Are you Ready?

Are you ready for a decade of energy & sustainability action at work?

The call is for all of us to be Everyday Champions at work.

Regardless of our profession, we all have a role to play to achieve Net Zero.

Spend a few minutes thinking about these two questions.

1. **What level of proficiency do you need to have for Net Zero?**
2. **How close are you to achieving this level now?**

This eGuide introduces our basic model to help you:

- Look at Table 1 for typical personal objectives you may need to consider for yourself.
- Review the five proficiency levels (pages 3-7) to work out where you are now, against where you need to be.
- Think about opportunities and steps you can take to improve your proficiency level.

Level 1: Foundation Alertness

- Be more alert to your local sustainability goals& policies, your role & responsibilities, benefits of improved performance and how your activities impact on performance

Level 2: Everyday Champion

- To contiribute to a better Net Zero future.
- To support customer sustainability goals
- Take more actions to reduce consumption
- Make it a differentiator in decisions you take

Level 3: Smart Saver

- To connect & coordinate local team efforts
- To promote local awareness campaigns
- To support training/ coaching for colleagues
- To monitor & report your area's progress

Level 4: Master Practitioner

- To create a team Net Zero vision/mission
- Strategic checks to propel momentum
- Influence & gain buy-in from top managers
- To consider Net Zero in long-term planning

Table 1. Typical Personal Objectives for Net Zero Proficiency Levels

- **To cut costs:** Many organizations waste at least 20-30% of the energy they buy.
- **To improve efficiencies**: Evidence shows the best buildings in some countries are 5 times more efficient than the average in others.
- **An easier journey to Net Zero:** Rather than relying on advisers who have to make assumptions, make your better knoweledge of your operations count.
- **To improve your confidence:** The fear for making mistakes means we inevitably overprovide in our service, facilities & operations.
- **To recognize avoidable energy & utilities waste:** And take advantage of the opportunities!

"A leader is someone who can see how things can be improved and who rallies people to move forward" Jacob Morgan

Will you Thrive or Survive? – improve your own skillsets & performance to thrive

The good news is that where there's waste, there are 'Win Win' opportunities:

- **Win for our Organizations** – cut costs, improve customer service, increase ROI, reduce risk & improve competitiveness.
- **Win for Everyday Champions** – grow your environmental skillsets and performance and do better at work.

The most effective way to energize change is by us developing our own personal leadership for better energy, water & sustainability performance at work.

For over a decade: "This approach has delivered results, significantly cutting energy use, carbon emissions and also costs and has received positive feedback". **Big Business Big Responsibilities, 2010**

Thrive or Survive

- *Surviving* means we carry on as we are, doing business as usual, which often involves fear, anxiety & lack of trust.
- Or we can focus on *thriving* with the courage to try things out – the ultimate aim is to be confident we're only using what we need.
- *Thriving* relies on both technical & behavioral solutions; behaviors are important as energy, water & sustainability performance always comes back to the people involved.
- The secret is to be able to connect the **technical, behavioral** and **operational** aspects of change.
- **Use our basic 5 level model** to help you think about your current levels of proficiency and the opportunities and some simple 'Win Win' steps you can take to contribute towards a Net Zero future.

Logistics Company Achieves ISO 50001 'Win Win' in Record Time

Mini Case-study: By empowering and training local everyday champions to lead efforts up locally, doing it for themselves.

Result: ISO 50001 certification achieved in less than 6 months with a new energy management system in place.

"This is a fantastic achievement and demonstrates how a collaborative and focused approach can bring our teams together from different countries and at all levels in our business to gain this certification so quickly. I am impressed with the team's commitment to energy management and their enthusiasm in meeting the aims of our policy." **As Company Chief Operations Officer, 2018**

"It has been a pleasant surprise to audit a company who is not doing it because it is only needed but also because they are into the subject!" **ISO 50001 Auditor**

There are 5 basic Proficiency Levels – which level are your skills and performance at?

Level 0: I'm just starting out – I haven't really thought about utilities & sustainability

- At level 0, your behavior tends to leave systems 'on' for maximum levels of service or for perceived service or reliability issues.
- In reality, this practice isn't adding value, but it is just significantly overproviding.
- We see this in at least 50% of the organizations we work with.

