



# DIFFERENTIATION

## Introduction

Many organizations and initiatives have goals like those of Greenprint Foundation. This document attempts to answer the question, “*What differentiates Greenprint?*”

In summary, Greenprint’s is unique because it combines these characteristics:

1. Exclusive, Worldwide Membership Weighted Toward Investors
2. Charitable Purpose
3. Commitment to Measured and Measurable Progress Toward IPCC Goals
4. Action, Not Public Advocacy
5. Joint Procurement Program
6. Lean Organization, Leveraging Partnerships
7. Information-Rich Programs

Although Greenprint has differentiated itself, it does not wish to stand alone. Greenprint will leverage partnerships with existing organizations to take advantage of existing work and to maximize its effectiveness given others’ unique spaces within the field.

## Differentiators

### **1. Exclusive, Worldwide Membership, Weighed Toward Investors**

To maximize its impact, Greenprint will target a specific segment of the real estate industry as members: owners and investors. Investment in the premier class of real estate occurs on an international scale, and Greenprint’s membership likewise will include the largest players the world. Other organizations with similar missions tend to have memberships that are more regional, or more heavily weighted toward government agencies, design firms, equipment suppliers, and building managers. Only organizations with sufficient control over their real estate portfolios may join Greenprint.

*Some Relevant Organizations:*

Organization	Membership	Geog. Scope	Notes
CERES Investor Network on Climate Risk (INCR) ( <a href="http://www.incr.com">www.incr.com</a> )	Institutional investors, financial institutions, e.g. CalPERS, State Street Global Advisors and TIAA-CREF	North America, EU	Corp. disclosure and integrating carbon risk within invest. decisions; strengthening efforts in R.E.

<p>London Climate Change Agency, Better Buildings Partnership (BBP)  <a href="http://www.londonclimatechange.co.uk/greenorganisations/index.php?option=com_content&amp;view=article&amp;id=181&amp;Itemid=202">www.londonclimatechange.co.uk/greenorganisations/index.php?option=com_content&amp;view=article&amp;id=181&amp;Itemid=202</a>)</p>	<p>e.g. Canary Wharf, GE Real Estate, Grosvenor, Hammerson, Hermes Real Estate, Legal &amp; Gen'l Invest. Mgt.</p>	<p>London, UK</p>	<p>Develop comm'l solutions with widespread potential to stimulate sustainable retrofits</p>
<p>UN Principles for Responsible Investment (PRI) (<a href="http://www.unpri.org">www.unpri.org</a>)</p>	<p>In partnership of UNEP-FI and UN Global Compact; 625 signatories: asset owners, investment managers and service partners  <a href="http://www.unpri.org/signatories/">http://www.unpri.org/signatories/</a>)</p>	<p>Global</p>	<p>Environ'l, social and corporate governance issues; Elected bd. of 11 reps. from asset owner orgs. and two reps. from the UN</p>
<p>US Department of Energy, Commercial Building Initiative (CBI) (<a href="http://www1.eere.energy.gov/buildings/commercial_initiative/">www1.eere.energy.gov/buildings/commercial_initiative/</a>), includes Commercial Real Estate Energy Alliance (CREEA), Retailer Energy Alliance (REA) and Zero Energy Commercial Buildings Consortium (<a href="http://zeroenergycbc.org/">http://zeroenergycbc.org/</a>)</p>	<p>ASE, AIA, ASHRAE, BOMA, CBRE, International Code Council, JLL, Lawrence Berkeley National Laboratory, New Buildings Institute, ULI, USGBC, WBCSD</p>	<p>US</p>	<p>Compile/review technol., systems and pracs. needed for zero net energy comm'l bldgs.; address barriers to widespread mkt. adoption; lack of particip. by investmnt. comm'y; standardize msrmnt. bldg. energy perform.</p>

## 2. Charitable Purpose

There are other efforts focused on sustainable real estate that serve their members capably, but they are for-profit ventures. Greenprint seeks to serve the public good.

