

# Beyond "Best Practice" – The Next Generation of Corporate Climate Leadership

Erin Meezan, Interface  
Patrick Browne, UPS  
Kevin Moss, BT Americas  
Samantha Putt del Pino, World Resources Institute



Advancing Climate Change Officers  
in the Private and Public Sectors

## ACCO Launches First Working Group

- ACCO-EPA Climate Protection Award Winner Working Group on Data & Performance Metrics
  - First meeting conducted in August 2009
  - Participants include Applied Materials, Bayer, CARB, Johnson Matthey, Honda, Linde, Midac Corporation, Red Dot Corporation, State of Maryland, Waste Management with observers from US EPA
- Working Groups in Development
  - Public-private partnerships
  - Carbon markets / offsets
  - Renewable energy applications & RECs
  - Organizational structures & change management
  - Seeking additional suggested topics and volunteers

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## ACCO Individual Memberships

- Invitations to exclusive networking, education and professional development activities/events
- Subscription to CCO Connect™
- Complimentary access to ACCO Webinar Series "premium" programs (savings of \$1,200 per year)
- Discounts on registration fees for all ACCO events (minimum of 25% off fees for annual conference, workshops, seminars, etc.) and ACCO partner events
- Access to ACCO's Advisory Board and ACCO Business Partners
- Access to the ACCO Job Bank (to be launched in Fall 2009)
- One complimentary job posting in the ACCO Job Bank and discounted fees for all jobs posted thereafter (to be launched in Fall 2009)
- Discounts on registration fees for ACCO Certificate Seminars and Workshops taught by top academic institutions
- Subscription to CCO Quarterly™ (first issue to be published in Fall 2009)
- CCO Certification Programs (to be launched in 2010)

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## ACCO Individual Memberships (cont'd)

- Learn more about ACCO memberships online at <http://www.ACCOonline.org>

Category	Cost	Membership Term	Available Starting
Corporate	\$695	1 year	7/14/09
Special Offer!!!	Sign up by 9/31/09 and get 2nd year for \$350 more		
Government	\$395	1 year	7/14/09
Special Offer!!!	Sign up by 9/31/09 and get 2nd year for \$225 more		
Non-profit <sup>1</sup>	\$395	1 year	7/14/09
Special Offer!!!	Sign up by 9/31/09 and get 2nd year for \$225 more		
Academic	\$395	1 year	7/14/09

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## Representative Participants

- AIG
- Air Products & Chemicals
- American Carbon Registry
- American Honda
- Applied Materials
- Bayer HealthCare
- California Air Resources Board
- Carbon Disclosure Project
- City of Berkeley
- City of Seattle
- Coca-Cola
- Columbia University
- District of Columbia
- El Paso Corporation
- FedEx
- FMYI
- Interface
- James Strock & Co.
- Johnson Matthey
- Linde Gas
- Maryland Public Service Commission
- Midac Corporation
- Ministry of Environment and Natural Resources in Mexico
- Hamel Environmental Consulting
- Pacific Forest Trust
- Pacific Gas & Electric
- Red Dot Corporation
- State of Maryland
- Trucost
- US EPA
- UN Environment Programme
- UN Foundation
- University of California, Berkeley
- UTC Fire & Security
- Washington Gas
- Waste Management

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## Join the ACCO Community

For more information about the Association of Climate Change Officers (ACCO), please contact:

**Daniel M. Kreeger**  
**[dkreeger@ACCOonline.org](mailto:dkreeger@ACCOonline.org)**  
**202-496-7390**

Stay up to date on ACCO activities using:

- [LinkedIn](#) (Group name: Association of Climate Change Officers)
- [Twitter](#) ("ACCOdirector")
- [Facebook](#) (Become a fan of ACCO)
- <http://www.ACCOonline.org>
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# BEYOND BEST PRACTICE

the next generation of corporate climate leadership



ACCO – WRI  
webcast

September 1, 2009

Samantha Putt del Pino  
World Resources Institute

**WRI is independent and non-partisan**



WORLD  
RESOURCES  
INSTITUTE

**Create  
sustainable  
enterprise and  
opportunity**



**Protect  
Earth's  
living  
systems**



**Protect the  
climate  
System**

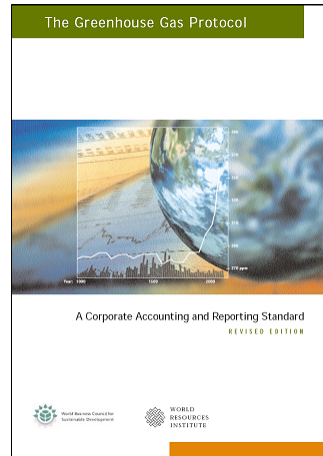
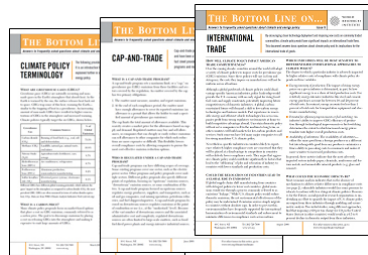


