.

### **Selecting the Right Policy Tools**

Different policy tools for achieving emission reductions are being considered, including carbon taxes, cap-and-trade programs and standards that dictate carbon content or maximum allowable emissions for fuels, products or technologies. We believe policymakers should judge the potential value of these tools by whether they (1) are effective in reducing projected emissions, (2) are flexible and maximize use of markets, (3) encourage technology solutions, (4) minimize complexity and transaction costs, (5) are cost-effective, (6) operate in a transparent manner, (7) provide predictability and certainty to business, (8) minimize undesirable competitive imbalances in the domestic or global economy and (9) foster innovation and business opportunities. An effective set of policy tools will be one that provides a clear and stable long-term economy wide framework for emission reductions that enables rational business planning and investment.

### **Applying Policy Solutions Equitably**

Policy solutions should be economy-wide in scope and framed equitably so as to avoid unwarranted impacts on particular industry sectors, technologies or regions of the country. The social, economic and environmental impacts of policy options must be openly and understandably communicated to the American public.

### **Maximizing Access to Limited Feedstock and Energy Supplies**

Carbon constraints can increase competition between different sectors over limited feedstock and energy supplies. An equitable policy framework should account for and mitigate the resulting employment, social and economic impacts. As Business Roundtable has previously emphasized, this will require increasing the supply and diversity of domestic energy sources (including renewables, clean coal, nuclear and natural gas) and removing market barriers to innovative high-efficiency technologies that reduce energy/feedstock demand and increase supply. For example, accelerating investment in promising carbon capture and sequestration technologies will help insure that coal remains an essential fuel and feedstock for manufacturing and energy production while dramatically lowering GHG emissions.



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### **Adopting Global Solutions to a Global Problem**

Climate change is global both in its causes and its impacts and requires a global response. Focusing on the U.S. alone will not reduce worldwide GHG emissions or stabilize atmospheric concentrations. An equitable and effective global framework for addressing climate change should be put in place under which all major emitting countries (including China, Brazil and India) are committed to appropriate emission reduction goals. It should also address tropical deforestation, which contributes roughly 20% of total anthropogenic GHG emissions. U.S. leadership in establishing this global framework is essential.

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