European
Municipal Buildings
Climate Campaign

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Intelligent Energy Europe

CYBER Display

Communicate Your Buildings Energy Rating

Private sector pilot group experiences

Contents

1.0 Introduction

This report was first drafted during month 14 of the CYBER Display project which coincides with the end of task 5.1 - Creation of pilot group of companies to test Display® communication tools (as per revised WP5 timeline outlined in Technical Progress Report No 1, June 2009). The report summarises the experiences of the group of private sector organisations piloting the Display tools and places their experiences in context. The report draws on the minutes from and discussions held at three pilot group meetings, three case studies written by members of the pilot group on their experiences and personal communications between EuroACE and the pilot group members.

2.0 The pilot Group

2.1 Establishing the group and activities

Between September and November 2008 (months 1-3) a group of six pilot group companies signed the Display Charter confirming their involvement, they were:

- **Demeter Ltd** – (UK) a newly formed SME that helps companies manage their water use by providing and installing water meters and loggers.
- **Dexia Bank** – a European Bank (head offices in France) that concentrates its activity in public sector banking. Dexia are a sponsor of the Display Campaign in the public sector.
- **Lee Moor Farm** – (UK) a farm and business park providing office and manufacturing space in converted farm buildings. The site is being developed as a one-stop shop for renewable technology solutions.
- **Megaman Ltd** – (UK) a global low energy lighting developer and manufacturer with head offices in Hong Kong and a large office in the UK.
- **URSA Insulation** –(ES) insulation manufacturer, part of the Uralita group
- **TREMCO Illbruck** –(DE) a building materials manufacturer

At the beginning of 2009, in the context of the worst of the economic downturn, two members of the group resigned. However in February of 2009 two new companies committed to joining the group:

- Pilkington Group - a UK based large glass and glazing manufacturer, and
- Rockwool - (DK) an insulation manufacturer

The pilot group met three times (minutes for this meeting are included in appendix B-D):

1. 4th December 2008 for the project kick off meeting in Brussels
2. 19th March 2009 in Brussels
3. 29th June 2009 in the UK

At the final meeting in June, it was clear that after more than six months from the project inception meeting:

- The dynamics of the group had changed from a broadly European membership to one only representing the UK. No particular reason can be found for this UK bias, in particular as the first two meetings were held in Brussels for the ease of the mainland participants.
- Only one member of the pilot group had actively engaged with the project, produced and used a poster and communicated on it within the organisation.

This can partly be attributed to the two distinctly different approaches the members took to the use of the tool. As is outlined below, one group of members saw the benefit of using the tool internally as part of building management and corporate social responsibility (CSR) activities, whilst the other group saw an opportunity to use the tool to promote their commercial activities and engage with customers. Less success with the tool was enjoyed by the second group of organisations that wanted to use the tool to promote sales of their products. One possible reason for this might be that, as an innovative business offering rather than an integral part of the business operations, Display became expendable in times of financial adversity. In addition, it is also possible that the integration of Display into the commercial model alongside established products required longer timelines than the project afforded. There was also mixed feedback from those organisations that took this approach on how the tool was received by customers (outlined below).

2.2 Analysis of approach to setting up the pilot group

The recruitment process focussed on the energy efficiency in buildings sector due partly to EuroACE's proximity to the organisations in this sector and more significantly due to an established desire, communicated to EuroACE, amongst these organisations to communicate outwardly on their energy efficiency practice and be seen to practice the principles behind their products. This interest was developed through bilateral engagement and by more general email engagement with a wider group of organisations. From this process, the pilot group was established.

When, following the first meeting, two participants pulled out (for the reasons explained in Appendix A) EuroACE continued to actively engage new participants, through email, phone and face to face contact. The pool of organisations contacted expanded outside of the energy efficiency in buildings sector but unfortunately this process yielded little interest from outside the energy efficiency in buildings sector.

Gauging a low level of activity in the remaining pilot group members following the second pilot group meeting, EuroACE looked at ways of incentivising members to invest in the project and proposed developing press releases and other promotional material for the members. However, it was not felt that enough progress had been made by any one member to justify publicity so these materials were not developed.

Following the third meeting and the ongoing, stepped up, communication process EuroACE that at least one member had been sufficiently disengaged that more intensive assistance was necessary. EuroACE travelled to the members' site to assist in the production of posters for the complex mixed-use site. This activity was successfully carried out in September and a case study was drafted on this pilot member's experience.

It is impossible to evaluate the approach EuroACE used to set up the pilot group without acknowledging the context at the time. The impact of the financial crisis that hit hard in early 2009 caused one members to withdraw (Dexia Bank), one member to have travel (to attend pilot group meetings) restricted (Pilkington) and a further to report a change in business priorities. In discussions with prospective participants the financial crisis was also mentioned as causing reservations within the organisations for taking on any new initiatives.

Acknowledging the impact of this contextual situation, there are a number of changes EuroACE could have made to the recruitment of pilot group members that might have produced a better result:

- a larger pilot group size (than the 6-8 in the project proposal) could have been targeted in order to allow for a drop out rate.
- to combat the disengagement witnessed in the existing pilot group members a more intensive programme of engagement could have been established. However, many members reported that setting time aside for a non essential activity (like participating in the pilot) was difficult so EuroACE was reluctant to structure in more time.
- the pilot group was most active and motivated when engaging with the online tools itself and if funds had been available to act on the feedback given, this momentum might have been maintained for longer
- towards the end of month 13, when it was fully realised that the existing pilot group was not on target to produce the learning necessary to move onto the next stage of the project, discussions were held into whether a different commercial sector should be intensively targeted. In the context of the financial crisis it was decided that, at that time, the risks of pursuing this strategy were too high. In a different economic context this decision might have been reversed and more interest found for the Display tool in for example the Corporate Social Responsibility or hospitality sectors.

The detailed report on EuroACE's approach towards the private sector is in appendix A.

3.0 Group motivations, key stakeholders and barriers

This chapter draws together information from the pilot group members on their needs, motivations and barriers associated with taking part in a voluntary labelling and communication project. The information below has been drawn from informal communication, discussions at pilot group meetings, emails and three case studies produced by the group. It should be noted that this information is based on the thoughts of a small number of very different organisations (6 original members plus one additional). Assumptions about the needs of the energy efficiency in buildings sector or the private sector more generally should be made only in the broadest sense from this information.

3.1 Motivations or drivers

At the inception of the project, the pilot companies revealed a wide range of motivations for becoming involved in the Display campaign:

- Existing commitment to corporate social responsibility within the company and the possibility to integrate Display into these programmes or use Display as a tool to help reach objectives like carbon neutrality
- Complimentarity between the existing activities of the company and the aims or services offered by the Display campaign/Display tool.
- To show lead in their sector through involvement in an innovative project
- To build a bridge between the public sector which is already using the Display tool and the private sector
- To motivate parent company to take up energy management via the Display tool
- Influence members of the supply chain to reduce energy and water consumption
- The potential for engaging and encouraging employees, tenants and visitors to identify improvements in energy and water conservation
- Possible PR opportunities

- The addition of a communication element to existing efforts around energy efficiency and renewable energy

It is encouraging that the motivations named were wide ranging, from internally focused complementarity of the Display approach with business activities or CSR objectives to outwardly focussed influencing and positioning objectives. It is interesting to note that none of the pilot group members identified future legislation as a driver for building certification or energy and water management!

Although the recession had prevented Dexia Bank from continuing involvement in the project, impending financial difficulty was the key in securing the involvement of Pilkington Group. Pilkington had been considering membership of the pilot group in late 2008 but concluded it would not sign up due to time limitations and lack of priority. Following a recession inspired 'cash day' on which every staff member was asked to focus on initiatives and actions that could raise or save cash, the recognised cash saving from energy efficiency brought the company back to the Display tool.

Reflecting on the two different companies, Dexia Bank's motivation for becoming involved in the pilot group was very much externally focussed, with clients, investors, NGOs and rating agencies identified as target stakeholders whereas Pilkington's involvement was clearly internally focussed on cash saving. In the Dexia model where the Display Campaign is an innovative business offering rather than an integral part of the business operations, the activity became expendable in times of financial adversity. This indicates that the cash saving potential of the Display Campaign is a stronger motivator than business diversity or CSR and other outreach activities.