**Empower  
people and  
strengthen  
institutions**



## Policy analysis, tools development, corporate engagement underpin WRI's approach

- ❑ Policy analysis (U.S. and international)
- ❑ Business engagement (Greenhouse Gas Protocol, corporate vision/strategy)



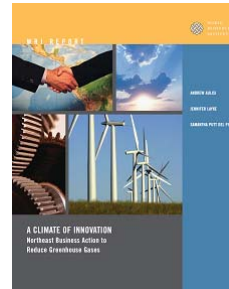
<http://www.wri.org/>

## Discussion outline

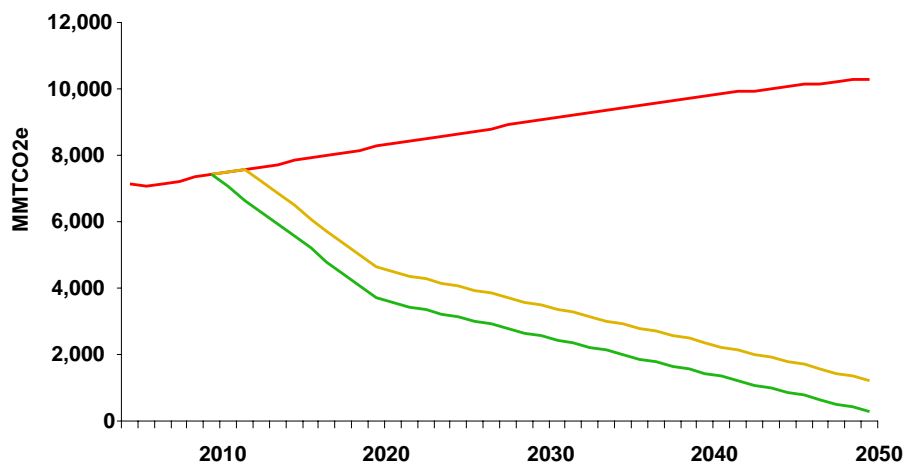
- How has leadership been defined?
- Today's context
- Moving toward 'next' practice
- Forward-looking challenges
- Guest presenters

## WRI's 2004 report highlighted cutting-edge issues for climate leadership

- Verifying and registering data
- Setting and updating performance targets
- Identifying cost-effective emission reductions
- Managing internal communications
- Capturing new business opportunities
- Adapting to market-based solutions