20-30% savings are often possible

Typical Results

- **Higher cost** – due to the larger amounts of avoidable waste.
- **Larger environmental impact** – and CO_2 emissions.
- **Lower stakeholder value** – as it is not fit for purpose.

Some 'Win Win' Steps

- Think about the levels of utilities & sustainability proficiency you need to have going forward.
- Notice the visible ways your organization is already saving on lighting, water use, energy or waste.

Level 1: Foundation Alertness – I have some alertness but my actions are risk adverse

- At level 1, individuals & teams are more alert to the drivers and organizational procedures, but actions are low risk.
- The problem is often that you may see utilities & sustainability actions going against other operational objectives.
- Some of our colleagues call this level 'toeing the line':

  – Some equipment may be switched off to make savings, but generally…

  – This only happens when risks are considered very low because of our fear of making mistakes.

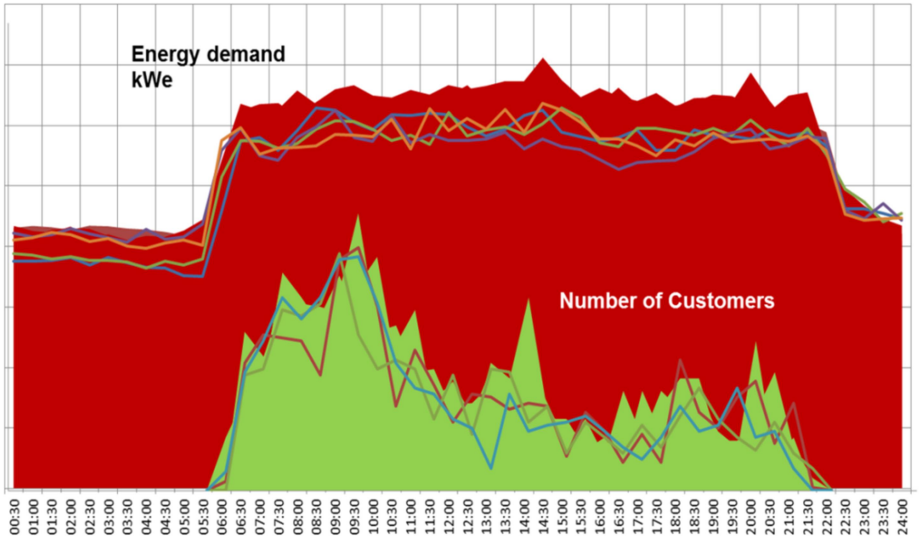
Typical Results

- **No correlation** between resource consumption & commercial activity.
- **Very little savings achieved in practice.**

Some 'Win Win' Steps

- Develop your alertness to avoidable waste & the opportunities there are.
- Find out about what's going on from colleagues and understand how you fit in.
- Take simple actions when you can: switch equipment off and turn it down.

"We have water savings technology so surely our toilets must be efficient!?" – but in practice metered consumption showed the benefits were not being realized.



For a Customer Lounge, this Chart highlights energy waste

- Red area represents energy consumption over 24 hours.
- In Green, the chart plots the number of customers using the space over the same time period.
- When comparing the two, the hidden avoidable energy waste jumps out at you (difference between the red and the green).
- This chart was the spark for action. The team have since saved equivalent of $30,000 per year in reduced energy consumption (to 2019), with more to target.

Level 2: Everyday Champion – making it work as intended

- At level 2, many of us are able act for better sustainability in just 20 minutes every day.
- Everyday champions can thrive in most cultures, often working by themselves in areas they know well.
- This is about doing things right, following well-known operational practices & procedures for better efficiency levels.
- Some measures may require some technical knowledge or input, such as understanding the benefits of upgrading boilers or retuning air-handling units.

Mini Case-study: A controls specialist re-tunes air-handling units (AHUs) so they work again according to the design intent.

Approach: Applied remedial measures to a trial area so AHUs are controlled on-demand according to ventilation requirements – rather than being left on at full power.

