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| Testo di partenza  **NON TRADURRE LE PARTI EVIDENZIATE IN GIALLO** | Testo tradotto dal candidato | Spazio a disposizione del correttore | Penalità |
| **HUGGING THE TREE-HUGGERS** |  |  |  |
| Big companies and corporate raiders are suddenly linking with environmental groups.  Ecoleaders, stand side by side with CEO’s, presiding over multibillion dollars deal. Here's why. |  |  |  |
| When William K. Reilly was plotting the private equity takeover of Texas utility Corp., he foresaw one potential deal-breaker. It wasn't the money. The two main investors - Texas Pacific Group, where Reilly is senior adviser, and Kohlberg Kravis Roberts & Co. - wouldn’t have any trouble financing the $45 billion deal. Nor was it about getting regulatory approval. Instead, says Reilly, “We decided the walk-away issue for us was not getting environmentalists’ support.” |  |  |  |
| So Reilly called Fred Krupp, president of Environmental Defense, whose Texas attorney, Tames D. Marston, had been waging an all-out war on TXU's plans to build eleven coal-fired power plants. Krupp told Marston to hop on a plane to San Francisco for a top-secret meeting with Reilly's team. “I ran home, got a suit, took the dog to a kennel, and told my wife I loved her but couldn’t tel1 what it was about,” says Marston. Tue ensuing negotiations were often tense. Enviros referred to TXU’s expansion plans as the "Mein Kampf of the global warming wars.” |  |  |  |
| When Reilly heard that, he recalls telling his colleagues. “This will be harder than I thought.” After a marathon 17 hours, Reilly ended up giving Marston a big chunk of what he wanted: commitments by the new TXU owners to axe eight of the eleven proposed plants and to join the call for mandatory national carbon emissions curbs. |  |  |  |
| Meanwhile, the corporate raiders got exactly what they craved: public praise from Environmental Defense and the Natural Resources Defense Council for the deal. Why was that so important? “We all swim in the same culture - and the culture is going green,” explains Reilly. That’s a switch from five years ago, and it gives activists additional clout. |  |  |  |
| “Companies have to be seen as responsible,” says Karen Van Bergen, vice-president of McDonald’s Europe. The TXU takeover is a sign of a remarkable evolution in the dynamic between corporate executives and activists. |  |  |  |
| Once fractious and antagonistic, it has moved toward accommodation and even mutual dependence. Companies increasingly seek a “green” imprimatur, while enviros view changes in how business operates as key to protecting the planet. Examples of this new relationship are as ubiquitous as Al Gore at the Academy Awards. Wal-Mart Stores Inc. turned to Conservation International to help shape ambitious goals to cut energy use, switch to renewable power, and sell millions of efficient fluorescent bulbs. |  |  |  |
| When the CEOs of 10 major U.S. corporations converged on Washington and issued a call for mandatory carbon emissions limits, sitting with them at the table were Fred Krupp and the president of the NRDC. And after Silicon Valley Toxics Coalition activists got Dell Inc’s attention by chaining themselves to computer monitors, they worked with the computer maker on a groundbreaking recycling plan. “Companies have decided it is better to invite us into the tent than have us outside picketing their keynote speeches,” says Silicon Valley Toxics Coalition founder Ted Smith. “It’s a long way from where we started.” |  |  |  |

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