3.2 Stakeholders

At the project inception meeting the group identified the most important stakeholders for their businesses to target with Display activities. Internal groups named as key stakeholders were frequently management level:

- Sustainability Directors and Teams,
- Parent company management,
- Planning and financial departments.

They also included those in every day control of the buildings like property management teams and staff.

External groups were wide ranging and included:

- The supply chain
- Customers and clients (including building tenants)
- Investors
- NGOs
- Building owners
- Green tourists
- Industry federations

The theme of external accreditation or rating appeared repeatedly, with one group member focussing on promoting Display with customers seeking environmental standards accreditation and another looking to influence financial rating agencies.

Once again the broad range of stakeholders named indicated the tool has many potential applications in the commercial sector.

There was a clear split between the group members in terms of the opportunities they identified for use of Display within their businesses. Lee Moor Farm, Pilkington Group and URSA Insulation were driven by internal issues or needs and saw opportunities for using Display for CSR activities, internal influencing or operational efficiency. Demeter Ltd, Dexia Bank and Megaman saw opportunities to use the tool to promote their own services or products with customers.

3.3 Barriers

The following general barriers were discussed in relation to involvement in the group:

- Fears around poor ratings and the risk of external communication and lack of PR opportunities
- Conflict with other sustainability issues and policies (eg Group policy, Life cycle assessment for products, recycling, etc.)
- Uncertainty over the time and resource commitments necessary
- Little opportunity for 'promotion' through brands

It is interesting to note that CSR or internal sustainability issues have been identified as both a driver and a barrier.

More specific issues for individual pilot group members were:

- Lack of buy in from within the commercial aspects of the organisation
- Lack of will to change existing systems and lack of need for additional building management techniques
- Split landlord tenant incentive - At Lee Moor Farm the landlord provides much of the energy to the tenants of the site through the onsite biomass boiler and photovoltaics; encouraging tenants to reduce their energy use would result in a fall in revenue for the landlord

4.0 Pilot group feedback

Information from the pilot group members on their experiences with the project and with the tool have been collated below. Although these experiences give some indication of the needs or experiences of these organisations, wider assumptions about the needs of the private sector should be made only with great care.

4.1 Feedback on experiences

Three case studies were received by EuroACE from the final pilot group. The findings below have been taken from the case studies received and from less formal feedback and communications from the group.

Some interesting general observations were made by the SME participant companies. From the experience of using the tool on a complex, mixed use, tenanted and sub-tenanted site, the observation was made that a complex matrix of incentives are necessary to promote take up in the private sector of schemes like Display. It was felt that the programme's benefits to all participants needed to be spelled out more clearly.

From their experience of taking part in the pilot for a period of over 10 months during which Europe suffered an economic crisis, the SME members of the group reflected on the priority that participation in a project like Display was given. They noted that the timescales to which SMEs work

are much shorter than both the public sector and larger organisations in the private sector. It was noted that, particularly in times of recession, SMEs need to be flexible and attention is easily diverted from a voluntary project to more essential projects or those with a more definite return. The two SME members have close ties to the public sector in which Display was first rolled out. Therefore they made comparisons to this sector, indicating that without legislative push, private sector organisations would need more incentive to take up the Display proposition.

4.2 Negative issues with the tool

Feedback on the practical usability of the online tool was mixed. Among the criticisms expressed were:

- Tool and interface hard to use
- Despite the minimal data requirements, data gathering was still an issue for some members
- Lack of benchmarks for manufacturing sites
- Manufacturing facility is not a building type available in the tool
- Inability of the tool to account for mixed-use sites
- The inability of the tool to account separately for IT and server equipment was also noted.
- The feeling that the Display tool did not feel like a 'private sector' tool and the accompanying handbook was not in keeping with what the pilot members expect (they would expect a more self explanatory tool or an online help area)

As no additional funding was available for changes to the online tool in response to the pilot group's feedback, the comments from the group were recorded and fed back to Energie-Cities but the group was not asked to spend time expanding on what kind of interface and in-depth functionality they would ideally want. It was felt that this exercise would raise the group's expectations of how much the tool could be adapted and to divert valuable time that should be used trialling the tool. The detailed feedback on the technical aspects of the tool and the usability can be founding in the minutes to the meetings (appendices B-D).

The two members with mixed-use sites had vastly differing experiences with estimating water and energy use for the different parts of the site where sub metering was not available. Sub metering was found to be needed but not always practical to establish and financially viable. In addition one member with a more simple site also found collecting the energy and water use data difficult.

Although pilot group members named the communication aspects of the Display project and poster as one of its main advantages, they found engaging staff, tenants and building users very difficult. One group member saw this as a result of the general view that "individuals cannot make a significant difference through changes in behaviour" or that "they were still to be convinced about the potential effects of climate change" whilst another found that stakeholders were happy to participate as long as the data gathering work was done for them. In addition, anecdotal information gathered on the response to the poster from building found very mixed reactions.

In summary, from these negative issues reported from their experiences with the tool we could suggest that the private sector organisations involved desire a tool that is more tailored to their needs, in some cases they also need to become more familiar with energy and water use data or need to involve more appropriate individuals in the organisation in the calculation stage, and they have had very varied experiences in engaging their stakeholders in the communication process.

4.3 Positive issues with the tool and pilot

In general, the group were motivated to take part in the Display pilot because of the innovative nature of the campaign, fitting with their desire to promote best practice and to be seen as innovators in their sectors and the educational aspects for both staff and customers.

In particular, feedback on the tool and poster itself indicated that the communication aspect of the poster was very important and the use of the familiar A to G rating, broadly consistent with many Member States' energy performance and display certificates and the rating system for white goods, was useful. Two organisations considered taking the communication aspect to the next stage and possibly introducing a competition element between tenants or site sections, using the Display tool as a measurement and benchmark.

The process of engaging with Display within the organisation was reported to have had positive effects. One group member reported that the data gathering had forced increased internal engagement with different areas of the organisation and catalysed the establishment of a 'green team' to promote sustainability issues in the offices.

Involvement in the pilot has also led to calls within two organisations to install or improve sub metering which in one organisation is being considered.

Finally, on a more personal note, one member of the pilot group stressed the importance of being part of the group in terms of an opportunity to build a network at a European level and engage with other organisations in broadly the same field.

5.0 Discussion

To place the private sector pilot of the Display tool in context it is useful to compare firstly the experiences of the private sector group members to those of the public sector, and secondly to compare Display to other tools available.

5.1 Comparison of the private and public sector

Firstly, there are distinct differences between the public sector and the private sector. Individual pilot group members made the following observations about their sector:

- Without a legislative push private sector organisations are less likely to act than public
- The sector does not feel its responsibility to the public as acutely as the public sector
- It does not feel the pressure of securing re-election which might encourage a public sector organisation to take up a voluntary initiative which communicates its responsible and forward looking activities.
- Private sector organisations' communication with customers is through brands and pilot group members found little opportunity to promote Display through brands.

In addition, municipalities are arguably more networked with each other than private sector organisations. In such a networked environment the establishment of a standard tool (like a building use assessment tool), taken up by a large minority if not the majority is much more feasible than in a disparate sector in which differentiation is sought over inclusion or comparison.

The financial crisis that hit at the beginning of 2009 seriously hindered the progress of the pilot and may have impacted on the private sector in a different way to the public. For many organisations involved in the pilot, non-essential (non profit making) activity was stopped - Display falls into this

category. In our experience private sector organisations were required to respond very quickly and drastically to economic unbalance with all emphasis diverting to profit making activity. Although similarly under pressure, the activities of public sector organisations may not have been affected in quite the same way as they are non profit making organisations.

5.2. Display within the context of other building rating systems available to the private sector

5.2.1. Private sector pilot group thoughts on asset and operational rating systems

There are benefits to both approaches to building certification, **asset** and **operational**. **Asset ratings** promote design innovation and refurbishment of the skin of the building towards its potential, they can also overcome the landlord tenant split incentive in that landlords can (in the right market conditions) demand higher rent for a more efficient building. However, asset ratings can also give a false impression of the actual energy use in the building. User behaviour often distorts the expected performance of the building. In addition, some older buildings may never achieve the top ratings if using an asset rating and owners can be disincentivised to invest in renovations if only small incremental improvements in ratings can be achieved.

