

Table: Best Management Practices

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Companies that have made cutting carbon dioxide and other greenhouse gasses an executive priority

1 STMicroelectronics

>Environmental responsibility is not delegated. Retired Chief Executive Pasquale Pistorio felt strongly that the Total Quality Council, which develops and monitors climate-change strategies, should be led by the top gun. Carlo Bozotti, who took over as CEO on March, is just as staunch a white hat

>STMicro's Carbon Roadmap, formulated in 1995, calls for CO2 neutrality by 2010. The plan also lays down milestones for trimming emissions of perchlorocarbon cleaning-fluid solvents, a gas even more damaging than CO2

2 BP

>Chief Executive John Browne takes a back seat to nobody. He climbs down into the trenches when working with the group of environmental specialists drawn from all BP business segments

>Because climate issues are very complex, Browne created a band of aides with such titles as manager of environmental technology, manager of product emissions, director of energy efficiency, and senior advisor on climate change

3 Iberdrola

>The Emission Allowances Working Group reports directly to Chief Executive Ignacio Sanchez Galan. It is charged with devising ways to fulfill the Kyoto Protocol's requirements

>Carbon-mitigation efforts permeate both corporate and business-unit structures. Two top-level efforts are the Climate Change Unit, which is part of the Strategy & Development Group, and within the Energy Management Group is a carbon-emissions trading unit

4 Scottish Power

>Scottish Power CEO Ian Russel chairs the Energy & Environment Committee. Consisting of senior managers from business units, it formulates policy and monitors performance on matters relating to climate change

>Each division has a senior exec accountable for complying with energy and environment objectives.

5 Alcan

>The environment ranks first among equals in the EHS First initiative -- EHS standing for environment, health, and safety. The EHS program dedicated to lowering GHGs is called Target

>Target was established in 2000 with senior execs as its champions. Target

initiatives permeate all levels of the company. GHG coordinators are stationed at all manufacturing plants

6 Alcoa

>The world's top aluminum maker has taken a prominent public position on the climate. In 1998 then CEO Paul O'Neil endorsed scientific consensus on global warming and set the company on a course to cut emissions by improving its manufacturing processes and to explore the use of carbon sinks

>To keep the issue in focus, Alcoa's Climate Change Strategy Team was developed to set policy direction and provide oversight to help executives implement changes. For example, the company encourages competition among facility managers by benchmarking emissions reductions in its 20-plus refineries

7 BHP Billiton

>Sustainable development policies flow from the Office of the Chief Executive, which includes CEO Chip W. Goodyear and the heads of its non-ferrous materials and steelmaking units, plus the honchos of energy, marketing, and finance

>In 2003, the company began weighing the cost of carbon emissions in investment decisions. It also launched site-level GHG curtailment plans

8 Novo Nordisk

>Compliance with climate-change targets is a major component of the performance scorecards of senior executives. Three full-time execs set overall strategy

>The Environment & Bioethics Committee, consisting of top-level execs, monitors progress on strategy and environmental targets

9 Dow Chemical

>In 2004, Dow created the Climate Change & Energy Strategy Board, populated by senior executives

>The board coordinates the work of "expertise teams" responsible for such activities as regional strategy, site emissions, renewable energy, energy conservation, and climate-change metrics

10 Weyerhaeuser

>The Climate Change Direction Setting Team, championed by George H. Weyerhaeuser Jr., senior vice-president of technology, hatches policies and sets priorities on climate issues

>Environmental Affairs Director Robert S. Prolman, also known as the climate change issue manager, leads a team of scientists, technicians, and financial types who implement environmental policies

Data: Climate Group, Innovest, Panel of Judges, BW