*Some Relevant Organizations:*

Organization	Membership	Geog. Scope	Notes
<p>Sustainability Roundtable, Inc. (<a href="http://www.sustainround.com/">www.sustainround.com/</a>)</p>	<p>e.g. Arup, Beacon Capital, GE Capital, Gensler, Harvard Univ., ING Clarion, JP Morgan Chase, Kronos, McKesson, Siemens, UGL- Unicco, USAA R.E.</p>	<p>US</p>	<p>For-profit venture to share best practices in sustainability; focused on portfolio managers rather than evaluating value of sustainability to financial institutions</p>

### 3. Commitment to Measured and Measurable Progress Toward IPCC Goals

Greenprint's stated mission is to enable its members and the global real estate industry to reduce the carbon footprint of their portfolios continually in an economically feasible manner, in line with the current Intergovernmental Panel on Climate Change (IPCC) goals of global greenhouse gas stabilization by 2050. No other group of real estate owners and investors has so plainly committed to improve their portfolios in this way.

*Some Relevant Organizations:*

Organization	Membership	Geog. Scope	Notes
Architecture 2030 ( <a href="http://www.architecture2030.org">www.architecture2030.org</a> )	Government agencies and NGO's	North America	Asks architecture and building community to adopt reduction targets for energy consumption; no owners or investors
The Real Estate Roundtable (RER) ( <a href="http://www.rer.org">www.rer.org</a> )	Senior principals of top US real estate entities, by invitation	US	Mission much broader than GHG mitigation; not tied to IPCC
Urban Land Institute (ULI) ( <a href="http://www.uli.org">www.uli.org</a> )	Research and education organization, with 33,000 members	95 countries worldwide	Committed to addressing climate change, ranging from smart growth (transit oriented development) to high-performance bldgs.; not tied to IPCC

### 4. Action, Not Public Advocacy

Greenprint is not conceived as an advocacy organization. Rather, the ability of Greenprint members to achieve economically feasible improvements is expected to inspire and motivate the industry to move rapidly toward a sustainable built environment. The industry players that form Greenprint's core audience are the major worldwide investors in and financiers of real estate, not government policymakers.

*Some Relevant Organizations:*

Organization	Membership	Geog. Scope	Notes
Alliance to Save Energy (ASE) ( <a href="http://www.ase.org">www.ase.org</a> )	Non-profit coalition of business, gov't, env'l and consumer leaders	21 countries	Supports energy efficiency as cost-effective resource; advocates energy-efficiency policies, and that lessen GHG's

American Council for an Energy Efficient Economy (ACEEE) ( <a href="http://www.aceee.org">www.aceee.org</a> )	Develops voluntary and mandatory energy labeling prgrms; advocates tightened bldg. codes	US	Emphasizes regulatory reform rather than making business case
CERES Investor Network on Climate Risk (INCR) ( <a href="http://www.incr.com">www.incr.com</a> )	Institutional investors and financial institutions, incl. CalPERS, State Street Global Advisors and TIAA-CREF	North America, EU	Focused on disclosure and integrating carbon risk within investmnt. decisions; new efforts in real estate
Clinton Climate Initiative ( <a href="http://www.clintonfoundation.org">www.clintonfoundation.org</a> )	Energy Efficiency Building Retrofit Program (EEBRP)	Worldwide	Helped initiate more than 250 retrofit projects (>500 mm sf) in >20 cities
Energy Future Coalition ( <a href="http://www.energyfuturecoalition.org">www.energyfuturecoalition.org</a> ), including Rebuilding America and Campaign for an Energy-Efficient America	Non-partisan alliance of business, labor, and env'l groups	US	Seeks to identify energy policy options with broad political support; works closely with UN Fndn on energy and climate policy, esp. energy effic. and bioenergy
New Buildings Institute (NBI) ( <a href="http://www.newbuildings.org">www.newbuildings.org</a> )	n.a.	US	Non-profit promotes improved energy perform. in comm'l new construc.; BMPs; authored Core Energy Code for gov'ts
Pew Center on Global Climate Change ( <a href="http://www.pewclimate.org">www.pewclimate.org</a> )	Business leaders, policy makers, scientists, and other experts	US	Non-profit; \$1.4 mm Corporate Energy Efficiency project not focused on buildings
World Business Council for Sustainable Development (WBCSD) ( <a href="http://www.wbcسد.org">www.wbcسد.org</a> )	Technologist CEO's, e.g. CEMEX, LAFARGE, Philips, Skanska, United Technologies	Brazil, China, Europe, India, Japan and US	Energy Efficiency in Buildings (EEB) effort toward zero net energy bldgs. 2050, while economical and socially acceptable; no owners or investors