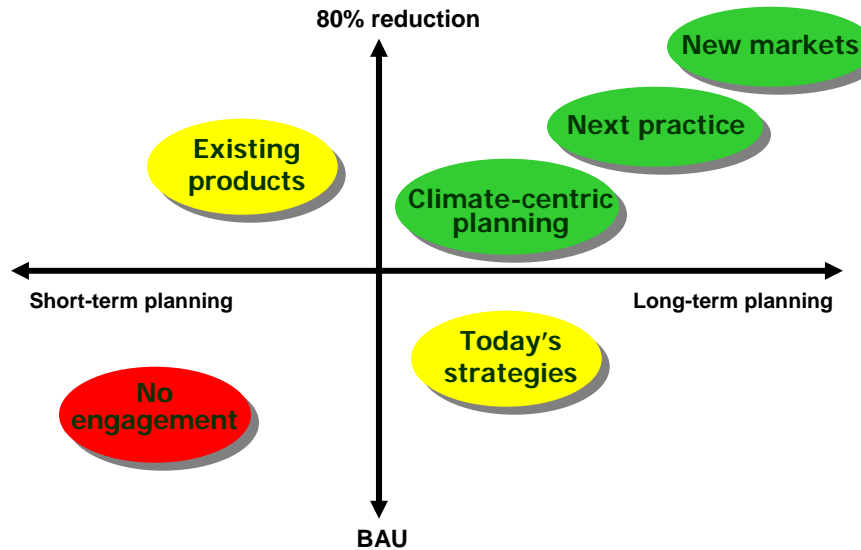


**“I am struck by how far we have come.....  
and how far we have yet to go.”** - Jonathan Lash, President-WRI



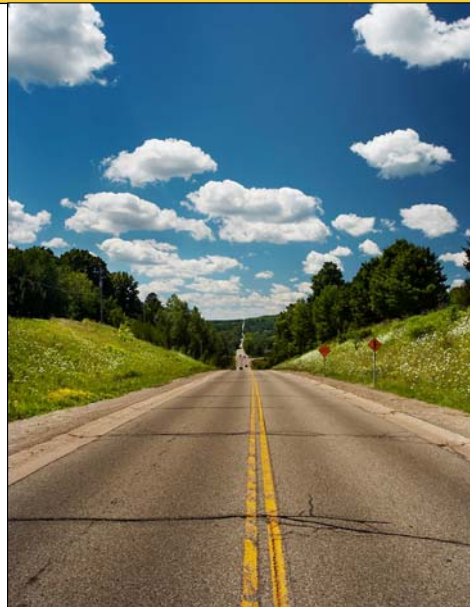
Source: DOE/EIA data based on IPCC projections and trajectories

## Ostriches, paper tigers, opportunists, trail blazers



## Forward-looking challenges for business

- GHG targets
- Data management
- GHG reporting
- Aligning strategies
- Adaptation
- New market demands
- Policy
- Long-term investments



## Business perspectives

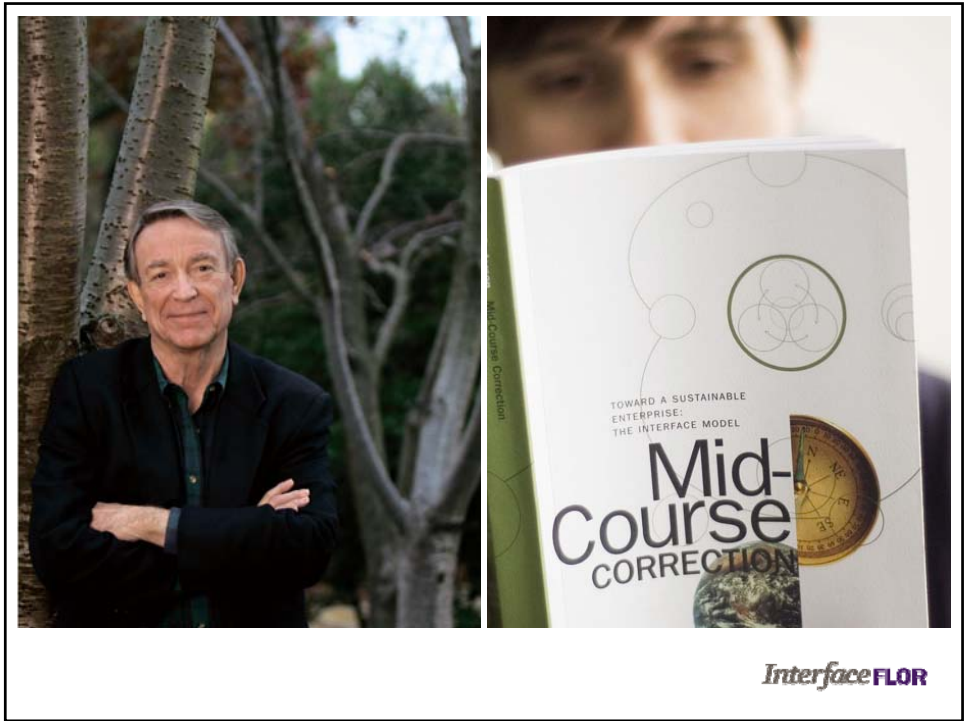
- Erin Meezan, Interface
- Patrick Browne, UPS
- Kevin Moss, BT Americas

Samantha Putt del Pino: 202.729.7660; [sam@wri.org](mailto:sam@wri.org)