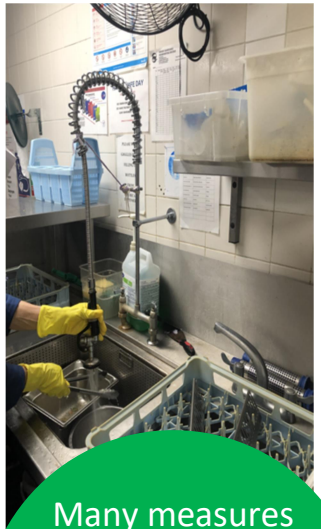
Result: 70-80% savings in Electricity use (Projected savings range from 500-650 MWh a year; most probable: 600 MWh).

Typical Results

- **You are able to make quick wins,** but you may be unsure how to prioritize your actions & ideas.
- **There's pride in systems working well,** but you may struggle inspiring colleagues, (so savings can be lost when you move on).

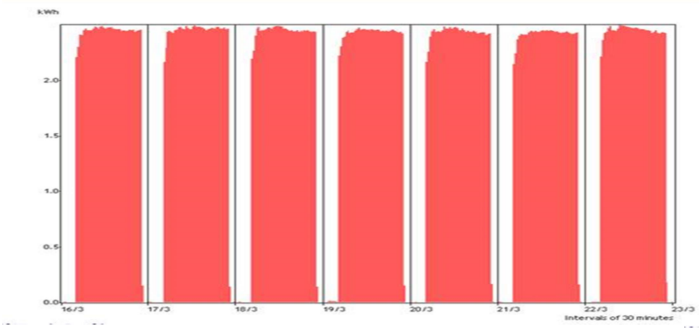
Some 'Win Win' Steps

- Prioritize actions using good practices in operation, maintenance and designs.
- Share experiences and lessons with colleagues as and when you can.

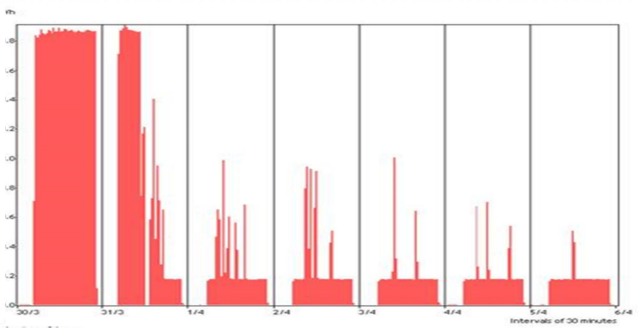


Many measures can reduce consumption by 20-30% or more in targeted areas of use

BEFORE CHART



AFTER CHART



The 'before' chart shows electricity consumption for one of the AHUs in the trial area over 7 days; you can see it switching off overnight otherwise it runs at full speed (and full power) every day. The 'after' chart illustrates 70 to 80% daily reduction in energy consumption for this targeted area of use.

Level 3: Smart Savers – make connections for 'Win Win' solutions

- Level 3 is more sophisticated. We see champions working well at this level in many organizations, proactivity making their areas more energy effective & sustainable.
- Living Net Zero performance measures and prioritizing projects with multiple benefits: 'Win' for the organization and a 'Win' for the people & teams involved.

Typical Results

- **Bigger wins** come about when colleagues collaborate & work closely together, particularly when you involve those who best understand service requirements.
- **You learn from experience**, but you can struggle converting action into on-going continual improvement & momentum for longer-term savings that stick.

Some 'Win Win' Steps

- Connect strategies and prioritize projects that improve customer service levels. Focus on operational outcomes for continually improving overall performance.
- Apply tools that better connect people and simplify the process e.g. #Pareto80/20.

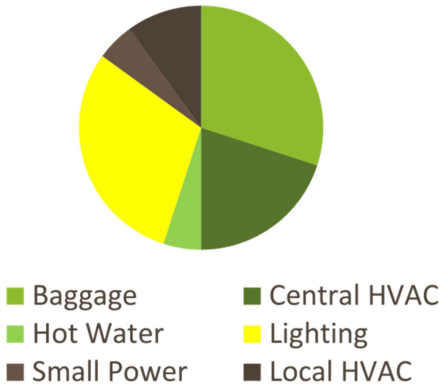
This is an old airport example (from 2007) that created the spark for the local team to go on to deliver 30%+ energy savings across the whole building over 3 to 5 years, savings worth over $1m a year. The approach focused on targeting significant energy use using a Pareto 80/20 philosophy.

