Recommendations:

**Organizational alignment:** Define overall energy reduction strategy, clear goals and timeframe. Utilize existing communication channels to disseminate information and track progress. Create top down incentive system for employees.

**Financial:** Provide separate funding for sustainability projects. Use cost savings from energy reduction (other sustainability projects) as a source of capital for other sustainability projects. Explore NPV and payback period in addition to traditional MARS metrics. Reduce the IRR threshold for energy projects. Use energy services companies (ESCOs) to improve IRR.

**Personnel:** Manage employee workload to maintain productivity. Harness employee enthusiasm to drive energy projects. Use ESCOs to reduce capital and resource demands.

**Energy Consumption Metering/Monitoring:** Invest in metering capabilities to better prioritize and manage energy savings initiatives.

**Value of Sustainability Reputation:** Communicate sustainability initiatives externally to consumers.

**Engage NGOs to gain from expertise**

---

**The Pew Center Framework:**

**Stage I:** Develop a Strategy
- Step 1: Assess Emissions Profile
- Step 2: Gauge Risks & Opportunities
- Step 3: Evaluate Action Options
- Step 4: Set Goals and Targets

**Stage II:** Focus Inward
- Step 5: Develop Financial Mechanisms
- Step 6: Engage the Organization

**Stage III:** Focus Outward
- Step 7: Formulate Policy Strategy
- Step 8: Manage External Relations

Velislava Dimitrova
Raanan Miller
Linda Nguyen
Diego Parlaghy
Amarin Thanajitsuwan