The feedback from the pilot group indicates that they see the benefit of an **operational rating** like that offered by Display. The importance that the group members placed on the communication or educational aspect of the Display project indicates the need or desire for a rating tool that does more than the current asset ratings do. An operational rating lends itself much more to engagement and communication as the rating can be affected by changes in staff and building operators' behaviour. As very few Member States have included a requirement for the private sector to communicate on building performance in their outlines for their national certification schemes, this is a strong benefit that Display will continue to hold over mandatory schemes.

5.2.2. Private sector pilot group thoughts on voluntary rating systems

A landscape in which voluntary and mandatory labels (whether asset or operational) exist side by side did raise issues for the pilot group. They were concerned that:

- Work would be duplicated when producing a mandatory operational rating and Display certificate
- There is potential for different results with a mandatory operational rating and Display certificate (as benchmarks are not consistent)
- Fear that the results of the Display certificate would be ignored next to a mandatory certificate (either asset or operational) as the data requirement and modelling is less precise and bespoke for a Display certificate.
- The mandatory (either asset or operational) and voluntary approaches would be confusing for staff and building users when used in conjunction.

However, these issues about mandatory and voluntary certification are not significantly different to those faced by the public sector which has worked very successfully with Display since mandatory operational ratings have become widespread, so cannot be assumed to be factors preventing the take up of Display in the private sector.

5.2.3. Display within the landscape of other voluntary labelling schemes

It is important to consider Display within the landscape of other building labelling or communication tools that are available to both sectors. It is important to note that the pilot group exhibited

confusion over where Display sits within the existing landscape of building ratings already available in the UK. In response to this a short briefing document was prepared by EuroACE which is included in Appendix E.

There is also a raft of voluntary schemes that are potential competition for Display (summaries in Appendix F). The most well known schemes include:

- BREEAM (Building Research Establishment Environmental Assessment Method) (UK),
- Energy Star label (US),
- Leadership in Energy and Environmental Design (LEED) (US),
- Green Star Existing Buildings rating (Australia) systems.
- EP Label (approved by the UK government for use to produce Display Energy Certificates)

Most were initially developed for new buildings or, in the case of the Energy Star, appliances but have been adapted for use in existing buildings. The schemes largely offer either a rating system, often using the familiar A-G or a one to six star grade, or a 'past the post' system where a standard has to be achieved to receive the certificate.

From the pilot group feedback it is clear that Display offers the benefits of ongoing internal communication and engagement that the pilot companies valued. Schemes that offer only a label once a reduction level has been achieved ('past the post') would not fulfil this need identified by the pilot companies. However, schemes like Energy Star and BREEAM have a well recognised brand which members of the private sector may find easier to promote through brands and products so might be more appealing than Display which is as yet unknown in the private sector.

In terms of costs, the Green Star tool, like the Energy Star, is freely available for use but to achieve an award and certification, independent assessment must be carried out. Rates for standard Green Star certification (Green Star Existing Buildings is still in pilot stage) are from Aus$6,000 to over Aus$ 30,000 (€3,700-€18,400). LEED Existing Building tools are subject to a project rate a flat fee of $600 (€400) (USGBC non-members) plus a certification fee that ranges from $1,250 to $12,500 (€850 – €8,500) based on floor a of building. Similarly the BREEAM In Use tool is available for an annual fee of £100 (€110) for application, and a further £100 (€100) for certification.

In cost terms, Display compares very well against the LEED, Green Star and BREEAM schemes (if multiple years' use is taken into account) but the limitations of the Display benchmarks identified by the pilot group would need to be factored in if undertaking a comparison of the services offered by the comparable schemes.

6.0 Conclusion

The next steps for Work Package 5 in the CYBER Display project design were:

a) a workshop to develop, launch and rollout Display to the commercial sector, and
b) a subsequent roll out of the tool to 20-30 commercial sector organisations.

However, EuroACE has proposed that these activities are not carried out and that WP5 is closed at this stage.

EuroACE and Energie-Cités do not feel that sufficient lessons have been learned from the task 5.1, the creation of the pilot group, to proceed to the subsequent tasks. The project proposal outlined that the workshop would be reliant on the results of the pilot and it is not felt that the pilot has yielded sufficient results. The many reasons outlined in the report - changing pilot group structure,

very small number of remaining group members, UK rather than European representation in the group, lack of engagement with the tool by members, mixed experiences with the tool and only two positive responses received for the role out workshop – all supported this decision.

The ongoing economic conditions and uncertainty over legislative requirement for display energy certificates in the private sector are common barriers that are applicable to all sectors. It was therefore agreed that the best course of action would be to bring WP5 to a close and to cancel the activities relating to the private sector under WP4, Towards Class A Award.

On reflection, it appears that (making the big assumption that the small sample group in this pilot is representative) private sector organisations need stronger drivers to maintain commitment to a voluntary energy or water management activity. These drivers might come in our opinion:

- in the form of higher energy prices,
- from legislation - requiring for example:
    - building labelling,
    - energy use reporting,
    - building management standards,
    - or ongoing carbon emission reductions from buildings.

Although CSR was named as a driver by the pilot group it proved not to be a significant enough priority to maintain the project at times of financial adversity. In a future situation where one of more of these drivers are in place a roll out of voluntary building labelling in the private sector may be more effective.

Appendices to the report

Appendix A: EuroACE efforts to set up and run a private sector pilot group

Appendix B: Outcomes from the CYBER Display® private sector pilot group first meeting

Appendix C: Notes of the second meeting of the CYBER Display® private sector pilot group

Appendix D: Notes of the third meeting of the CYBER Display® private sector pilot group

Appendix E: Energy Certification of Private Sector Buildings (briefing for pilot group)

Appendix F: Voluntary assessment and labelling schemes for existing buildings

Appendix A – EuroACE approach to establishment and management of Display® private sector pilot group

1.0 Establishment of the group

Between September and November 2008 (months 1-3) a group of six pilot group organisations was recruited. The recruitment process focussed on the energy efficiency in buildings sector due partly to EuroACE's proximity to the organisations in this sector and more significantly due to an established desire, communicated to EuroACE, amongst these organisations to communicate outwardly on their energy efficiency practice and be seen to practice the principles behind their products.

Contact with the relevant organisations began during CYBER's predecessor project Towards Class A, before the commencement of the CYBER Display project. EuroACE presented Display (under the Towards Class A project) at numerous energy and buildings events from which significant interest in using the tool in the private sector was gauged. This interest was then developed through bilateral engagement before kick off of the CYBER Display project and during the first three month recruitment process. Organisations contacted directly by email or by phone included the members of UKACE (20 UK organisations in the energy efficiency sector), members of EuroACE (22 European organisations in the energy efficient in buildings sector), organisations that had already contacted Energie-Cities interested in using the Display tool, and organisations that had tested the tool or had other involvement with Display (eg sponsorship).

From the recruitment process, six self-selecting companies signed the Display Charter confirming their involvement:

- **Demeter Ltd** – a newly formed small company located in the UK that helps companies manage their water use by providing and installing water meters and loggers.
- **Dexia Bank** – a European Bank (head offices in France) that concentrates its activity in public sector banking and plays a major role in the financing of local authority equipment and infrastructure. The group also provides a complete range of retail, commercial and private banking services. Dexia are a sponsor of the Display Campaign in the public sector.
- **Lee Moor Farm** – a farm and business park located in the UK providing office and manufacturing space in converted farm buildings. The site is being developed as a one-stop shop for renewable technology solutions.
- **Megaman Ltd** – a global low energy lighting developer and manufacturer with head offices in Hong Kong and a large office in the UK.
- **URSA Insulation** – insulation manufacturer, part of the Uralita group with headquarters in Spain.
- **TREMCO Illbruck** – a building materials manufacturer with head offices in Germany.