## 5. Joint Procurement Program

The global scale of Greenprint’s members allows them to pool their purchasing power, thereby reducing the cost and associated execution risk of implementing new operational techniques and technology. Through its procurement program, Greenprint will lower investment barriers for those products determined to offer significant benefit to its members and to the environment.

*Some Relevant Organizations:*

Organization	Membership	Geog. Scope	Notes
Clinton Climate Initiative ( <a href="http://www.clintonfoundation.org">www.clintonfoundation.org</a> )	Energy Efficiency Building Retrofit Program (EEBRP)	Worldwide	Purchasing alliance for HVAC, building envelope, lighting etc.
Consortium for Energy Efficiency( <a href="http://www.cee1.org">www.cee1.org</a> )	Utilities, energy-efficiency NGO’s, state energy agencies, and US DOE	North America	Promotes energy-efficient prods. and svcs.; members collaborate to develop uniform templates for local or regional energy-efficiency programs; no owners or investors; no joint procurement

## 6. Lean Organization, Leveraging Partnerships

Greenprint is designed to be a lean organization. Using a small staff and a highly engaged membership, it will continue to share common tools and leverage lessons learned across a network that spans the global real estate industry. It will also develop partnerships with other organizations that are engaged in efforts to green that industry. Standard corporate membership dues are expected to be about \$20,000 per year.

## 7. Information-Rich Programs

### A. Data Tool

Greenprint will establish a uniform data collection and management tool that fulfils both benchmarking and reporting needs for energy performance and carbon emissions. So far as possible, Greenprint will adopt and adapt *existing* tools.

Ideally, the breadth and detail of the data to be collected should be minimized, and the performance “score” resulting from analysis should be simple enough to be universally implemented and understood. Simplicity will reduce costs and help to ensure that data is collected consistently within global best practices.

With a minimum of additional effort, members should be able to use the same data in their reports to other initiatives, such as the Carbon Disclosure Project, Chicago Climate

Exchange (CCX) Global Reporting Initiative (GRI), and voluntary and mandatory government programs, such as US EPA's Portfolio Manager.

*Some Relevant Efforts*

Effort	Participants	Geog. Scope	Notes
ASHRAE Building EQ ( <a href="http://www.buildingEQ.com">www.buildingEQ.com</a> )	Energy use/sf. Letter rating indicates comparison to typical building and how close to technical potential		Pending legislation could allow US EPA to use as optional national rating system
BREEAM International Sustainability Alliance (ISA) ( <a href="http://www.breeam.org/page.jsp?id=179">http://www.breeam.org/page.jsp?id=179</a> )	With Centre Scientifique et Technique du Batiment (CTSB), Deutsche Gesellschaft für Nachhaltiges Bauen (DGNB), USGBC	EU	Developing global measure for bldg. performance
Bureau Veritas Group, GreenRating ( <a href="http://www.green-rating.com">www.green-rating.com</a> )	With AEW Europe, AXA Real Estate IM, ING Real Estate	EU	Four levels: intrinsic, potential intrinsic, actual and potential actual; measures GHG
Carbon Disclosure Project (CDP) ( <a href="http://www.cdproject.net">www.cdproject.net</a> )	475 investors with \$55 trillion in assets	Worldwide	Nonprofit holding largest database of corporate climate change information in the world
The Carbon Trust Standard ( <a href="http://www.carbontruststandard.com">http://www.carbontruststandard.com</a> )	Approx. 100 companies and public sector orgs., incl. Aviva, Env. Agency, HSBC, Hilton Int'l Hotels, Tesco, The Mall Corp.	UK	Builds on GHG Protocol Corp. Std. from WRI and WBCSD, and ISO 14064-1:2006
The Climate Registry, General Reporting Protocol (GRP) ( <a href="http://www.theclimateregistry.org/resources/protocols/general-reporting-protocol/">www.theclimateregistry.org/ resources/protocols/general-reporting-protocol/</a> )	Power companies; several local, state and federal agencies; Wal- Mart	North America	Nonprofit sets stnds to calculate, verify and publicly report GHG emissions in single registry

