

How to build business cases for sustainable success in partnership with Equans

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Building business cases for sustainability in partnership with Equans

This guidance note enables professionals to translate data insights into impactful proposals that resonate with senior leadership and secure essential financial support for sustainability projects.

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Equans

In the UK & Ireland, Equans is a provider of technical services, FM, regeneration and energy services – with specialist capabilities in smart buildings, green mobility, district & embedded energy and decentralised renewables. Their 15,000 employees combine these activities to help businesses, public sector organisations and government to embrace the energy transition towards net zero - and also the digital & industrial transitions that are together redesigning the way people move, work and live.

From homes to cities, hospitals to central government, offices to industry: Equans supports customers by combining its expertise to provide low-carbon energy solutions, offer cutting-edge technical and FM services and deliver transformative regeneration.

Globally, Equans is a world leader in energy services with nearly 100,000 employees working in more than 50 countries.

[Discover more about the partnership at iwfm.org.uk >](https://www.iwfm.org.uk)



Panellists



Host
Sofie Hooper
Head of Policy and
Research, IWFM



Sunil Shah
Managing Director, Acclaro
Advisory



Matt Smith
Energy and Sustainability
Manager, Equans UK &
Ireland

Introduction

- Director level at Johnson Controls (CBRE), Jacobs and DPP across the building lifecycle
- Member of Government Sustainable Construction Taskforce, involved in first net zero discussions
- Involved with IWFM Sustainability SIG from 2002, being a Chair or member almost every year since
- Author of a series of books on the subject of holistic delivery of sustainability within the property sector
- Acclaro provides and runs the SFMI Programme, which has developed Scope 3 guidance for the FM sector in conjunction with IWFM
- Worked with UCL, Government and Carbon Buzz to run a curated knowledge transfer programme (CBxchange) across the building sector.
- Provided detailed training programme to support the findings from Building Performance Evaluation findings

We are a carbon neutral organisation, offsetting our Scope 1, 2 and 3 emissions since we started and setting up a Transition Fund to ensure effective climate progress

Energy Management

Previous Guide launched in Spring 2024

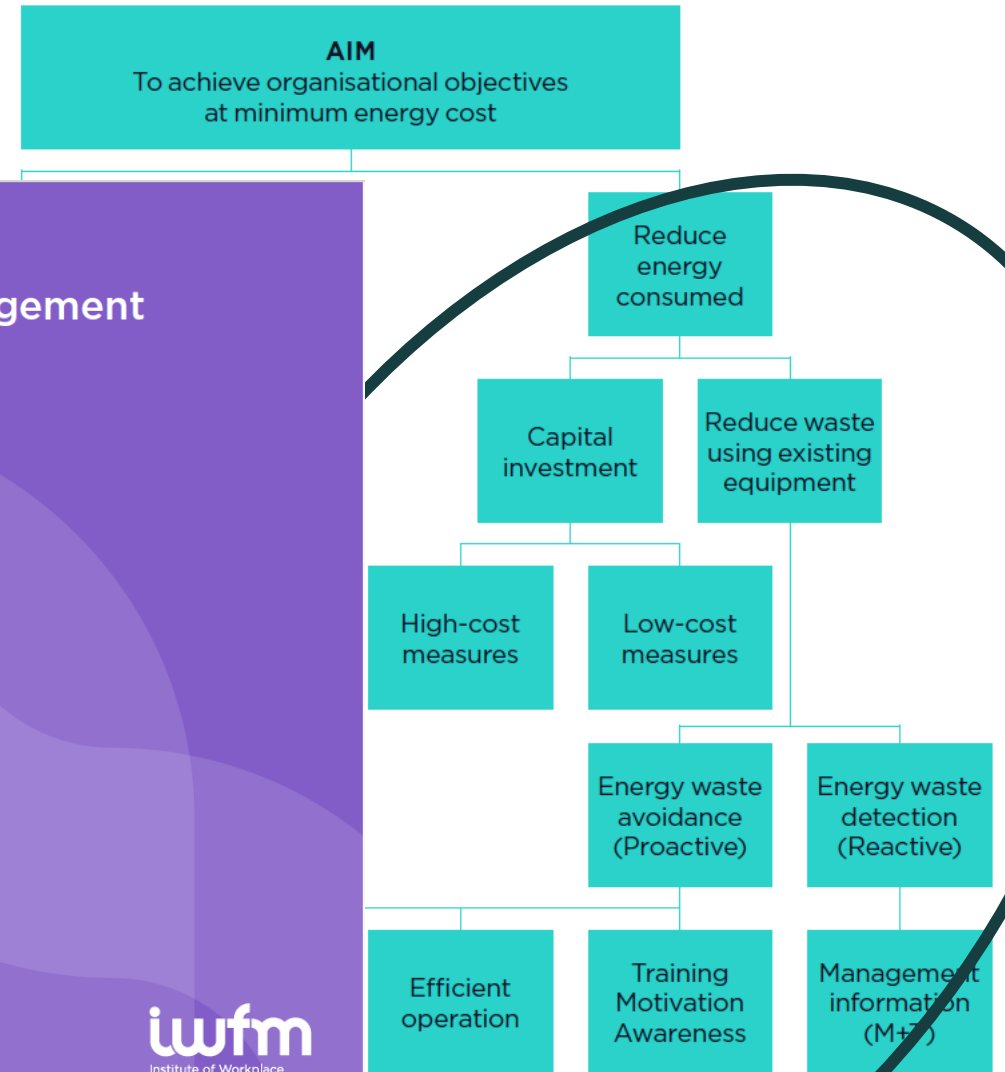
- Looking at energy management from an FM perspective to manage the demands of the customer, reduce costs, ensure compliance and meet corporate targets. This is not a straightforward role and relies upon clear engagement to enable effective decision making.

