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
Local Community

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

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<tr>
<th>Third Party Financier</th>
<th>IESP</th>
<th>Eco-district building owners</th>
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<tbody>
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<td>Capital Investment</td>
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**Third Party Financiers & Investors**

- **Third Party Financier**
  - Capital Investment
  - Return On Investment

- **IESP**
  - Capital Expenses
  - O&M Payment
  - Construction & O&M Services

- **Eco-district building owners**
  - Payment For Services
  - Energy Services

- **Tenant**
  - Avoided HVAC/Infrastructure CapEx

**Notes:**

- Shell & GI Energy | Collaboration with Stakeholders | IDEA - June 2019
Utilities, Regulators & the Public Sector

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
Thank you!

Any questions?