Global Reporting Initiative (GRI) ( <a href="http://www.verifyustainability.com">www.verifyustainability.com</a> )	Carbon Calculator seeks to apply same rigor to GHG emissions calculations as financial accounting	Worldwide	In compliance with GHG Protocol
IPD Eco-Ledger ( <a href="http://www.ipd.com/Default.aspx?tabid=2029">http://www.ipd.com/Default.aspx?tabid=2029</a> )	Env'l perform. Bnchmkg. Svc. for investors and occupiers	UK, France, Germany, South Africa	Based on IPD's proprietary Environment Code
JLL Upstream Sustainability Services, Sustainability Performance Measurement and Benchmarking Platform ( <a href="http://www.joneslanglasalle.co.uk/UnitedKingdom/EN-GB/Pages/Property-Sustainability-Advice.aspx">http://www.joneslanglasalle.co.uk/UnitedKingdom/EN-GB/Pages/Property-Sustainability-Advice.aspx</a> )	n.a.	Worldwide	One of several tools developed by Jones Lang Lasalle
Open Standards Consortium for Real Estate (OSCRE), incl. PISCES ( <a href="http://www.oscre.org">www.oscre.org</a> )	CoreNet Global, BOMA, TIAA-CREF, Real Capital Analytics, U.S Dept. of Defense, Colliers Int'l, CB Richard Ellis	North America, Europe, Middle East, Africa	Commercial Information Exchange (CIE) enables cheaper and simpler commercial property listings
SB Alliance ( <a href="http://www.sballiance.org">http://www.sballiance.org</a> )	UNEP-SBCI, CSTB (France), BRE Group (UK), FACV (Brazil), VTT, ITC-CNR (Italy) DGNB [observer] (Germany)	Worldwide	Working with USGBC, GBCA, UKGBC, and WGBC on "common carbon framework" and with UNEP-SBCI's benchmarking think tank on Metric & Protocol for measuring carbon
US Department of Energy, Commercial Building Initiative ( <a href="http://www1.eere.energy.gov/buildings/commercial_initiative/performance_metrics.html">http://www1.eere.energy.gov/buildings/commercial_initiative/performance_metrics.html</a> )	ASE, AIA, ASHRAE, CBRE, JLL, Lawrence Berkeley National Laboratory, New Buildings Institute, ULI, USGBC, WBCSD	US	Working to standardize measurement of building performance through perform. metrics

US EPA, ENERGY STAR, Portfolio Manager ( <a href="http://www.energystar.gov/index.cfm?c=business.bus_index">http://www.energystar.gov/index.cfm?c=business.bus_index</a> )	As of 2008, more than 11.5 billion square feet rated, mostly office buildings	US	Commonly used, online tracking tool for energy and water consumption at portfolio scale; calcs. GHG emissions from source energy
World Resources Institute (WRI) ( <a href="http://www.wri.org">www.wri.org</a> )	n.a.	Global	Authored Greenhouse Gas Protocol (with WBCSD)
ZIA (The German Property Association)	Approx. 25 top execs. and consults. Across real estate industry, e.g. Deutsche Bank/ RREEF, GE Real Estate Germany, Heidrick, Hines Deutschland, JLL GmbH	Germany	Comparison of int'l stds. and BMPs combined with new concepts; existing sustainability initiatives included

## B. Pilot Projects

Members must contribute to Greenprint some pilot projects to test operational and technological improvements to particular buildings. Greenprint will coordinate the overall Pilot Projects program. While members will continue to exercise complete control over the ownership and management of the Pilot Projects they conduct, members will be able to leverage all the collective data and expertise developed. Other research efforts are often centered at academic or government institutions.