*Interface*<sup>®</sup>

BENTLEY PRINCE STREET™ *Interface*FLOR™ *Interface*RAISE™ FLOR<sup>2</sup>

*Interface*FLOR

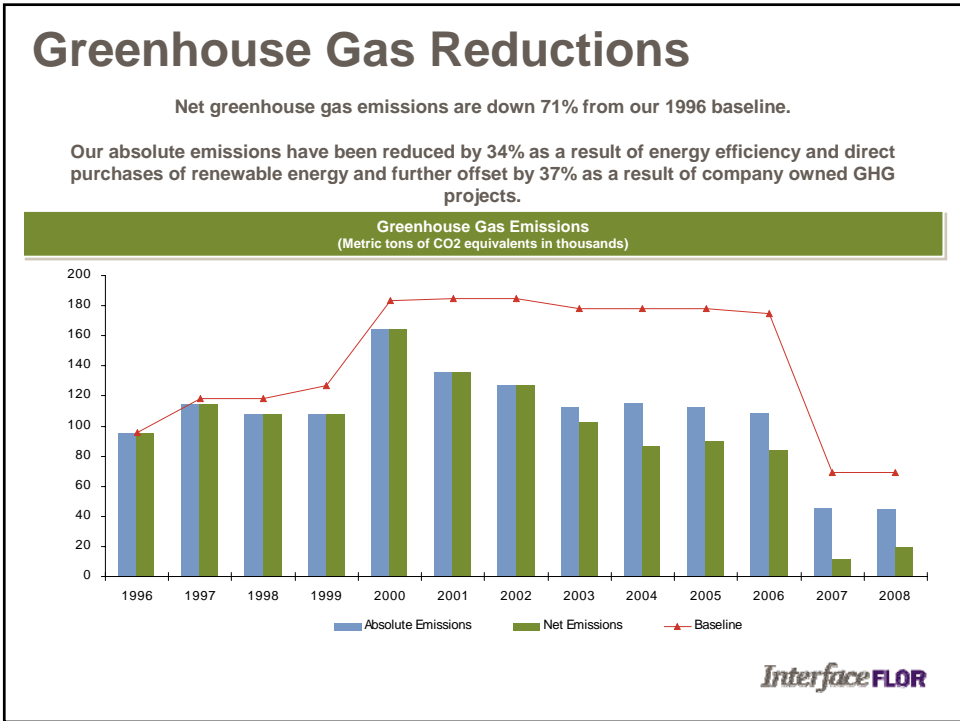
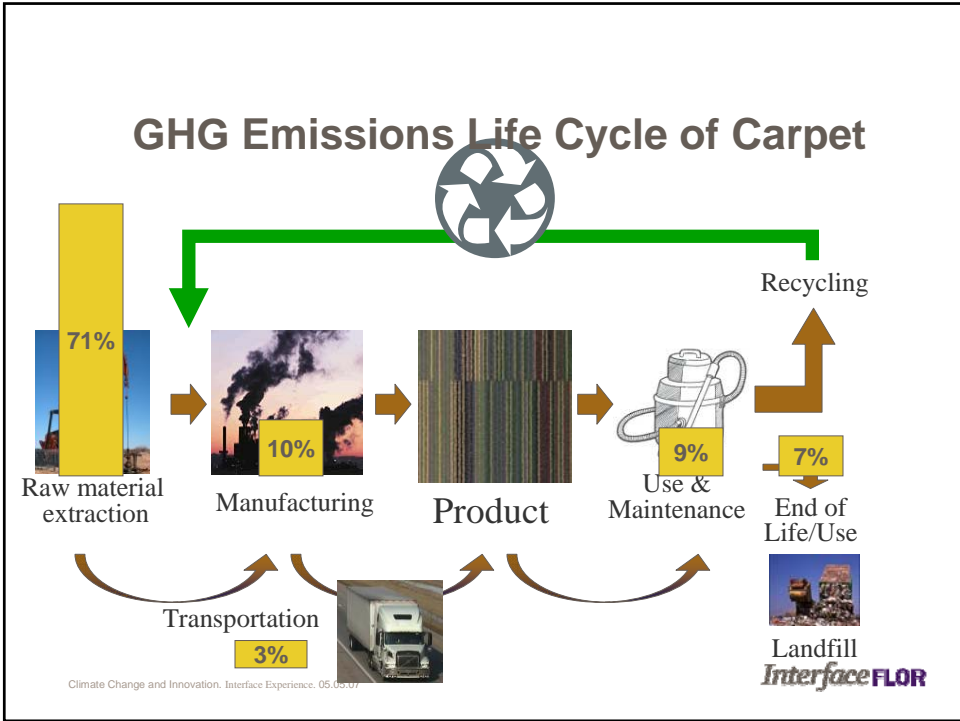