The initial make up of the group was very encouraging as it consisted of a good spread of companies from across Europe and contained representatives from both the small and medium sized enterprises and larger multinational corporation sectors. This was an indication that the tool has relevance for a wide section of the commercial sector.

The group met on 4th December 2008 for the project kick off meeting in Brussels. All members of the group attended apart from the TREMCO Illbruck representative who had broken his hand. The minutes for this meeting are included in appendix A. The participants discussed their motivations for being part of the pilot, outlined the main stakeholder groups they intended to influence (captured

below) and provided suggestions on how the tool could be adapted to suit the private sector, all of which indicated a good level of engagement with the project.

2.0 Changes to group membership

At the beginning of 2009, in the context of the worst of the economic downturn, two members of the group resigned.

The first was URSA Insulation. When URSA entered the pilot group, one of the motivations for the organisation's involvement was to generate buy-in from the parent organisation Uralita. In early February 2009 URSA informed EuroACE that, following internal discussions, URSA could not continue to be involved in the project as it had been unsuccessful in convincing the parent company to prioritise the issue.

The second member to withdraw in early February was Dexia Bank. The original representative of Dexia Bank in the pilot group was employed on an internship basis. The economic crisis caused extreme problems for the Bank, which meant that the internship was cut short and a replacement representative was not sought due to the "extremely difficult economic situation of the company".

However in February of 2009 after a long period of consideration and engagement with the EuroACE project team Pilkington Group, a UK based large glass and glazing manufacturer, committed to joining the group.

EuroACE continued through the first quarter of 2009 to actively engage possible new participants in the pilot. This involved corresponding by email and phone with a broader range of individual companies and umbrella organisations from existing contacts provided by EuroACE and Energy-Cities (additional companies in the energy efficiency and buildings sector, the hospitality sector, sustainability consultants, financial organisations, and other previously interested organisations in the retail and water sectors). It also involved speaking face to face with interested parties at a European event (Sustainable Energy Week) and meetings. This engagement yielded little interest outside of the energy efficiency in buildings sector. However through this engagement, Rockwool, an insulation manufacturer with headquarters in Denmark, showed a strong interest and was invited to join the group meeting.

At the second group meeting on 20th March the remaining original participants were joined by a representative from Rockwool and a representative of Dexia Bank Belgium. Dexia Bank Belgium is a sponsor of Display and EuroACE encouraged Dexia's ongoing involvement in the pilot group through Dexia Bank Belgium. The TREMCO Illbruck participant could not attend due to other commitments and the representative of Pilkington was unable to travel due to restrictions on non-essential travel put in place due to the recession. The meeting focussed on feedback on the tool from the group's experiences (minutes in Appendix B). The meeting was encouraging although it was noted that at least two of the original participants had not yet produced a Display poster.

3.0 Final pilot group make up

At the time of the final pilot group meeting on 29th June the membership of the group was as follows:

- Demeter Ltd
- Lee Moor Farm
- Megaman

- Pilkington Group

Following a period of internal engagement Rockwool concluded that building related consumption was already monitored within the organisation and it had not been possible to convince the relevant people to change their systems. Despite active engagement by EuroACE and an in person meeting, TREMCO Illbruck was by the time of the June meeting considered to have resigned its membership due to lack of communication.

Clearly, the dynamics of the group had changed from a broadly European membership to one only representing the UK. No particular reason can be found for this UK bias, in particular as the first two meetings were held in Brussels for the ease of the mainland participants.

At the final meeting in June, which Demeter did not attend, it was clear that after more than six months after the project inception meeting, only one member of the pilot group had actively engaged with the project, produced and used a poster and communicated on it within the organisation.

This can partly be attributed to the two distinctly different approaches the members took to the use of the tool. As is outlined below, one group of members saw the benefit of using the tool internally as part of building management and corporate social responsibility (CSR) activities, whilst the other group saw an opportunity to use the tool to promote their commercial activities and engage with customers. Less success with the tool was enjoyed by those organisations that wanted to use the tool to promote sales of their products. One possible reason for this might be that, as an innovative business offering rather than an integral part of the business operations, Display became expendable in times of financial adversity. In addition, perhaps with the commercial use for Display longer timelines were needed to design a model with which to roll it out. There was also mixed feedback from the two organisations that took this approach on how the tool was received by customers (outlined below).

4.0 Ongoing engagement of pilot group by EuroACE

EuroACE undertook a number of activities to firstly recruit additional members to the group (as outlined above) and secondly to promote activity on Display within the group.

Email contact was maintained through the pilot period and additional activities were designed into the project in response to the lack of engagement that was noted. Following the second pilot group meeting, EuroACE proposed developing press releases and other promotional material for the members as an incentive to invest in the project. However, these were not developed for any individual member as it was not felt that enough progress had been made to justify publicity.

Following the third meeting and ongoing communication EuroACE felt it necessary to visit one member that had not begun engage with the project to assist in the production of posters for the complex mixed-use site. This activity was successfully carried out in September and a case study was drafted on this pilot member's experience.

In addition, the group were encouraged to think about and record their thoughts and experiences of the project and were provided with an outline and recommendations for the content of the case studies.

5.0 Considerations leading to close the Work Package

The next steps for Work Package 5 in the CYBER Display project design were a) a workshop to develop, launch and rollout Display to the commercial sector and b) a subsequent roll out of the tool to 20-30 commercial sector organisations. However, EuroACE has proposed that these activities are not carried out and that WP5 is closed at this stage.

EuroACE does not feel that sufficient lessons have been learned from the task 5.1, the creation of the pilot group, to proceed to the subsequent tasks. The project proposal outlined that the workshop would be reliant on the results of the pilot and it is not felt that the pilot has yielded sufficient results. The many reasons outlined in the report - changing pilot group structure, very small number of remaining group members, UK rather than European representation in the group, lack of engagement with the tool by some members, and mixed experiences with the tool – all supported this decision.

In addition, initial efforts made to encourage attendance at the proposed roll out workshop yielded very little interest. Interest was gauged through an email invitation sent to EuroACE members and the secretariats of the European Mineral Wool Manufacturers Association (Eurima), the European Renewable Energy Council, the European Committee of Domestic Equipment Manufacturers (CECED), Cogen Europe, European Lamp Companies Federation, Glass for Europe, and the European Copper Institute. This invited them to a meeting in Brussels (the location of the vast majorities of the secretariat's offices). Only two positive responses were received.

Measures were taken during the work programme by EuroACE to mitigate the situation and provide the best opportunity for the pilot stage to provide the experiences needed to proceed with the Work Package. The extension proposed in the Technical Progress Report submitted in June 2009, and subsequently agreed, to the timescale for task 1 was designed to allow an extra four months for the group to undertake all work feasible and for learning to be gathered. Despite the engagement and encouragement activities that EuroACE carried out in this four month period (noted in this report), at the end of this extension it is apparent that task 5.1 has produced insufficient learning for the roll out workshop. Though the findings summarised here are valuable they are sadly not encouraging for progressing the pilot further at this time.

Before the final decision was made to propose a close to WP5, in depth discussions were held between EuroACE and Energie-Cities (project coordinator) on numerous possible courses of action. Different strategies were discussed which included the potential to direct activities on specific commercial sectors (for example hospitality or corporate social responsibility). However, parallel approaches to different sectors had been made by both EuroACE and Energie-Cities over the preceding six months which yielded nothing. Therefore it was felt that, on the basis of this experience, the risk of failure of this alternative approach exceeded the chances of success. The ongoing economic conditions and uncertainty over legislative requirement for display energy certificates in the private sector are common barriers that are applicable to all sectors. It was therefore agreed that the best course of action would be to bring WP5 to a close and to cancel the activities relating to the private sector under WP4, Towards Class A Award.

