




Explaining the need for grids
to an affected population
22th June 2012

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The world's leading sustainability consultancy



Agenda

I. Introduction
Environmental Resources Management (ERM)

II. Stakeholder Understanding

III. Communication
Building Trust and Participation

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Introduction

Environmental Resources Management



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Environmental Resources Management (ERM)

- ERM is the world's leading global sustainability consultancy providing environmental, health and safety, risk and social consulting services.
- We deliver innovative solutions for business and government clients, assisting them in managing their environmental and related risks.




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ERM Global Footprint




- Over 4.200 staff
- 140 offices in 40 countries
- 40 years of experience

- Projects in more than 170 countries
- Worked for 50% of the global Fortune 500 companies in the past five years

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Our Services



Sustainability
Supporting the development and implementation of Sustainability strategies, programs, and tools

Impact Assessment & Planning
We help you achieve project approval by managing your environmental, social, and health impacts


Transaction Services
Providing critical, time-sensitive advice on the sustainability risks and liabilities associated with mergers and acquisitions

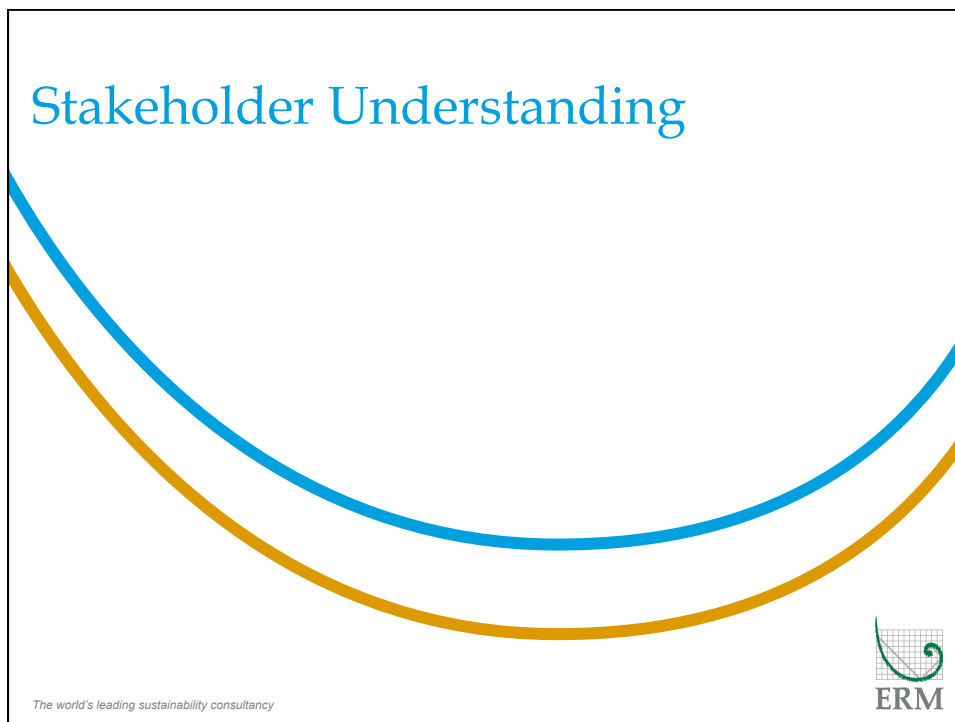
Risk Management
Quantifying & Managing safety risks associated with hazardous installations & processes, with the goal of protecting people, assets and the environment

Performance & Assurance
Helping corporations reach their environmental, health and Safety performance potential.

Air Quality & Climate Change
Helping clients to understand & manage the effects of their operations on the atmospheric environment and providing regulatory support.

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Lack of Trust in Policy Makers and Enterprises

„What is the biggest problem of our country?“

- 35% mentioned the dissatisfaction with politicians and parties, before unemployment (26%), nuclear phase-out (24%), price increase (20%)
- 63% indicated, that politicians don't act in the interest of the country
- 47% are of the opinion, that they can't influence the politic by elections
- Only 11% of the interviewed group trust entities and entrepreneurs

