

Table of Contents

1	Introduction	4
2	Executive Summary	5
3	The Issue of Climate Change	8
3.1	The Need to Reduce Greenhouse Gas Emissions.....	8
3.2	International Co-operation: UN IPCC Kyoto Agreement	9
4	Drivers to Reduce Carbon Footprint	9
4.1	Mandatory Legislative Compliance	9
4.1.1	US Federal Legislation	9
4.1.2	UK Government Initiatives.....	10
4.1.3	Legislative Compliance – Is it the Main Driver for Environmental Initiatives? 14	
4.2	Corporate Social Responsibility	15
4.3	Competitive Advantage	17
4.3.1	Voluntary Accreditation Schemes.....	17
4.4	Cost Reduction	21
5	Key Elements of an Organisation’s Strategy for Carbon Reduction	21
6	Strategy to Reduce Direct Carbon Emissions	22
6.1	Cut Building Demand for Energy	23
6.1.1	Greatest Impact on Carbon Reduction	23
6.1.2	Emphasis on Existing Buildings	24
6.1.3	Improve Building Operation with Little or No Cost	24
6.1.4	Emerging Information Technology	24
6.1.5	Real Time Data on Energy Use through Automatic Measurement.....	25
6.1.6	Using Existing Space More Efficiently.....	33
6.1.7	Investing in Energy-Efficient Technology.....	36
6.2	Produce Energy Locally/ Renewable Energy Sources.....	39
6.2.1	Commercial Arrangements to Share Costs of Energy Management	41
6.3	Sharing Energy	42
7	Vision for the Future: Greater Personal Control/Accountability	42
8	Summary: Key Recommendations for a Carbon Reduction Strategy	46
9	Case Studies	47
9.1	Royal Bank of Scotland	50
9.2	HSBC.....	55
9.3	Environment Agency.....	60
9.4	Morgan Lovell.....	65
9.5	Kinnarps	69
10	End Notes.....	74
11	About our Sponsors.....	75
11.1	PeopleCube	75
11.2	Kinnarps (UK) Ltd	76
11.3	Building Sustainability Ltd	77
	About Cordless Group	78