Appendix B - Outcomes from the CYBER Display® private sector pilot group first meeting

10:00 – 13:00 Thursday 4th of December 2008; Eurima, 375 Avenue Louise, 8th floor
Attendees: Ian Brown (entrepreneur), Gabriel Vibert (Dexia), Pedro Guertler (ACE/EuroACE), Adrian Kitching (Megaman), Efrén del Pino Iglesias (URSA Insulation, S.A. – URALITA), Sarah McLean (ACE/EuroACE), Andrew Smedley (Demeter Ltd)

Purpose of the meeting

On Thursday the 4th of December 2008 we held the first meeting of the CYBER Display® private sector pilot group (see Annex I for the agenda). This meeting served several purposes, including:

- Providing an opportunity for pilot group members to meet and get to know each other
- Informing pilot group members of the background to the Display® Campaign and the pilot group, and the benefits to pilot group members
- Demonstrating how to use the Display® calculation tool
- Facilitating discussion amongst pilot group members on several issues, including:
    - What buildings to create Display® posters for
    - Key stakeholders to target with Display® posters
    - Ways of gathering and recording feedback on posters from key stakeholders
    - The potential for incorporating the Campaign into wider CSR programmes and communication campaigns

Introduction to the pilot group members

The meeting was attended by five pilot group members. Below is a summary of these members and their motivation for being part of the pilot group.

Organisation	Representative	Motivation
Demeter Ltd- newly formed company (one year old) that aims to help companies save water by installing loggers onto water meters so that water consumption can be monitored remotely. http://demeterltd.co.uk/	Andy Smedley. Andy is one of two employees of Demeter.	Andy became aware of the Display® Campaign through Durham County Council. He sees the Campaign as a tool that would complement his work to help companies reduce their water consumption.
Dexia- core business is public & project finance, particularly for local authorities. Dexia encourages local authorities to use the Display® tool and they can then provide financing for the installation of measures to improve the energy performance of buildings. Mainly based in Belgium, France & Luxembourg. www.dexia.com/e/discover/profile.php	Gabriel Vibert, Environmental Reporting Intern, Department of OPS & IT. Gabriel is due to leave Dexia in March, but someone will be appointed to take his place on the pilot group (this will not be a problem because the CSR department is already using the Display® tool).	Dexia is already using Display® for the assessment of their own buildings (10-12 buildings). Therefore they have many practical ideas of how the tool could be adjusted to better meet the needs of the private sector.

Lee Moor Farm- energy audit undertaken in 1995, by 2000 farm buildings converted into offices & manufacturing space. Only farming now is willow as biomass fuel for district heating. Aim to be a one-stop shop for renewable energy technologies. www.leemoor.net/index.shtml	Ian Brown. As well as his work at Lee Moor Farm, Ian also works with the Regional Development Agency (RDA) in his area and the Environment Agency (EA).	Ian is working to bridge the gap between the public and private sector and sees the potential for the role of the Display® Campaign in this task.
Megaman Ltd- low energy lighting manufacturer. Premium performance and premium price products. Also launching a new business in renewable energy technologies. Headquarters in Hong Kong. www.megamanuk.com	Adrian Kitching. Adrian's role focuses on ensuring that Megaman's lamps fit into other companies' light fittings.	Display® is a chance to take the lead and get ahead of competitors, from a CSR perspective.
URSA Insulation, S.A. – URALITA- insulation manufacturer, main focus is on XPS (extruded polystyrene rigid foam) but also produce mineral wool insulation. Headquarters in Spain. www.ursa-online.com/index.html	Efrén del Pino Iglesias, who is part of the international marketing department, attended the meeting, but Josep Sole will be the pilot group member as he is a technical expert in energy.	To check the energy performance of URSA's buildings and then talk to the parent company, Uralita, to see if it is possible to display the Display® poster.

(Note: Jörg Birkelbach from TREMCO illbruck (www.tremco-illbruck.com) is also a member of the pilot group. However, due to personal circumstances, he is away from work until Christmas and therefore cannot take part in the pilot group until the New Year).

Suggestions for tailoring the Display® tools to the private sector

Throughout the day there were several suggestions as to how the Display® Campaign tools could be tailored to better meet the needs of the private sector. Below is a list of these ideas, grouped into their area of impact:

Poster

- There should be a free-form area on the poster where companies can enter information on how they achieved or improved their performance rating(s)
- There were several suggestions for tailoring the section that currently shows as *"Improving performance by one class could save annually: the energy consumption of [x] houses, the CO_2 emissions of [x] cars going around the world, the water consumption for [x] showers"*. A cost perspective could be added to show the potential financial savings from improving the performance rating by one class e.g. *"Improving the energy performance from B to A could save €1500 annually"*. Also, it should be possible for companies to edit this section so that it is relevant to the company's own industry. For example, Megaman might like to have *"Improving performance by one class could save annually: the energy consumption of [x] light bulbs"*, whereas Lee Moor farms might like to have *"Improving performance by one class could save annually: the energy consumption of [x] football fields of willow for the biomass district heating scheme"*. For this to work we would need a free form field for the wording and a division factor for the calculations

- It would be useful if payback periods for the installation of certain measures could be shown on the poster- this is important if you need to convince a board to invest money in improving the energy efficiency of their building
- The company's logo needs to be more prominent
- The performance rating results for past years should be shown on the current year's poster

Tool

- Add a "remember me" tickbox to the Display® login page so that you can save your login and password details
- IT services, such as a server room, can have a large impact on the energy performance of the building that they are in (e.g. the server room accounts for 10% of the electrical energy consumption in one of Dexia's buildings) and this is not currently taken into account by the Display® calculation tool. Therefore, when you add a new building in the tool, under *"services provided in the building",* IT services should be added as an option. In addition, server rooms generally operate 24 hours a day, seven days a week, and this needs to be taken into account in the operating hours for buildings that have IT services
- When you add a new building in the tool, guidance should be provided on what equates to the different *"levels of refurbishment"*
- The graphs provided under local and national statistics should show the percentage distribution, in addition to the number of buildings, which is currently shown
- For national statistics, the best performing organisation could be named
- The tool should take into account the size of the company in terms of the number of occupants because this is linked to energy and water consumption (rather than just relying on floor area)
- There need to be benchmarks for different sectors within the private sector e.g. banking etc.
- You need to be able to synthesise all of the results for one organisation, across different countries. For example, under the "list of posters", Dexia's posters are divided by country into Luxembourg, France and Belgium. Dexia needs to be able to see the combined impacts of all of Dexia's buildings across Europe

Wider suggestions

- Display® members and buildings with Display® posters could be shown on a map on the Display® website
- The private sector pilot group should get involved in the local authority Display® Users Club meetings

Focus of pilot group members

There was a very interesting discussion around who are the most important stakeholders to target with the Display® poster and ways of gathering feedback from target audiences. There is a wide variety of target stakeholders amongst the pilot group members, and ways of gaining feedback also vary depending on the target audience, as shown in the table below.

Pilot group member	Create poster for…	Top three stakeholders to target	Ways of gaining feedback from stakeholders

Andy Demeter	Own office	Customers- particularly the public sector (councils) Accreditation organisations- applying for ISO14000 accreditation Supply chain	One-to-one for customers, although this may be quite subjective No way to gain feedback on the impact of being a Display® member when applying for accreditation One-to-one for suppliers
Gabriel Dexia	Already label 10-12 buildings	Clients Investors NGOs and extra financial rating agencies (Note: the priority of stakeholders to target may vary in different countries, depending on Dexia's activities)	Ask for feedback on the Display® Campaign from clients and employees using various methods, such as internet surveys and a feedback form by the poster Ask employees for ideas on how to improve the energy efficiency of the building, using prizes as incentives Put a tutorial on Dexia's website to teach employees how to save energy Promote Display® on Dexia's website, using a benchmark of related sector (banking) or building type
Ian Lee Moor Farm	1-5 buildings in the business park	Tenants of buildings- get buy-in, see it as an opportunity, not a threat Owner of buildings Green tourists- use farm as a demonstration site	Facilitated focus groups- make it relevant to the key stakeholders Focus on one aspect per quarter e.g. water consumption, energy consumption etc. Visit by MEP
Adrian Megaman	Own office & potentially Hong Kong	Industry federations e.g. Lighting Association Financial Directors- need strong message of the benefits to justify spending money on energy efficiency Property developers & property managers	Hang the Display® poster in the reception area Use the existing staff suggestion scheme (where staff receive financial rewards for suggestions that save the company money) to gain feedback in the Display® poster Publicise the Display® website amongst staff and encourage them to have a look at it Nominate one or two people to talk to staff about the Display® Campaign Target 25% of visitors e.g. clients, sales people for their feedback- need to provide these people with something of benefit to them e.g. information on grants Put the Display® poster on the Megaman website and get customers' comments Share information with customers on technologies