## Tracking Greenhouse Gas Emissions

*(Metric tonnes of CO2 equivalents)*

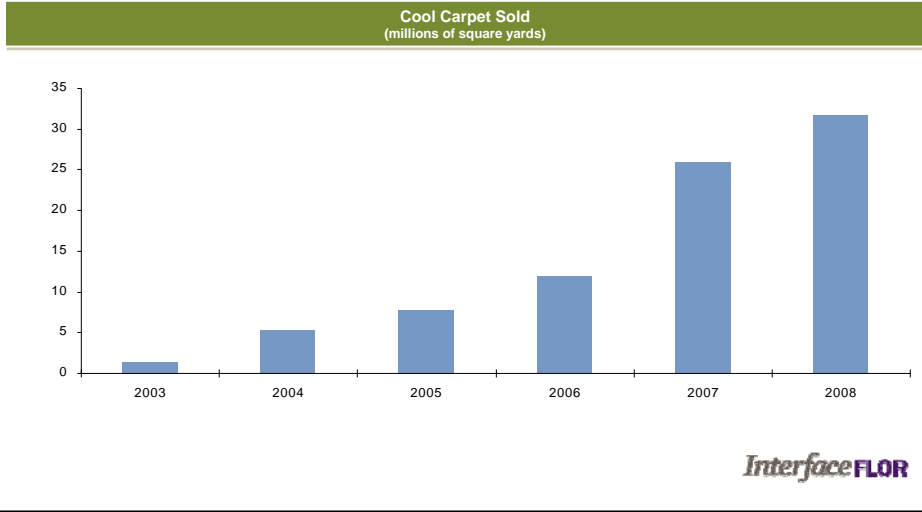
	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
<b>Scope 1 - Direct Emissions</b>													
Natural Gas	-	-	-	-	-	-	-	-	-	-	-	-	-
Propane	-	-	-	-	-	-	-	-	-	-	-	-	-
Landfill Gas	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Metric Tonnes of CO2</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
% change y-o-y		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Scope 2 - Indirect Emissions</b>													
Electricity from Grid	-	-	-	-	-	-	-	-	-	-	-	-	-
Renewable Electricity from Grid	-	-	-	-	-	-	-	-	-	-	-	-	-
Self-Generated Renewable Elec	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Metric Tonnes of CO2</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
% change y-o-y		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Offset Projects</b>													
Landfill Gas Flare	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Metric Tonnes of CO2</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
% change y-o-y		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Greenhouse Gas Emissions</b>													
<b>Absolute Emissions</b>													
<b>Total Emissions</b>	<b>95,744</b>	<b>114,722</b>	<b>108,336</b>	<b>108,129</b>	<b>164,689</b>	<b>136,016</b>	<b>127,520</b>	<b>113,066</b>	<b>115,536</b>	<b>112,958</b>	<b>109,191</b>	<b>45,808</b>	<b>45,315</b>
% change y-o-y		20%	(6%)	(0%)	52%	(17%)	(6%)	(11%)	2%	(2%)	(3%)	(58%)	(1%)
% change Baseline (1996)		(3%)	(8%)	(15%)	(10%)	(26%)	(31%)	(38%)	(35%)	(37%)	(38%)	(33%)	(34%)
<b>Emissions Net of Offset Projects</b>	<b>95,744</b>	<b>114,722</b>	<b>108,336</b>	<b>108,129</b>	<b>164,689</b>	<b>136,016</b>	<b>127,520</b>	<b>103,114</b>	<b>86,976</b>	<b>90,349</b>	<b>84,067</b>	<b>12,226</b>	<b>19,706</b>
% change y-o-y		20%	(6%)	(0%)	52%	(17%)	(6%)	(19%)	(16%)	4%	(7%)	(85%)	61%
% change Baseline (1996)		(3%)	(8%)	(15%)	(10%)	(26%)	(31%)	(42%)	(51%)	(49%)	(52%)	(82%)	(71%)
<b>Absolute Baseline</b>	<b>95,744</b>	<b>117,941</b>	<b>117,941</b>	<b>127,203</b>	<b>183,375</b>	<b>184,430</b>	<b>184,430</b>	<b>178,044</b>	<b>178,044</b>	<b>178,044</b>	<b>174,832</b>	<b>68,874</b>	<b>68,874</b>

**Interface FLOR**



# Cool Carpet Sales

Over 83 million square yards of climate neutral Cool Carpet sold.



# Sustainable from the Beginning

September 2009



**Decision Green™**



## Decision Green<sup>SM</sup>

UPS's environmental platform reflects our pursuit of sustainable business practices worldwide through:

- Operational efficiency
- Conservation initiatives
- Package industry-leading innovations

This approach extends to helping our customers do the same.