We've included this older example here as it's been a pathfinder example project for us ever since.

Mini Case-study: A building facilities management team upgrades an airport departures lounge lighting system.

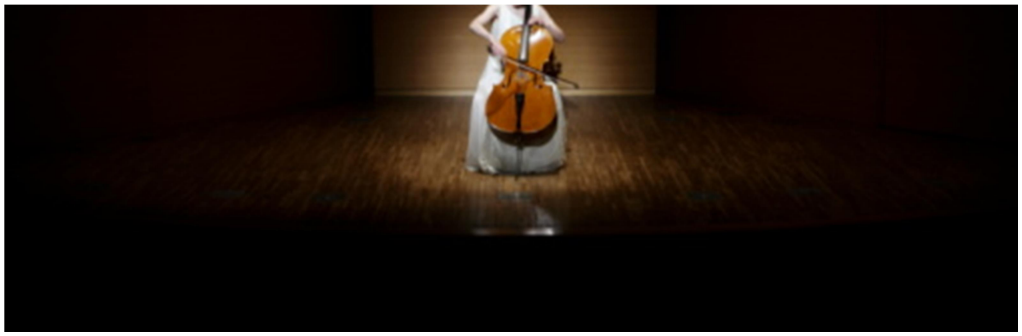
Approach: A lighting upgrade that not only reduces energy consumption but also improves the ambiance for passengers.

Result: 60-80% savings in Electricity use (Projected savings range from 120-170 MWh a year; most probable: 150 MWh).



An important step was to model the split of overall energy consumption for the terminal building. This helped the team target the best opportunities and think more holistically overall.

Level 4: Master Practitioner – taking pride in only using what you need



- Level 4 is the pinnacle – the point when you have the proficiency to be absolutely confident you're 'only using what you need'.
- Leading a Net Zero 'Win for All', that's more energy productive & sustainable for organizations, customers, planet and also ourselves.

Typical impact

- **Achieving maximum levels of savings** by distilling down complex situations into simple effective solutions.
- **An energy conscious culture** that's clearly integrated into your approach with devolved targets and tracking.

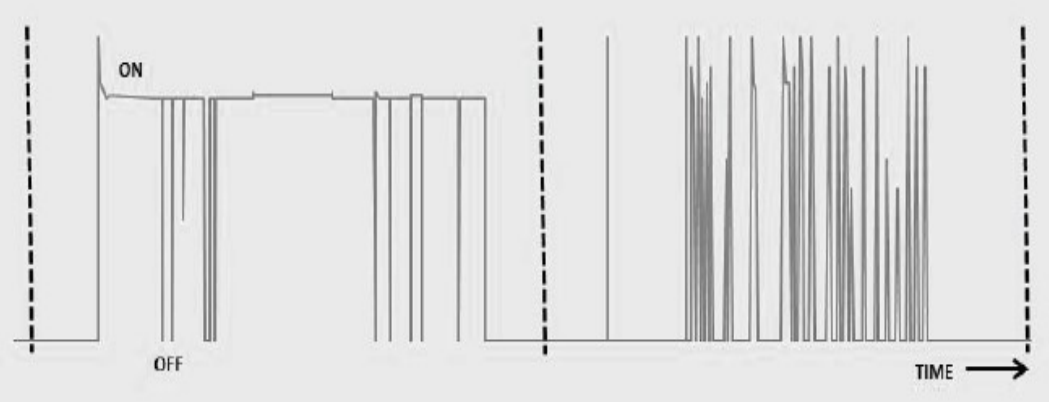
Some 'Win Win' Steps

- Continually improve & streamline processes while maintaining a strategic & balanced approach centered on the 'Win for All'.
- Lead by example, promote collaboration and implement core strategic controls which ensure long-term results.