### *Some Relevant Efforts*

Effort	Description	Geog. Scope	Notes
Carnegie Mellon University – Advanced Bldg. Systems Integration Consortium ( <a href="http://www.cmu.edu">www.cmu.edu</a> )	Univ.-industry-gov't partnership	US	Ctr. for Bldg. Perform. and Diagnostics (CBPD) researches comm'l bldg. performance
University of California, Berkeley – Center for the Built Environment ( <a href="http://www.cbe.berkeley.edu">www.cbe.berkeley.edu</a> )	Under National Science Foundation Industry/Univ. Coop. Rsch. Ctr. program	US	Ongoing research of HVAC, IEQ, building envelopes etc.

US Department of Energy, Commercial Building Initiative (CBI) ( <a href="http://www1.eere.energy.gov/buildings/commercial_initiative/">www1.eere.energy.gov/buildings/commercial_initiative/</a> ), includes Commercial Real Estate Energy Alliance (CREEA), Retailer Energy Alliance (REA) and Zero Energy Commercial Buildings Consortium ( <a href="http://zeroenergycbc.org/">http://zeroenergycbc.org/</a> )	ASE, AIA, ASHRAE, BOMA, CBRE, International Code Council, JLL, Lawrence Berkeley National Laboratory (LBNL), National Renewable Energy Laboratory (NREL), New Buildings Institute, ULI, USGBC, WBCSD	US	Access to network of national laboratories, and government funding
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### C. Information Sharing

Greenprint will facilitate a continual flow of information to help its members through a secure online Information Sharing Platform (ISP), a series of virtual and in-person meetings, and staff support. The ISP will store all information generated by members, including performance data, cost-benefit models, and case studies.

- Performance Data. Using Greenprint’s standardized Data Tool, and incorporating information from pilot projects and ongoing management stock, the ISP will allow members to understand the baseline and improved performance of their own and other members’ buildings.

#### Some Relevant Efforts

Effort	Description	Geog. Scope	Notes
BOMA International Experience Exchange Report ( <a href="http://www.boma.org">www.boma.org</a> )	Annual office bldg income / expense data; aggregates data for averages, medians, upper and lower quartiles	US, Canada	Low detail; not focused on GHG
International Facility Management Association (IFMA) ( <a href="http://www.ifma.org">www.ifma.org</a> )	19,500 facility mgrs, >37 bn sf, annually buy > \$100 bn in prods and svcs.	60 countries	Operations and Maintenance Benchmarks breaks down maint. and util costs by facility type, age, climate zone, etc.; not focused on GHG
ULI Energy Efficiency Exchange ( <a href="http://www.ulixchange.org">www.ulixchange.org</a> )	Partners include ARUP, Chelsfield Partners, Gensler	EU	Web exchange for industry leaders re BMPs around energy efficiency, particularly for existing buildings

US EPA, ENERGY STAR, Portfolio Manager ( <a href="http://www.energystar.gov/index.cfm?c=evaluate_performance.bus_portfoliomanager">http://www.energystar.gov/index.cfm?c=evaluate_performance.bus_portfoliomanager</a> )	Bldg. performance compared to Commercial Building Energy Consumption Survey (CBECS)	US	Dominates US market
USGBC Building Performance Initiative ( <a href="http://www.usgbc.org/News/USGBCInTheNewsDetails.aspx?ID=4185">http://www.usgbc.org/News/USGBCInTheNewsDetails.aspx?ID=4185</a> )	LEED v3 minimum program requirements include five years of water and energy consumption data	US	Data collection effort from all LEED-certified buildings; participation not required

- Economic Feasibility. The ISP will allow members to compare operational techniques and technologies employed throughout members' portfolios using standardized cost-benefit models.