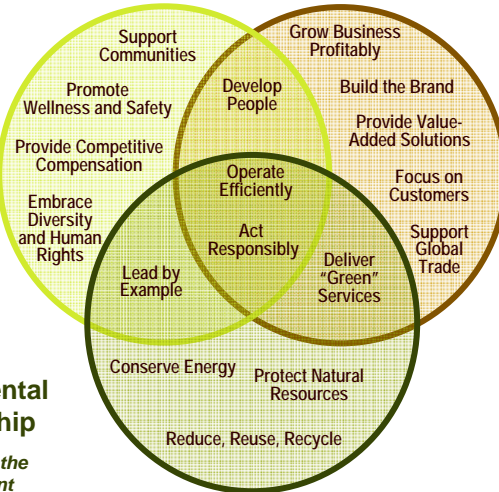


*UPS is making changes today for a better tomorrow.*

## Global Strategy

### Social Responsibility

*Help Improve the Human Condition*



### Economic Prosperity

*Help Strengthen the Enterprise*

### Environmental Stewardship

*Help Protect the Environment*

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## Operate Efficiently

### UPS Airlines' Carbon Leadership

- In our 2009 Sustainability Report, UPS announced an Airline Goal using CO<sub>2</sub> per available ton mile (ATM)
  - Operate a global UPS air fleet with a 20 percent improvement in CO<sub>2</sub> lbs. per ATM from 2005 levels by 2020 (ATM calculated in nautical miles). This will be a cumulative reduction of 42 percent since 1990.
- UPS is a leader in fuel-efficiency, as it has been for decades
  - UPS Airlines currently operates at 1.42 lbs. of CO<sub>2</sub> per ATM (calculated in nautical miles)



*UPS has set an aggressive goal to reduce CO<sub>2</sub> per ATM by 42 percent from 1990-2020.*

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## Operate Efficiently

### UPS Airlines is the most modern and noise compliant in the package industry

- 1987 — UPS first in the industry to begin to upgrade from a 727 fleet to a 757 fleet
  - More than 30 percent more fuel efficient
  - Saved over a billion gallons of fuel and 11 million tonnes of CO<sub>2</sub> between 1995 and 2008
- 1995 — UPS only airline in the industry that re-engined 727-100 aircraft
  - 20 percent improvement in fuel efficiency/50 million gallons of fuel savings (1985-2008)
  - UPS retired the last 727-100 aircraft in 2008
- All 727-200 aircraft in the UPS fleet have been replaced by more fuel-efficient aircraft
  - The last 727-200 was retired in 2004
- 2008 — UPS retired the last of our 747-200s
  - Replaced them with upgraded 747-400s, which are 20 percent more efficient



*UPS began replacing fleet with 757 aircraft in 1987 - years ahead of FedEx and DHL.*

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## Operate Efficiently

### Intermodal Shipping

- Flexibility of our network allows for intermodal shifts to the most energy-efficient mode of transport
  - This strategy prevented emissions of more than 3 million metric tonnes of CO<sub>2</sub> in 2008.
- Rail transportation is four times less energy intensive than truck
- UPS uses rail extensively to reduce carbon emissions for long-distance shipping — more than anyone else in the package industry
  - Use of rail transportation in the U.S. small package business prevents emissions equivalent to 1 million metric tonnes of CO<sub>2</sub>



*1 million absolute metric tonnes of CO<sub>2</sub> avoided. One intermodal network.*

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## Operate Efficiently

### Alternative Fuel/Technology Vehicles

- UPS Firsts
  - Electric vehicle deployed in 1935; 14 total in 2009
  - UPS Canada converted 764 vehicles to propane in the 1970s; 139 new in 2008; and 624 in 2009
  - First adopted CNG in 1985 — 1,082 CNG vehicles in 2009
  - First Hybrid Electric Vehicle (HEV) in 2001; 250 in 2009; expect 30 percent+ MPG over conventional diesel
  - Tested and deployed hybrid hydraulic vehicle in 2005; expect 40 percent+ MPG – **one more innovative vehicle**
- More than one-third of our alternative fuel/technology vehicles operate outside the U.S. (Canada, France, United Kingdom, Germany, Brazil, China and Mexico)



*UPS has the largest private alternative fuel fleet in the package industry — 1,819 vehicles.*

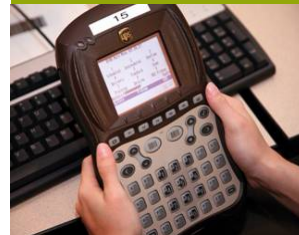
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## Operate Efficiently

**We have technology in place to make sure we have visibility on all our shipments. This allows us to ensure that each shipment takes the most efficient route in our network.**