Mini Case-study: A process performance improvement team was challenged to see how low they could go, in electricity consumption, for a trial on a materials handling process.

Approach: '100-day plan' of steps was set-up to highlight levels of avoidable waste in typical operation and then to apply an on-demand philosophy to the process to radically cut consumption by reprogramming the controls.

Result: 95% savings in Electricity use (Projected savings range from 500-1000 MWh a year; Most probable: 750 MWh)



The left-hand side of the chart shows the (pre) electricity consumption profile over one day; the materials conveyor is switched on in the morning, it turns off for a few times during the day on its existing controls, but generally it is running, consuming energy for most of the time, before being switched off at night. The right-hand side shows the results the team managed to achieve during the trial; the chart demonstrates a very high 95% saving in energy consumption. This was a very targeted area of use; as such, we wouldn't set this level of saving as a general target. The factor 10 improvement does demonstrate that significant savings could be achieved by challenging current assumptions and so provides a Level 4 utopian target to aim for.

Setting some simple 'Win Win' next steps – Getting better means climbing the ladder

The Challenge for us all is to get from:

1. **Where you are now, to**
2. **Where you need or want to be for Net Zero.**

Yes, there's good work going on but we all know there's so much more we can be doing – **the time to do more is now.**

- You can use the proficiency model to get an idea of where you are now and target simple steps to climb the ladder.
- Experience shows you can't jump up the proficiency ladder; it needs to be a committed journey, getting fitter & staying fit.
- Think about the opportunities you see, savings you could achieve and the actions that would help you deliver lasting change.
- **What's important is that you just go for it**. Don't worry about making mistakes. We can help you set up the simple structures to manage the process and develop your levels of proficiency and performance.
- The Everyday Champion mindsets don't change – focus on making it personal, focused, continual and desirable – and most importantly make it yours.
- We are seeing a new drive towards people-led approaches to sustainability in organizations. **Take part in this too!**

What opportunities do you see?

to reduce consumption to cut costs & carbon emissions

Climb the Ladder

using simple steps to improve your skills & performance

BigGreenAcademy.com

Example Sustainability Leadership Ladder for Net Zero Win for All – collaborating for change

In 2018, an airport set about bringing together their business partner around a drive for reducing energy & water consumption for Net Zero through better overall efficiency practices. The airport has been doing well in reducing energy & water consumption within its own operations but wanted to work more closely with its business partners, building on good work going on already across the airport.

A key part of the strategy was to co-create the shared vision together: as well as targeting 'reducing consumption' and achieving a 'better utilization of resources', the team prioritized 'doing it together' to influence and make it easy for colleagues and business partners to contribute and deliver a Net Zero positive future for all.

The table below illustrates the summary application of the proficiency model used as a ready reckoner to help colleagues to identify current levels of proficiency and performance, identify the opportunities and input into the developing strategy.

Levels		Some common traits
4	**Leading sustainability** We're only using what we need	"We're taking a strategic coordinated approach to sustainability"; "Inspiring partners & colleagues with a clear vision, support and a 'can do' attitude"; "Trying out new ideas to seek new knowledge, push boundaries and learn from the experience"
3	**Smart savers – living sustainability** 'Win Win' solutions – positive for all of us	"This is about continual improvement with benefits for the organisation and people involved"; "Embracing change, making the most of the opportunities by doing the right thing"; "Working together with our customers & business partners on sustainability improvement projects"
2	**Everyday champion** Making it work as intended	"I'm making sure our systems and buildings work as intended"; "I often work alone on sustainability improvements as it's difficult to involve colleagues in activities to save energy & water"; "There is a risk that if I move on, my efforts and benefits could be lost"
1	**Active but low risk** Switch if off, Turn it down	"We're generally risk adverse, responding to campaigns by doing the low risk easy things only"; "Energy is quite often thought of as a distraction that goes against our other organisational objectives"; "Colleagues are often cynical, finding reasons why not to act"
0	**We're for maximum service** I need a green spark	"We focus is on maximising customer service, not energy, water and sustainability management"; "Our efforts don't make a difference to the bigger picture"; "We've seen it all before and tried out many ideas that simply didn't work"