Stern-Umfrage, 4.5.2011

The winner of trust are independent entities and NGOs

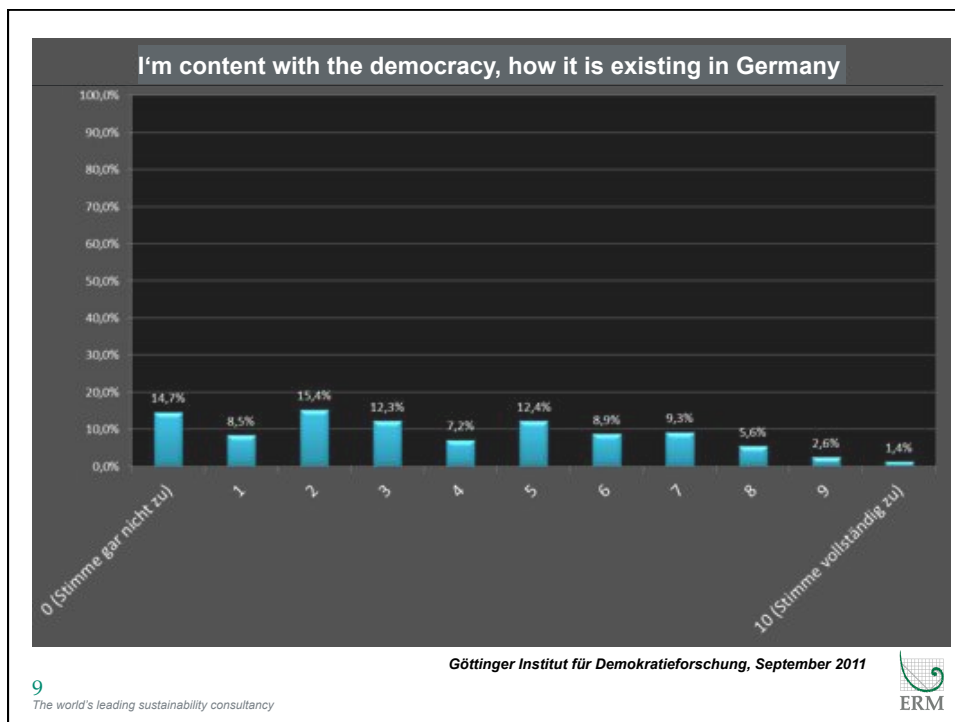
- 91% of the interviewed persons trust them in the same way as their friends
- 73% listed NGOs like Greenpeace, WWF, Foodwatch (this is an increase of 17% in the last two years)

Trendbüro, 4.5.2011

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Motivation and Reasons

- Dissatisfaction with the performance of the political system
- Lack of possibilities to influence effectively the political decision-making process with own perceptions, needs, and concerns
- They have the knowledge and skills to discuss with decision-makers and corporate representatives the technical details
- They have a high communicative competency in the field of classic and new media
- They are not progress pessimists, but they want to be involved in the decision making and implementation process for new techniques

Communication

Building Trust and Participation



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Need to Facilitate Communication and Mediation



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Communication Role

Implementation of planned major projects

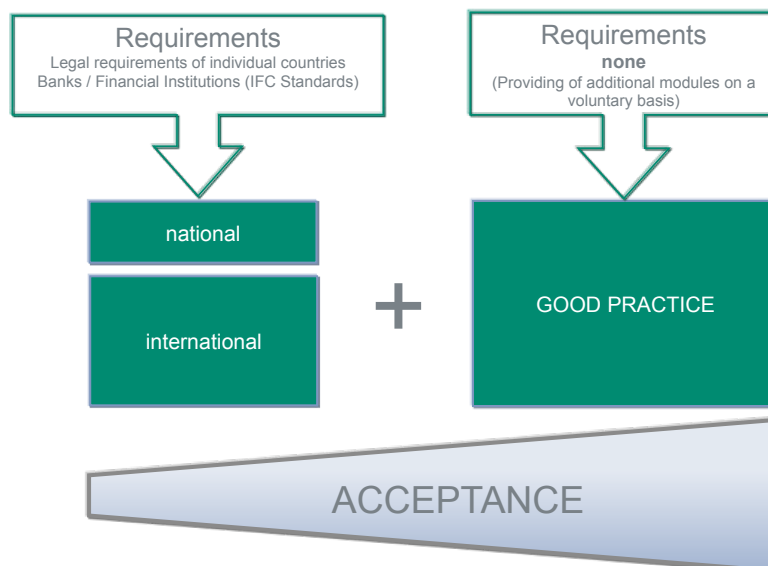
- Citizens want to be involved in decisions, especially if their immediate personal environment is affected.
- The trust in politics can change rapidly.
- The ever escalating societal discussions make one thing clear:

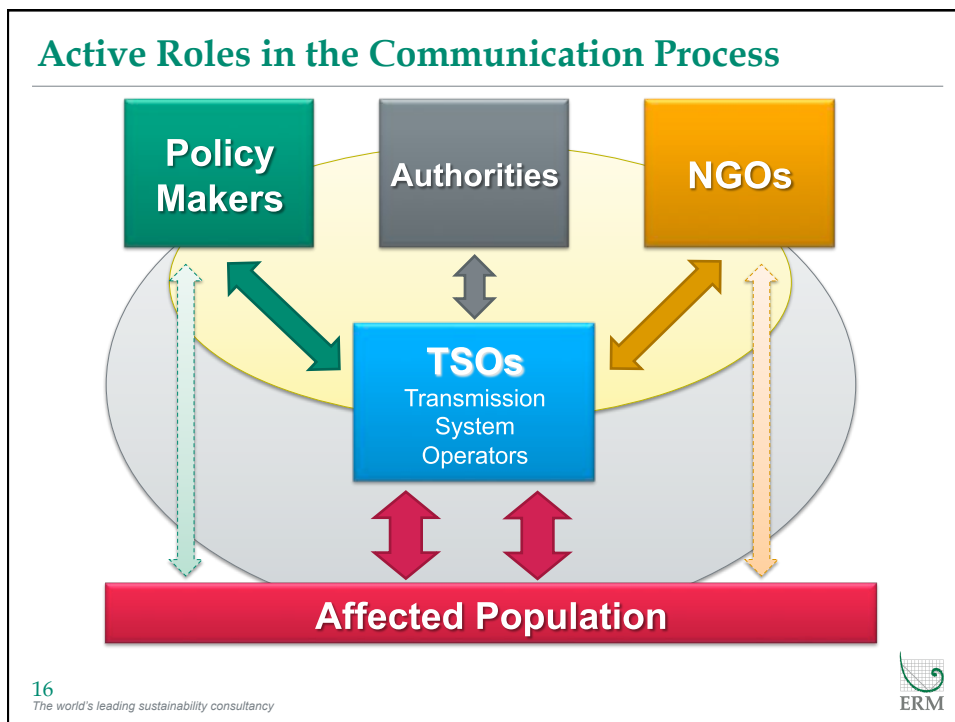
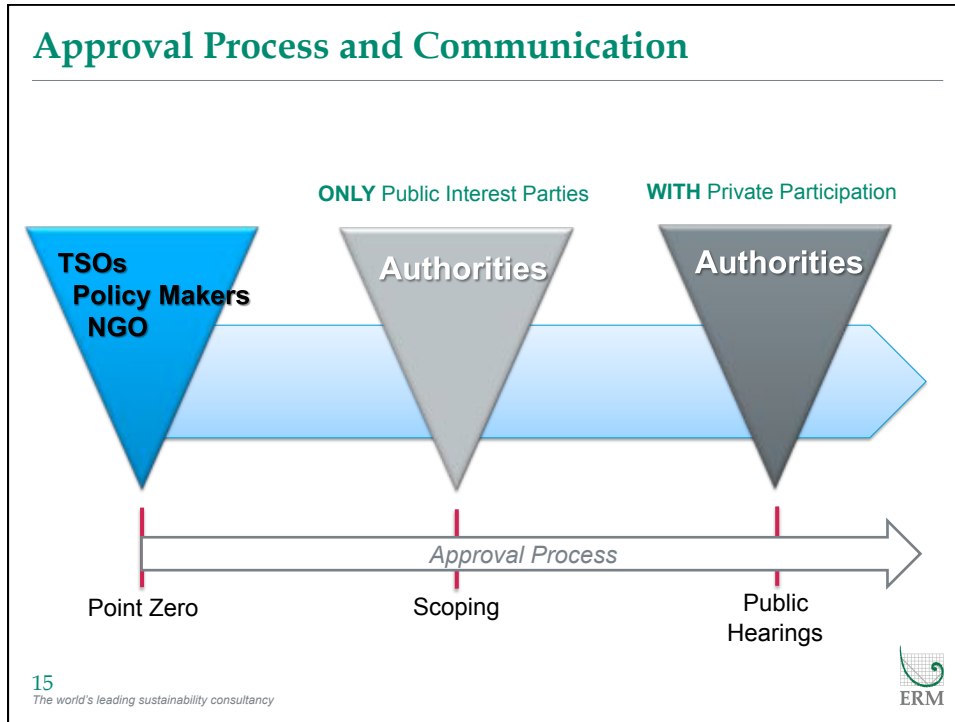
Early communication and involvement of stakeholders is more important than ever.