Efrén URSA	Headquarters	Internal Sustainability Director/teams (CSR) Uralita management (property management & strategy) Planning & controlling/financial departments Customers	Meetings with key stakeholders, particularly management Conduct web survey of customers, give a discount if they complete the survey as an incentive Draw visitors' (e.g. customers) attention to the poster and get their feedback

Other discussion points

Throughout the meeting pilot group members discussed useful ways in which the Display® Campaign could be expanded in the future, as noted below:

- There are several buildings types that are frequently visited by the public that would be useful to add to the Display® calculation tool and the membership base, in order to raise awareness of energy and water conservation amongst the public. These include:
    - Retail buildings
    - Community buildings(such as village halls, that are not necessarily owned by local authorities)
    - Hotels
    - Old peoples' homes
- Eventually, it would be useful for the Display® Campaign to link to a marketplace, so that businesses can give quotes to Display® members for moving their buildings up the performance scale and also give loans on this basis

One concern raised was potential legal issues with landlords if Display® members lease a building and hang a Display® poster, which the landlord does not approve of. The best way to avoid this issue is to discuss the Display® Campaign with the landlord, and emphasise to them that the performance ratings are based on operational ratings and are therefore strongly related to how the building is managed in addition to its structure.

There was also discussion around how widely the pilot group should promote the Display® Campaign, for example, should industry associations be made aware of the Campaign? This is entirely appropriate and is indeed the way we intend to promote the Campaign as part of the wider roll-out in the private sector, which will start in the second half of next year.

Next steps

The next steps for pilot group members were discussed at the meeting, and these are summarised below:

1. Check that you can logon to the Display® calculation tool and that you have received your registration pack in the post. If you have any problems with this, please contact Ian Turner from Energie- Cités: ian.turner@energie-cites.eu
2. Choose buildings to create posters for (pilot group members have already done this)
3. Gather data on buildings for the posters- use the checklist already circulated
4. Display® posters in a way that allows you to get feedback from your target audience (please take photos too). This could include displaying the poster in the building's reception area, on

the company's website, presenting the poster at one-on-one meetings etc, depending on the target audience

5. Gather feedback from target stakeholders e.g. colleagues, managers, visitors, customers, investors, tenants, industry associations etc, in a manner appropriate for the target stakeholders e.g. one-on-one meetings, web surveys, competitions, focus groups, feedback forms etc.
6. Keep Pedro Guertler from EuroACE/ACE informed of your progress and contact Pedro with any queries that you have regarding the pilot group: pedro@ukace.org

Next meeting

The date and location of the next meeting are flexible, but we would like the meeting to take place in March if possible.

If the meeting is to be held in Brussels, Tuesday 17th of March 2009 is a suggested date because this precedes the EuroACE meeting on the 18th of March, which some pilot group members will be attending.

However, if it suits pilot group members, it would also be possible to have the meeting in the UK (either in London at ACE's office or at Megaman's office north of London in Welwyn Garden City).

Please get in touch with Pedro and let him know your preferences for the location of the meeting (in terms of the country) and the date of the meeting, for the week of 16-20 March 2009.

A pilot group workshop will be held in June or July 2009 in Brussels to develop a plan for the wider roll-out of Display® in the private sector.

Appendix C - Notes of the second meeting of the CYBER Display® private sector pilot group

11:00 – 14:00 Thursday 19th of March 2009 at Eurima, 375 Avenue Louise, 1050 Brussels

Attended by: *Ian Brown (entrepreneur),* Susanne Dyrbøl (Rockwool International), Adrian Kitching (Megaman), *Andrew Smedley (Demeter Ltd), Izaak Habieb (Dexia Bank Belgium), Pedro Guertler (ACE/EuroACE), Louise Sunderland (ACE/EuroACE) and* Ian Turner (Energie-Cités) by phone.
Apologies *- Jörg Birkelbach (TREMCO illbruck), Phil Brown (Pilkington)*

Purpose of the meeting

The aims of the second meeting of the private sector pilot group members were: firstly, for the pilot members to share with the rest of the group and ACE their experiences using the tool, both achievements and challenges; and secondly to begin feedback to Energie-Citiés on proposals for development of the online tool and poster design.

Updates from pilot members

Adrian Kitching, Megaman Ltd.

- Adrian reported that the tool is easy and quick to use but asked how we can accelerate the influence and impact of this voluntary scheme in the private sector. This issue is being addressed within Megaman by giving a target to each sales person to recruit 5 buildings in their area to display a poster.
- Adrian also reported that the poster in the Megaman office has largely been anonymous and not really noticed by visitors. He suggested that integration of the tool branding further via for example a logo on the letterhead would go some way to improving the visibility of the initiative.

Andy Smedley, Demeter Ltd

- Andy reported that he has produced 3 posters, 1 for the business centre building in which his office has space and 2 for clients. He reported that he had problems in both gathering all of the data and in navigating the tool.
- Andy focussed on the water measure. He commented that the water measure might produce more a more representative grade if it were based on number of building users rather than floor area. He noted that the Envirowise research on benchmarks could be useful to develop this.
- Andy reported that he has spoken to many of his local councils about Display® but expressed concern that Durham County Council have indicated they are moving on to Display Energy Certificates rather than Display® posters. He reported a similar conflict in the business centre within which his business resides: the management are getting an Energy Performance Certificate produced and were worried about providing information for a Display® poster that might give them different and therefore conflicting results. Andy suggested that he would like to be better equipped to explain the differences between the different certification types. **ACE offered to produce a simple and short briefing document on how each of the building energy certificates work and fit together.**

Susanne Dyrbøl, Rockwool International

- Noted that Rockwool's involvement in this meeting was to observe and find out more about the tool.
- Following a discussion about alignment of the benchmarks used in the Display® tool to each European country, Susanne reported that for a group like Rockwool with offices outside of Europe (eg Russia) this tool could be a valuable group-wide standard, particularly useful for countries outside Europe that do not have an EPC system.

Izaak Habieb, Dexia Bank Belgium

- Izaak gave some useful feedback on the usability of the tool, noted below
- He noted that benchmarks for sectors should be more explicit on the poster. He noted that the commercial sector is very sensitive about reputation and this could be a barrier to displaying a poster with a bad rating unless qualified by a benchmark or average for that building type.

Ian Brown, Entrepreneur

- Having familiarised himself with the Display® tool, Ian suggested that he could start offering Display® posters as an add on to the energy survey service he provides to private companies.
- Ian told the group about an A plus rated demonstration building that his wood fuel company is involved in locally and offered to bring a case study of this to the next meeting
- Ian also reported on his involvement in the political processes in his region and his interest in the private sector becoming more involved in developing smart regulation. He used the example of the LEAF audit (used in farm management and agriculture), highlighting the importance of the escalator in this programme which is very much focussed on how the changes that can be made to move into the future. Ian reported that we can take lessons from agriculture on how to get reluctant businesses involved.