*Some Relevant Efforts*

Effort	Description	Geog. Scope	Notes
BOMA International Resource Exchange ( <a href="http://www.boma.org">www.boma.org</a> )	Online source of best management practices	Global	Links to useful material; insufficient detail to make business case
Green Building Finance Consortium (GBFC) ( <a href="http://www.greenbuildingfc.com">www.greenbuildingfc.com</a> )	Members include BOMA, NAR, Pension Real Estate Association, Mortgage Banker's Association, ULI, Principal Real Estate Investors, Cherokee, Swinerton Builders, EPA's EnergyStar Group, Davis Langdon, City of Seattle	US	Developing underwriting practices, tools and valuations methodologies to assess, from a fiduciary perspective, investment/lending for green buildings
Institute for Market Transformation to Sustainability (MTS), Capital Markets Partnership (CMP) ( <a href="http://www.capitalmarketpartnership.com/index.aspx?u=home">http://www.capitalmarketpartnership.com/index.aspx?u=home</a> )	Members incl. ACEEE, CITI, many US cities; Fireman's Fund/Allianz; Goldman Sachs	US	Green Building Underwriting Standard and CMP Green Value Score tool to rate an asset's "greenness" at financing or acquisition

Institutional Investors Group on Climate Change (IIGCC) ( <a href="http://www.iigcc.org">www.iigcc.org</a> )	More than 50 funds, incl. e.g. APG, BlackRock, CBRE Investors, Grosvenor, Hermes, HSBC Invests., London Pension Funds Authority, PGGM,	UK	Forum for pension funds and other institutional investors to cooperate on climate change
Investor Group on Climate Change (IGCC) ( <a href="http://www.igcc.org.au">www.igcc.org.au</a> )	Institutional investors with \$500 BN under mgt.	ANZAC	Aims to ensure that risks and opportunities associated with climate change incorporated into investments
JLL, Financial Decision Making Tool ( <a href="http://216.40.252.67/SocMe/?id=210&amp;pid=195&amp;sid=210&amp;Title=Decision+Making+Tools&amp;Template=MultipleContentBlocks">http://216.40.252.67/SocMe/?id=210&amp;pid=195&amp;sid=210&amp;Title=Decision+Making+Tools&amp;Template=MultipleContentBlocks</a> )	Empire State Building Company, LLC (Malkin)	Worldwide	Developed for Empire State Building, NY
McKinsey & Co. ( <a href="http://www.mckinsey.com/client-service/ccsi/">http://www.mckinsey.com/client-service/ccsi/</a> )	Preeminent strategic consulting firm	Global	Excellent analysis; lack of practical R.E. experience
Royal Institute of Chartered Surveyors (RICS) ( <a href="http://www.rics.org">www.rics.org</a> )	Commissioned Prof. Eichholz, Kok and Quigley's <i>Doing Well by Doing Good?: An Analysis of the Financial Performance of Green Office Buildings in the USA</i> " (Mar. 2009)	US	RICS EU Public Affairs in Brussels gas set up "EU Advisory Group on Sustainable Property Investment and Management" for further research
UN Environment Programme (UNEP) Finance Initiative (UNEP-FI) Property Working Group (PWG) ( <a href="http://www.unepfi.org">www.unepfi.org</a> )	AXA Real Estate, Caisse de Depots, Hermes, Mitsubishi UFJ, PRUPIM, UBS, and CalPers, Hammerson and Lend Lease as observers	Worldwide	Strives to encourage sustainability in property finance

- **Case Studies.** Case studies currently available from sources outside Greenprint often lack sufficient detail to be useful. Greenprint's Data Tool and cost-benefit models will help to ensure that case studies on the ISP will allow members to replicate the approaches described with predictable results.