The most determining questions are:

- How do angry citizens and the affected population become conflict partners?
- What role does communication play in this context?
- How large is its stake in successful project development?

Communication in the Project Cycle





Policy Makers

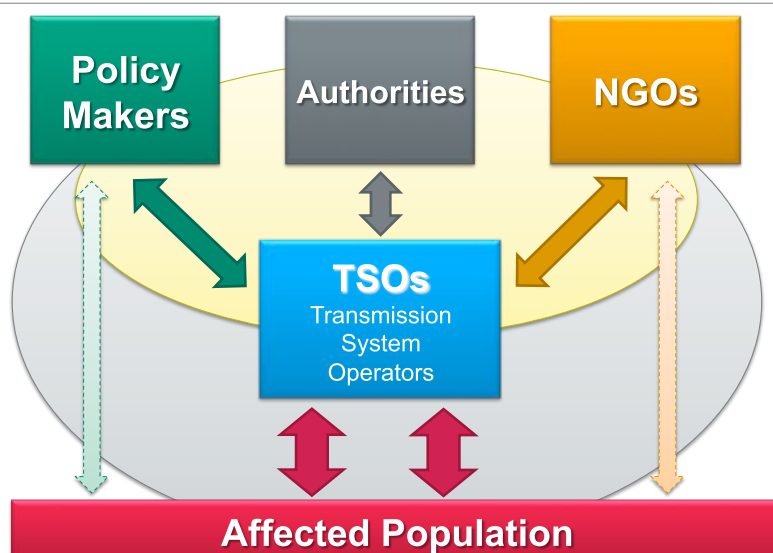
- Trust and credibility have to be regained and maintained.
- Coordination of political decisions on all levels (country to regional).
- Local politicians have the most important role. A close cooperation with the TSOs on a local/ regional level is absolutely necessary.
- A “blockade” attitude and propaganda against the project does not help, and even makes it worse by creating new conflicts and confusing citizens.
- A regular discussion round is obligatory. Results/ compromises achieved together have to be communicated as “common” findings.
- Consultation hours are required.
- Country and state political approaches have to be communicated in layman's terms and the local politicians have to build up a close relationship to higher levels to demand regional concerns.



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Active Roles in the Communication Process



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NGOs

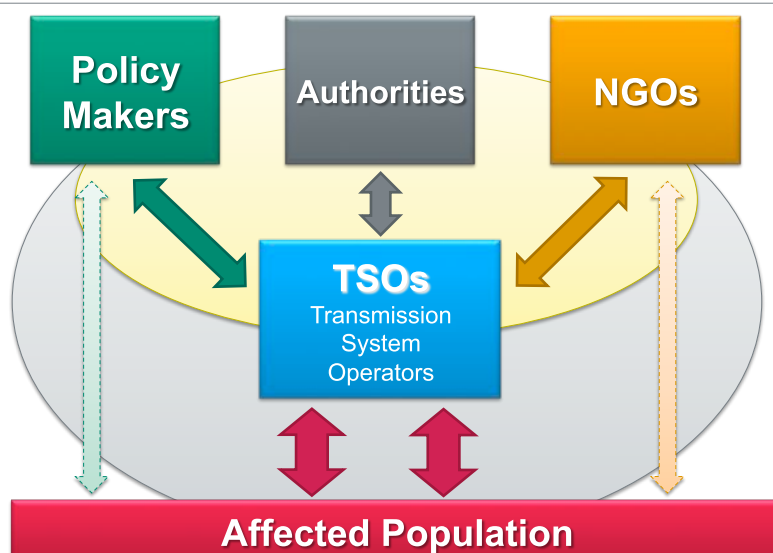
- They enjoy an excellent reputation among the population.
- They have to define their social role new: from anti-nuclear demonstrators to renewable energy campaigners. This includes, supporting the energy turnaround and being aware of the technical limitations of the energy transmission of underground cables.
- In cooperation with the TSOs, they can fulfill the role of mediators and translators.
- A close cooperation in every project would be productive for both sides, as planners can then avoid in very early stages, interventions on nature and landscape, as well as impacts on the living environment of the citizens.