Discussions on the usability of the tool

- The problem of IT services, particularly server rooms, with high energy demand resulting in poor performance grades in comparison to other administration buildings was raised. Some accommodation for this was requested in the calculation tool. Ian Turner explained that server rooms could be added to the tool but it would require background data to form benchmarks that could be relevant to the whole of Europe. **Energie-cités do not have this data at present but welcomed any help or suggestions that the pilot group could offer.**
- This discussion on the flexibility of the tool to accommodate different sectors was extended to the retail and hotel sectors. Ian Turner welcomed any help advice or suggestions the group could make on extending the tool into these areas, noting that much work has already been done on hotels. **The development of the tool would require benchmark data for these new sectors.**
- Alterations to the water calculation, to incorporate the density of building occupation, were discussed. Ian Turner recognised that building users may be a better measure than floor area for the calculation of water use. **He noted that this would require more complicated programming but welcomed any advice or help from Andy Smedley (as our water expert) on more appropriate indicators and measures.**
- Members of the group reported that they did not find the tool very user friendly. Izaak reported that in a year of promoting the tool with clients only 2 had actually produced posters as they found it too hard and time consuming to use and did not like to use a manual. Adrian added that if the tool were easier and quicker to use it could become more valuable for setting targets and calculating the reductions necessary to raise the building grade. Ian Turner welcomed any suggestions the group could make on usability of the online tool but cautioned that Energie-Citiés only have limited programming capacity. **ACE will coordinate the feedback and suggestions from the group. ACE will also produce a simple video instruction on how to use the tool and send to all pilot group members.**
- Izaak suggested that 'rewards' should be integrated into the tool as data is entered to keep the user engaged. For example, when all of the energy data is entered, the grade achieved could pop up. **This was not raised with Ian Turner but ACE will include this comment in written feedback.**
- Adrian suggested that blank posters might be produced with the building name on them and displayed whilst data is being gathered. This would illustrate the commitment of the

company to taking action. This was discussed and Ian suggested that averages or guestimates could be entered where exact data was not available and this could be noted in the freeform area.

In general the actions suggested on the poster and the process of engaging with stakeholders were recognised as the strengths of the Display® approach. Andy Smedley made the useful suggestion that the tool fits nicely with the requirement of ISO14001 for the company to continually improve its performance.

A number of suggestions were made for publicising and rolling out the Display tool in the private sector. One suggestion was that building management companies could take on the initiative and require every tenant to display a poster in their buildings. **It was suggested that press releases be developed to introduce the Display tool through trade magazines and local and regional press.**

Finally, the timetable for the roll out of Display in the private sector was discussed. **For a number of reasons it was agreed that the roll out would be pushed back until winter 2009.**

Action points

Pilot group members

- To contact ACE with any advice or data available on benchmarks (particularly for the water calculation within the tool)
- To begin considering a narrative for or story of their own experiences and motivations regarding their involvement in the pilot group and the use of Display®
- To confirm dates for the next meeting and propose a meeting location if available

ACE:

- Coordinate feedback from the group on improvements to the usability of the tool and forward to Energie-Cités.
- To create and distribute a simple video illustrating entering a building and producing a poster using the Display® tool.
- To produce a summary of how each of the different building energy certificates work and fit together
- To draft a press release for trade press and distribute to the team for comments
- To arrange for the wider roll out of the Display tool in the private sector to be delayed until winter 2009

Proposed date for the next meeting: Week commencing 29th June 2009
Location: UK tbc

Appendix D - Notes of the third meeting of the CYBER Display® private sector pilot group

14:30 – 16.30 Monday 29th June 2009 at Megaman, Quadrant Park, Welwyn Garden City, AL7 1FS

Attended by: **Ian Brown (entrepreneur), Phil Brown (Pilkington), Adrian Kitching (Megaman), Pedro Guertler (ACE/EuroACE), Louise Sunderland (ACE/EuroACE)**

Apologies: **Andrew Smedley (Demeter Ltd), Susanne Dyrbøl (Rockwool International)**

Purpose of the meeting

The first aim of the meeting was to reflect on the experiences of the group with using the tool. The purpose of this session was twofold: firstly, to ensure that any changes or adjustments suggested by the group are implemented where possible; and secondly, to record the group's experiences in order that they can influence the design of the campaign roll-out to a wider private sector group. The second was to provide an opportunity for the group to discuss the communication campaign aspect of the Display campaign and share experiences and case studies.

Feedback on the Display tool

Adrian began the feedback by explaining that he has seen benefits from the poster but has issues with the usability of the tool. Adrian reported that he still finds it too hard to use – even on relatively simple case studies. He made the suggestion that a Wizard taking you through the basic steps followed by the more detailed or involved information would be useful. ACE will take this forward with Energie-Cities.

Adrian also found that that uploading a logo into the tool is very difficult as it has to be a very specific format and file size. This was supported by Phil Brown. In addition, Adrian found that uploading more than one logo for use on different posters was also very complicated.

Ian Brown suggested that a business plan tool he has encountered could provide a useful example of how the tool could be redesigned.

There were further suggestions that the poster/tool could supply more information than the grade of the building. Extra information suggestions made included: recommendations on how to raise the grade of the building although it was recognised that this would vary greatly on building type so might be unworkable; an indication of how far off the next grade you are; and by how much you would have to reduce your energy or water use to reach the next grade.

In contrast, Phil Brown reported he found the software easy to use but that it did not accommodate the mixed use building Pilkington occupies. Having tried to divide the building up and estimate energy and water use for the different parts he found that they could only make estimates with an accuracy of about +-20% which was not accurate enough. The division would only be possible with the adoption of sub metering which in the economic climate is not an option for Pilkington. He did note however that this issue was similarly encountered when producing an EPC.

Phil also noted that he felt that the tool seemed like somebody else's programme and not designed for the private sector.

Ian raised the point that usability of the tool is all important and that the responsibility for using the Display tool could rest with a number of different people in an organisation depending on where the

building energy and water use sits within the organisation. He noted that if it requires too much technical ability the task may end up being undertaken by an unsuitable person.

Phil noted that Pilkington would like to use the tool across all sites and build up some internal benchmarking. The addition of an industry or company standard line on the poster was proposed.

Phil presented a very useful outline of Pilkington's experiences with the Display project, from the internal dynamics and drivers around their involvement in the pilot to their activities with the tool and the wider internal communication campaign. The presentation is attached and Pilkington's experiences will be captured as a case study and in the pilot group report to funders. Of particular interest was the fact that the deciding factor in Pilkington's involvement in the pilot was the potential for involvement in the Display campaign to save money. This theme greatly influenced the following discussion on the opportunities and strategies for the roll out of the campaign to a wider group.

Opportunities for wider roll out

Adrian explained that six of his sales team have been offering use of the tool to hotel clients but none have yet taken it up. In addition, Adrian has found it hard to get people engaged. In a discussion about the possible reasons for this Adrian raised the points that it has to be easy to use but the benefits also need to be well advertised in order for it to be commercialised. He noted that in the current economic climate Display is a 'nice to have' not an essential which makes it hard to promote.

Phil Brown's experiences internally support Adrian's point in that he reported it very difficult to get buy-in for the pilot. He noted that concerns included how this project fits with other issues (eg new internal policies, LCA, recycling), the fact that the commercial team did not see immediate benefits, and the lack of potential for PR if the building achieved a poor rating (which, due to its mixed use, it most likely would).

Ian added that he felt the external issues like relatively low energy prices and the recession are working as barriers at present and that there is currently a lack of urgency.

Phil suggested therefore that case studies on cost savings would be a useful tool in communicating the benefits of Display.

Pedro asked the group if they felt that a good commercialisation strategy would be to advertise the fact that Display is the cheapest carbon management tool available.

Adrian responded that Megaman have recently undergone an carbon footprinting exercise which was very time consuming which means they would probably not repeat it for another 3-5 years. Phil noted that at even €1000 it is much cheaper than a consultant as in his experience to produce a DECC would cost a minimum of £10,000.

Adrian suggested that the commercialisation would depend on clever marketing to a very targeted audience and this audience would depend heavily on the progress Energie-Cities could make on including mixed use and production buildings in the tool.

Adrian also noted that he sees this tool being valuable for organisations that need to be able to prove they have done something. He also noted that it is a useful selling tool to provide alongside energy saving products to visualise the savings.

Ian suggested that he would like to get Display used in some landmark buildings like the Baltic Arts Building in Gateshead. He also suggested that a case study on the background story on the additional benefits and links that a network of private sector organisations can produce.

Finally there was some discussion on the date and design of the roll-out workshop planned for November 2009, in the proposed location of Brussels. Pedro suggested that some representatives of trade associations that are based in Brussels might be invited to hear the experiences of the pilot group first hand. It was suggested therefore that if the pilot group were happy to share their case studies with individuals outside of the group, representatives of relevant trade associations and other relevant individuals would be invited.

Due to time constraints the final agenda item, communication campaigns, was not covered but attached to these minutes is a short presentation of some summary lessons and experiences from those who have already undertaken campaigns around the Display poster.