*Some Relevant Efforts*

Effort	Description	Geog. Scope	Notes
BOMA International – Building Energy Efficiency Program (BEEP) ( <a href="http://www.boma.org/TrainingAndEducation/BEEP/Pages/default.aspx">http://www.boma.org/TrainingAndEducation/BEEP/Pages/default.aspx</a> )	Info., strategies, technologies, how-to guides and resources to reduce energy and costs	US	Uses US EPA's Portfolio Manager
BUILD UP ( <a href="http://www.buildup.eu">www.buildup.eu</a> )	Website for designers, regulators and bldg. occupants to share experiences on energy efficiency	EU	Voluntary; quality control uncertain; detail uneven
CoreNet Global Sustainability Community ( <a href="http://www.corenetglobal.org/People/content.cfm?ItemNumber=13287">http://www.corenetglobal.org/People/content.cfm?ItemNumber=13287</a> )	Identify, qualify and make available to the CoreNet Global membership information and knowledge on sustainability	US	Launched Oct. 2009

- **Regulatory Risk.** To help its members make strategic decisions, Greenprint will track global trends in government regulation and policy regarding energy efficiency and carbon emissions from real estate. This may allow better feedback to regulators, including regarding needed incentives.

*Some Relevant Efforts*

Effort	Description	Geog. Scope	Notes
International Facility Management Association (IFMA) ( <a href="http://www.ifma.org">www.ifma.org</a> )	19,500 facility mgrs, >37 bn sf, annually buy > \$100 bn in prods and svcs.	60 countries	Sustainability Task Force recommends Knowledge Center, incl. regulatory trends affecting sustainable facilities

## Potential Partners

The following existing organizations appear to stand out as logical potential partners for Greenprint.

### *Some Potential Partners*

Organization	Potential Area of Cooperation
ASHRAE Building EQ ( <a href="http://www.buildingEQ.com">www.buildingEQ.com</a> )	<u>Data Tool</u>
BREEAM International Sustainability Alliance (ISA) ( <a href="http://www.breeam.org/page.jsp?id=179">http://www.breeam.org/page.jsp?id=179</a> ) and/or SB Alliance ( <a href="http://www.sballiance.org/">http://www.sballiance.org/</a> )	<u>Data Tool</u>
Bureau Veritas Group, GreenRating ( <a href="http://www.green-rating.com">www.green-rating.com</a> )	<u>Data Tool</u>
CERES Investor Network on Climate Risk (INCR) ( <a href="http://www.incr.com">www.incr.com</a> )	<u>Membership</u>
Green Building Finance Consortium (GBFC) ( <a href="http://www.greenbuidingfc.com">www.greenbuidingfc.com</a> )	<u>Economic Feasibility</u>
London Climate Change Agency, Better Buildings Partnership (BBP) ( <a href="http://www.londonclimatechange.co.uk/greenorganisations/index.php?option=com_content&amp;view=article&amp;id=181&amp;Itemid=202">www.londonclimatechange.co.uk/greenorganisations/index.php?option=com_content&amp;view=article&amp;id=181&amp;Itemid=202</a> )	<u>Information Sharing</u>
Royal Institute of Chartered Surveyors (RICS) ( <a href="http://www.rics.org">www.rics.org</a> )	<u>Economic Feasibility</u>
UN Environment Programme (UNEP) Finance Initiative (UNEP-FI) Property Working Group (PWG) ( <a href="http://www.unepfi.org">www.unepfi.org</a> )	<u>Economic Feasibility</u>
US Department of Energy, Commercial Building Initiative (CBI) ( <a href="http://www1.eere.energy.gov/buildings/commercial_initiative/">www1.eere.energy.gov/buildings/commercial_initiative/</a> )	<u>Pilot Projects</u>
ULI Energy Efficiency Exchange ( <a href="http://www.uliexchange.org">www.uliexchange.org</a> )	<u>Information Sharing</u>
US EPA, ENERGY STAR, Portfolio Manager ( <a href="http://www.energystar.gov/index.cfm?c=business.bus_index">http://www.energystar.gov/index.cfm?c=business.bus_index</a> )	<u>Data Tool / Information Sharing</u>
World Business Council for Sustainable Development (WBCSD) ( <a href="http://www.wbcSD.org">www.wbcSD.org</a> )	<u>Case Studies</u>
ZIA (The German Property Association)	<u>Data Tool</u>