Who is this document for?

- Those responsible for existing buildings, referencing technical guidance documents.

What does the document cover?

- The GPG focusses upon reducing the energy consumed within the building, and the mechanisms associated with data capture, identification and implementation of efficiency measures based upon energy hierarchy, together with the communication and engagement of stakeholders, such as customers and senior managers.



Building a Business Case

The recent IWFM Sustainability Surveys have highlighted business case and ROI as a major barrier to implementing sustainability measures and involvement in decisions to achieve net zero.

In 2023, 57% of WFMs indicated that their organisation had ROI requirements that expected projects relating to energy efficiency/decarbonisation/net zero to breakeven or better.

The Carbon and Net Zero survey 2022 also identified that 63% of FMs felt high-upfront costs to installing technology, and commercial arrangements within contracts, were a barrier to their sustainability plans – for example solar PV on roofs negating warranties.

Introduction

1.1 What is the purpose of this document

- This document is written to help facilities managers to develop and present a structured business case for energy and environmental management aligned with their organisational needs. Most organisations will have their own template, with this guidance intended to focus on what information you need to share with senior budget holders to put the best business case forward to unlock the finances needed. This requires an understanding and interpretation of data to identify the insights necessary for presentation to enable approval.

1.2 Who is this document for?

- The guidance document will allow senior facilities managers to communicate effectively to senior individuals in their organisation (or client stakeholder if outsourced), and for junior FMs to engage within their department.