### Network Efficiencies

- Electronic cataloging of every package for visibility
- Smart labels linked to GPS technology
- Package Flow Technology for route optimization
- GPS-enabled DIAD (Delivery Information Acquisition Device)
- Minimize left turns



*One set of tools and procedures. 100,000,000 miles we didn't drive.*

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## Operate Efficiently

### On-board wireless Telematics technology helps manage driver safety, routing and fuel efficiency

- Map and review route sequence
  - Reduces idle time 15 min./day/driver
- Electronic MPG monitoring
  - Manages fuel efficiency performance
- GPS accuracy for miles traveled
  - Trigger for optimal maintenance
- Notification before critical failure
  - Decreases breakdowns and inefficiencies
- Comprehensive maintenance
  - Optimizes MPG



*UPS has equipped one-third of its U.S. fleet with Telematics (half commissioned).*

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## Deliver Green Services

### Helping customers Green their supply chains

- Carbon footprint calculations for UPS services across the supply chain
- Contractual carbon neutral services provide a periodical carbon footprint report and allow our customers to neutralize shipments – currently in “pilot”
- UPS Package Design and Test Lab to determine optimal size, configuration, strength and green characteristics of packaging to reduce damages and environmental impact
- Green consulting services and network supply chain optimization tools
- UPS Logistics Technology (Roadnet®) for route optimization and improved resource utilization
- Paperless commercial invoice for international shipments
- Electronic billing, including UPS Paperless® Billing
- Reusable UPS Express Envelopes for sending and returning domestic and international letters



*UPS can help determine your carbon footprint and provide ways to reduce it.*

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## Summary

With Decision Green<sup>SM</sup>, UPS continues to build on its reputation for environmental stewardship that began more than 100 years ago.

We are committed to future sustainability for our customers and our communities and our company.



*Every day, UPS works to make a difference in all of our lives.*

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## Thank you

**Patrick Browne**  
**Corporate Sustainability Program Manager**  
**Ph# 404-828-4224**

[www.responsibility.ups.com](http://www.responsibility.ups.com)



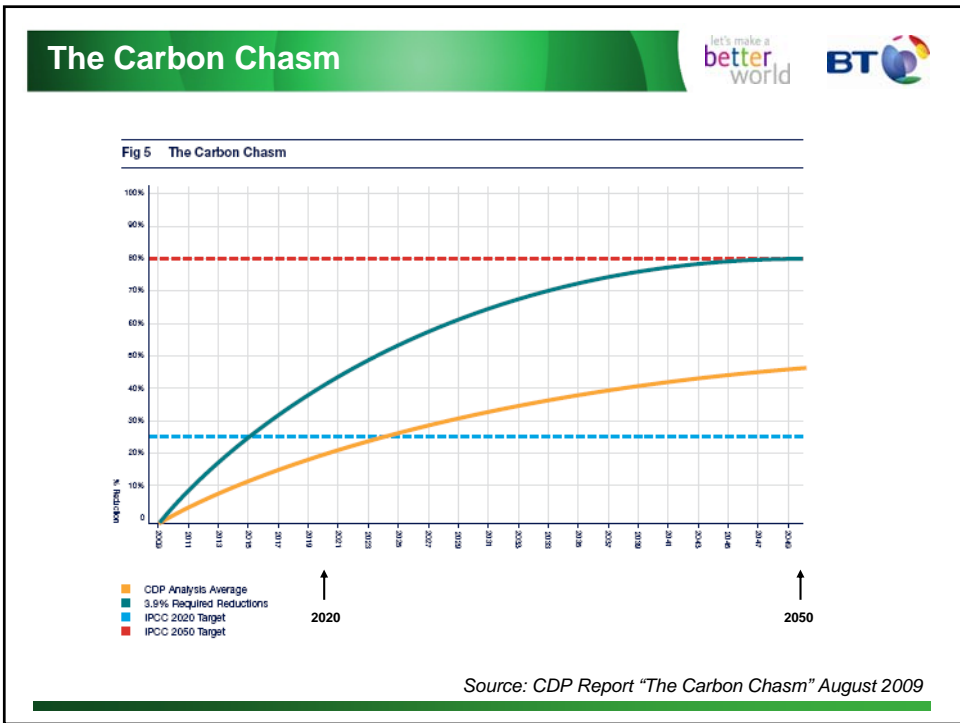
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## Beyond Best Practice

Kevin Moss  
Head of Corporate Social Responsibility  
BT Americas

let's make a **better** world 



## Setting the Agenda



Reinforce "Why?"