Action Points

ACE

- To prepare and circulate a broad outline for the 2-3 page case studies that will be prepared with each pilot group member
- To discuss with Energie-Cities the suggested changes to the tool, extra information provision and benchmarks for, in particular, mixed use of production buildings
- To collect case studies on energy savings achieved from Display campaigns for use in the roll out

Ian Brown

- To provide information of the business planning tool he offered as a good example of an online tool

Pilot members

- On receipt of the case study outline, to begin to record their experiences with the Display campaign and produce a 2-3 page case study

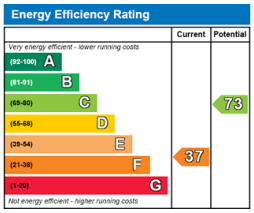
Proposed date for the next meeting: Roll out workshop in November – date to be confirmed.
Location: Brussels – tbc

Appendix E Energy Certification of Private Sector Buildings

Asset rating certificates

An asset certificate measures the intrinsic energy performance of the building based on its design; it is concerned with the skin of the building. Asset certificates form part of the requirement under Article 7 of the Energy Performance of Buildings Directive (EPBD):

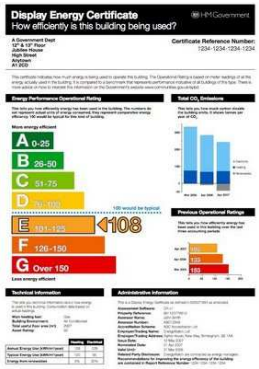
> *Member States shall ensure that, when buildings are constructed, sold or rented out, an energy performance certificate is made available to the owner or by the owner to the prospective buyer or tenant, as the case might be.*



This certificate is produced following an assessment of the building by a registered assessor. It must be renewed every 10 years and must include reference values such as legal standards and benchmarks. Finally it must include recommendations for cost effective investments which can be undertaken in the building to improve energy performance.

In the UK (commonly in Europe) the certificate shows a grade based on an A-G rating (see above).

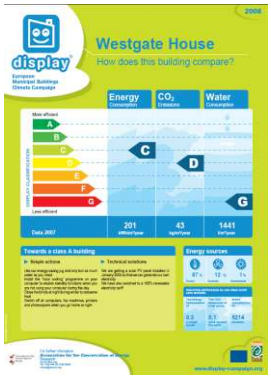
Operational rating certificates



An operational rating certificate measures how the building is managed and actually performs; it takes into consideration actual energy consumption data. **Operational rating certificates are not required for commercial buildings.** They are required under the EPBD for public sector buildings and must be displayed prominently (a future recast of the EPBD might extend the requirement to some commercial sector buildings). The assessment must be carried out by a registered assessor and be renewed annually. An advisory report accompanies the certificate which lists cost effective recommendations.

In the UK operational rating certificates are called Display Energy Certificates (DEC), (see above).

CYBER Display® in the private sector



The Display® campaign is a **voluntary scheme** entered into by organisations wanting to reduce the impact of their buildings and communicate their efforts. The Display® tool allows you to calculate your own building's **operational rating** and create a poster to display to staff and visitors.

The poster is one part of a **communication package** that is used to engage staff, visitors and other stakeholders on reducing the **energy and water** used in the building. The poster can be branded with the organisations logo and recommended steps to reduce energy and water use can be personalised. Minimum data are required to calculate the rating and the calculations can be performed using an online tool, so there is no need to employ an energy assessor.

There is no cost involved in re calculating building grades and producing new posters so progress made in energy and water use reductions can be tracked and communicated regularly.

The Display® tool has been used widely by the public sector across Europe, alongside the certificates required under the EPBD, and is available in 25 European languages making it an appropriate communication tool for multinational organisations.

Appendix F: Voluntary assessment and labelling schemes for existing buildings

There are a number of voluntary assessment, labelling and certification schemes available, based on both asset and operational ratings, a number of which are outlined below:

BREEAM In Use

http://www.breeam.org/page.jsp?id=122

BREEAM In Use is a tool within the large family of widely used BREEAM (BRE Environmental Assessment Method) tools developed by the Buildings Research Establishment (BRE) in the UK. The BREEAM method underpins many international tools. The BREEAM In Use tool is for use by managers of existing buildings assess the management of a building and improve its operation, including modelling the impact of any changes. The tool covers energy and water consumption and waste production. It can produce both asset and operational ratings but is currently only available for buildings in the UK (an international tool is in development). The tool can be used for a fee of £100, and a further £100 for certification.

EP Label

http://www.camcoglobal.com/eplabel

EP Label is a tool developed for the UK market for local authorities that are required under the EPBD to produce an operation rating called the Display Energy Certificate. The tool is available free to private sector organisations to produce draft (unregistered) DECs. The tool is designed for use by accredited assessors but is also open to non-accredited persons to enter building data and a draft Display Energy Certificate. Through answering a raft of questions in the tool, users can also produce an advisory report which list cost effective improvements to improve the energy rating of the building. EP Label has been approved by the UK government for use to produce Display Energy Certificates.

Energy star (USA)

http://www.energystar.gov/index.cfm?c=business.bus_bldgs

To qualify for the Energy Star label, a commercial building or manufacturing plant must score in the top 25 percent based on Environmental Protection Agency's National Energy Performance Rating System. To determine the performance of a facility, the EPA compares energy use among other, similar types of facilities on a scale of 1-100; buildings that achieve a score of 75 or higher may be eligible for the Energy Star. The EPA rating system accounts for differences in operating conditions, regional weather data, and other important considerations. The assessment software is free but in order to apply for the Energy Star certificate the assessment must be verified by a professional engineer. This ‘past the post’ award provides incentives to improve performance but does not provide a record of improvement and incremental awards as with an A-G rating.

The EPA also provides a guideline for energy management to assist organisations whose buildings do not fall within the top 25%.

LEED for existing buildings (USA)

http://www.usgbc.org/DisplayPage.aspx?CMSPageID=221

The LEED (Leadership in Energy and Environmental Design) for Existing Buildings Operations and Maintenance rating system, run by the US Green Buildings Council, certifies the performance on a range of sustainability issues of commercial buildings and high rise residential blocks. It is the US competitor to the UK BREEAM system. It builds on the popular LEED system designed for new buildings and addresses whole-building cleaning and maintenance issues, recycling programs, exterior maintenance programs, and systems upgrades. It sets out a raft of voluntary performance standards for the sustainable ongoing operation of buildings not undergoing renovation. It also provides sustainability guidelines for building operations, periodic updates of building systems, minor space use changes and building processes.

Green Star Office Existing Building (Australia)

http://www.gbca.org.au/green-star/rating-tools/green-star-office-existing-building-extended-pilot/1534.htm

Green Star is range of a BREEAM based building design (asset) rating tools similar to LEED. A new Green Star tool, Office Existing Building, is currently being piloted. Green Star is an asset rating. Unlike the LEED existing buildings rating system, the Green Star tool assigns a rating to the physical building and its services, independent of its tenants' operations or behaviour. Categories assessed include: management, indoor environmental quality, energy, transport, water, materials, land use and ecology. The ratings offer a one to six star gradient.

Green Rating system

This is a new global sustainability rating system (developed by Bureau Veritas with key players in real estate including ING Real Estate, GE Real Estate Europe, Axa REIM and Natixis unit AEW Europe) for existing commercial buildings that has been trialled in Europe before a launch towards the end of 2009 in the USA and Japan. The scheme will look at energy use, carbon emissions, water use, waste generation, health and location close to public transport

The EU GreenBuilding Programme

http://www.eu-greenbuilding.org/

Although not strictly a certification scheme, the EU GreenBuilding Programme incentivises and celebrates forward looking reduction in energy demand. Owners or occupiers of private and public non-residential buildings that reduce their energy use by 25% (below legal requirements for new build and compared to previous demand on existing buildings) achieve GreenBuilding Partner status. Once achieved, this status allows the organisation to use the GreenBuilding logo, is promoted via the website and in publicity materials, and can enter an awards process to win further recognition of their achievement. Achieving the status is accompanied by a process of auditing, action plan design and implementation and regular energy consumption reporting.