



Stakeholder Relationship Management

Libby Edgar – Shell New Energies & Emma Walker – GI Energy



The questions we must ask...

The Importance of Collaboration: Multiple Stakeholder Management in 3rd Party Financed DER Projects

1. **Who** are the stakeholders?
2. **What** do they value?
3. **When** and how are they engaged?



- Create a stakeholder management plan
- Check assumptions early and often



- Discount the less obvious stakeholders
- Assume “once and done” stakeholder mapping

Quick poll...



An example stakeholder web



Customers

- Real Estate Developers
- Pressure points on small teams. Keep it simple
- Supporting them to explain plans to permitting, regulators and community

Tenants

- The next generation of efficient, reliable clean energy
- Reference point is the cost that tenants would pay under 'conventional' infrastructure



- **Never forget the wider audience**
- Energy can be part of **social equity** program
- **Community engagement** can range from community solar projects to green advocacy

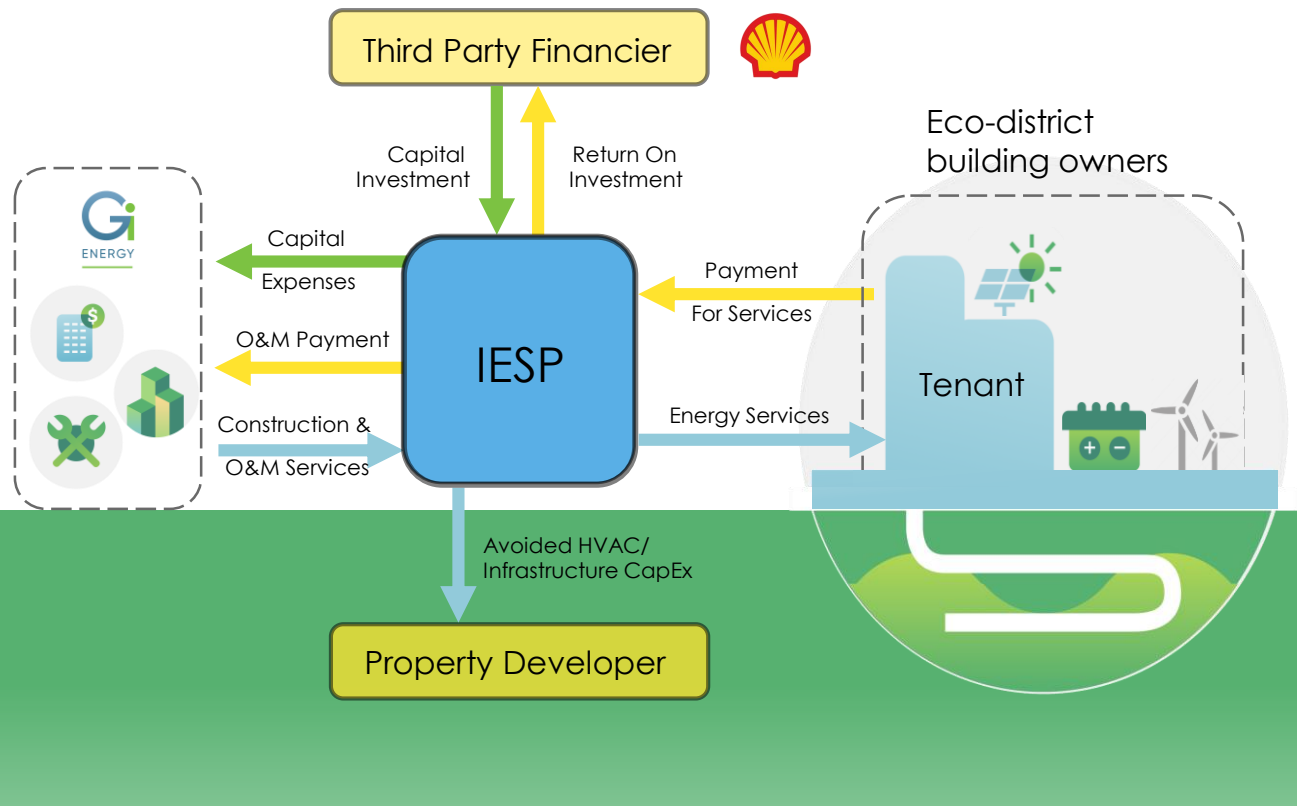


Local battery storage projects vs. eco-districts

Community feelings can run high



Third-Party Financiers & Investors



- Integrated Energy Service Provider model
- **Early engagement** vital
- **Flexibility** with financial structuring can be key to success
- Investor pitches should focus on **revenue generation risk mitigation**



Regulators

- May look to you, as project stakeholders, to help them challenge the status quo

Utilities

- The right advocate will be there somewhere...

Public Sector

- Be prepared to support them to write new rules



Stakeholder collaboration

- Revisit stakeholder mapping regularly, ensure you are keeping their objectives front of mind
- Challenge all assumptions you make about your stakeholders
- Bring financing partners to the table early, understand their specific circumstances



ENERGY

Thank you!

Any questions?