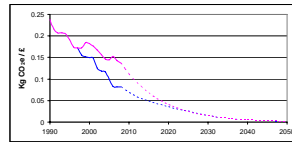


External Leadership Role

Holistic Approach

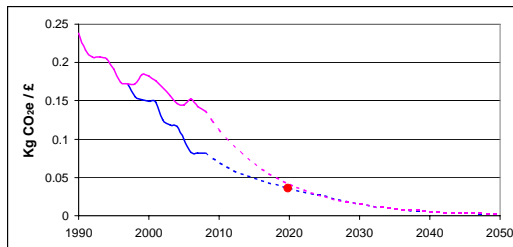


Solution focused target setting



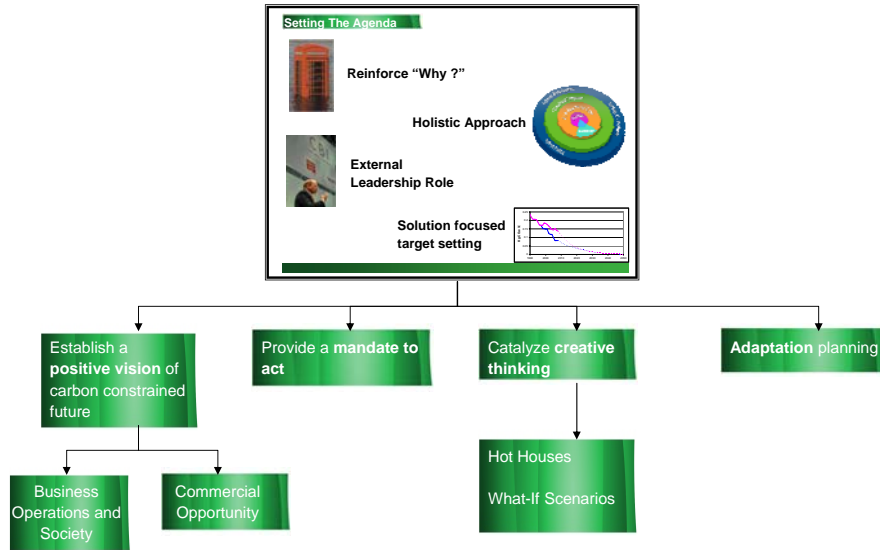
## Climate Stabilization Intensity (CSI) Target

- Scientific consensus – 50 by 50
- Per Unit of GDP - 80 by 50
- Per unit of GDP in **developed** economies – 90 by 50
- Companies need to match or exceed this trend - 9.6% pa.

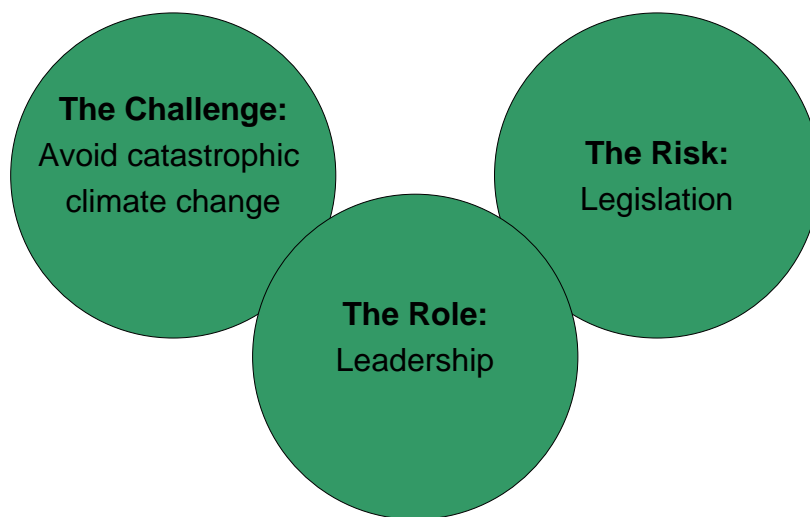


— Required trajectory  
— BT's CSI Target

## Activities



## The CC, CR, Sustainability Officers Role ?





**Email:** [Kevin.Moss@BT.com](mailto:Kevin.Moss@BT.com)  
**Blog:** [www.csrperspective.com](http://www.csrperspective.com)  
**Twitter:** <http://twitter.com/KevinIMoss>

let's make a **better** world 

## Q&A Session

- Erin Meezan, Interface
- Patrick Browne, UPS
- Kevin Moss, BT Americas
- **Moderator:** Samantha Putt del Pino, World Resources Institute

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