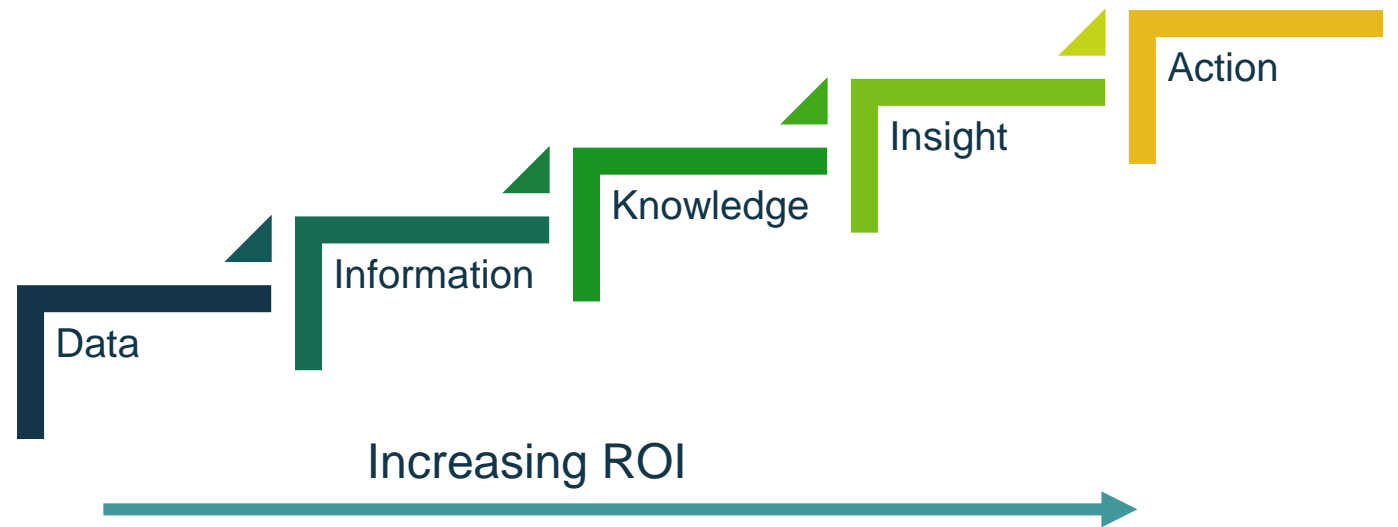
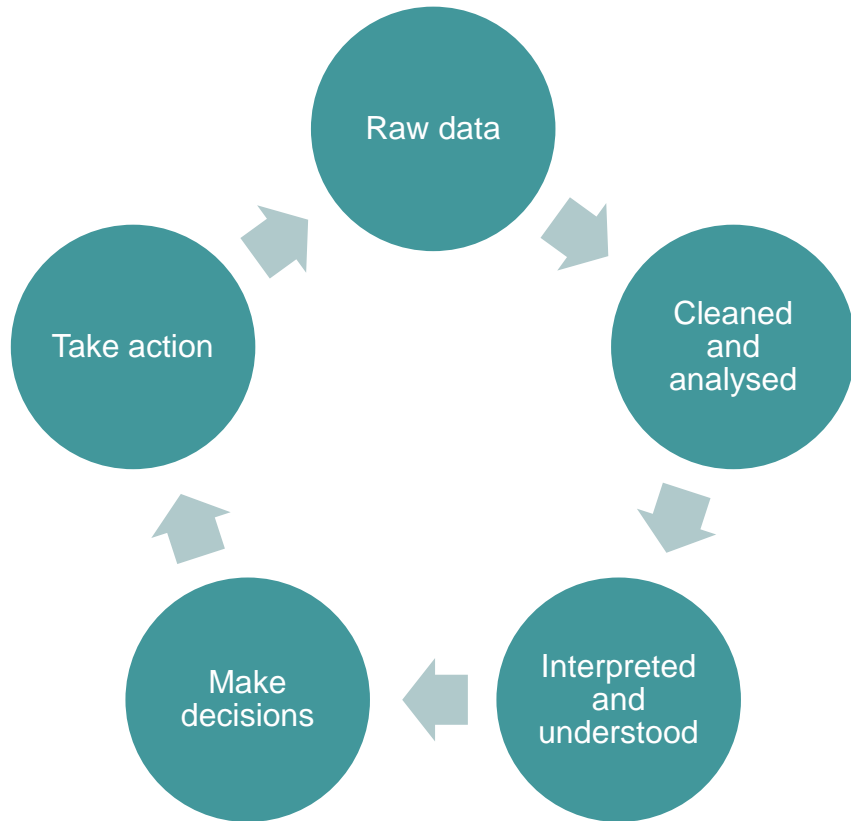
1.3 What does the document cover?

- Identifying features of existing buildings which can be exploited should be one of the first considerations when assessing the ROI potential. Each case will be unique, but there are common areas that would significantly enhance a comprehensive asset strategy, incorporating tenant demand, regulatory risk and competitiveness – as such they are important considerations for the business case

Business Drivers

1. Improving sustainability performance and bringing more space into rental use can increase the income for the property and occupancy rates, significantly improving the ROI of any project
2. Improving the operational controls within the building can reduce sickness levels and improve productivity, providing benefits on employee costs, improving the ROI of a project
3. Improved data and reporting can provide better metrics and identified more appropriate technologies which are more efficient in use, improving the ROI of a project

Key Issues



Aligning with the Business Strategy

1. How does the project allow the organisation to meet its strategic goals and targets?
2. How confident are you on the costs to implement and the likely savings (including wider benefits) being realised?
3. What are the risks associated with the implementation and are there means to mitigate or manage them?
4. Do you understand the finance processes sufficiently for the project calculations to align with the internal systems? What metrics are used to evaluate projects (see below)
5. How will the success of the project be measured at installation and in operation – how can this be communicated?
6. Have others in the sector and industry implemented the initiative and what has been the feedback?

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