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Active Roles in the Communication Process



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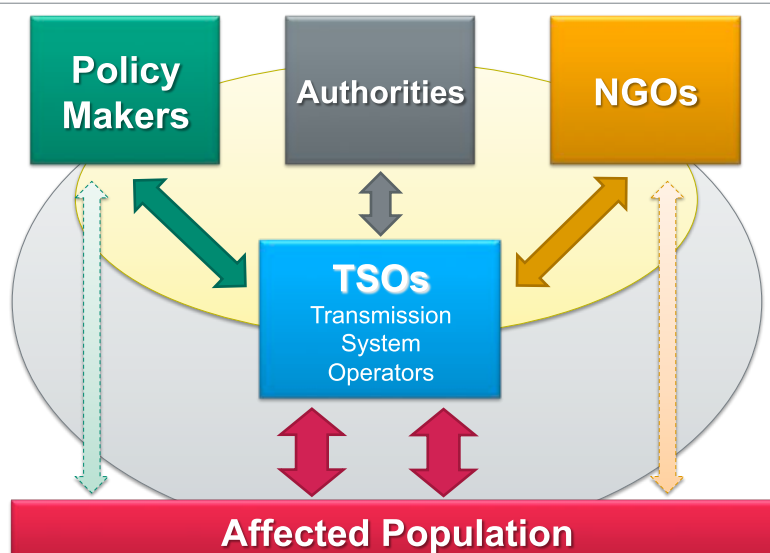


Authorities

- Have an important role for the TSOs in the planning and administrative approval stage to include the individual concerns.
- Play a role in the communication process, which is required by law – as evaluators of the objections of the affected local residents.
- Public hearings are an essential part of the approval process and the only official way for the population to be part of the decision making procedure.
- The authorities ought to give residents a better understanding of how the decision was made.



Active Roles in the Communication Process



Transmission System Operator

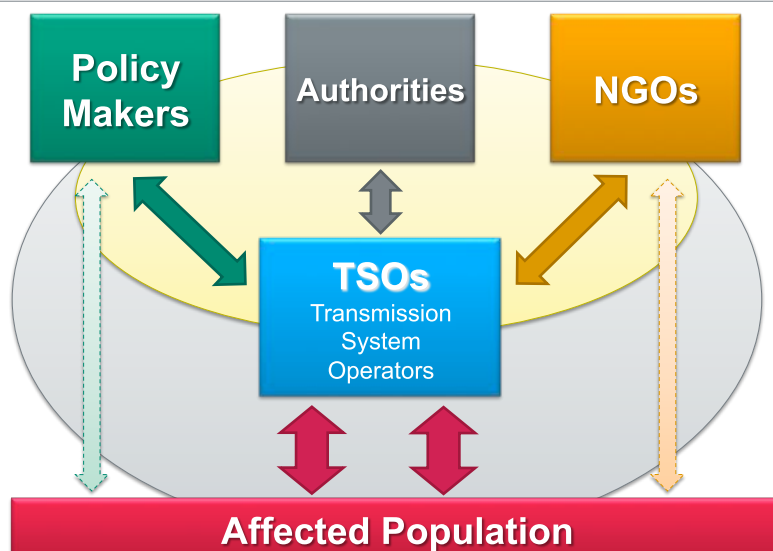


- TSOs have in the whole approval process the most important and crucial role.
- TSOs are the developers and the operating companies. Their tasks are to communicate the necessity of the expansion at an early stage.
- TSOs have to clarify that they don't make the decision by themselves (technical implementation of the energy turnaround)
- TSOs have the central function to gather all different influencing parties around a table at "point zero", in order to advance the development processes.
- TSOs have an important task in providing all different information and keeping it up to date, and in centralizing all relevant information regarding the planning process.
- TSOs have the role to combine the informal procedure (mediation) with the mandatory formal procedure (required by law).

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Active Roles in the Communication Process



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Affected Population



- The first time citizens feel affected is when they are threatened in their personal environment. This is often very late in the planning stage.
- They are driven by fear of losses:
 - Fear of negative health effects
 - Fear of loss of retirement provision
 - Fear of destruction of the recreational environment
 - Fear of loss of participation
- A high voltage transmission line has no positive benefit, only negative impacts.

Conclusions and Measures

- Prevent potential “blockade” attitude of the affected public
- Prevent loss of confidence (Policy Makers, Authorities, TSOs)
- Prevent loss of corporate image (TSOs)
- Minimize and avoid time and cost associated legal proceedings
- Accelerate permit risks procedure

Be so cooperative, open-minded and transparent as possible!

Any decisions taken, have to be implemented!

Be proactive – not reactive!

Thank you for your attention!

*Lack of trust is not the
result of difficulties.*

*Difficulties have their
roots in lack of trust.*

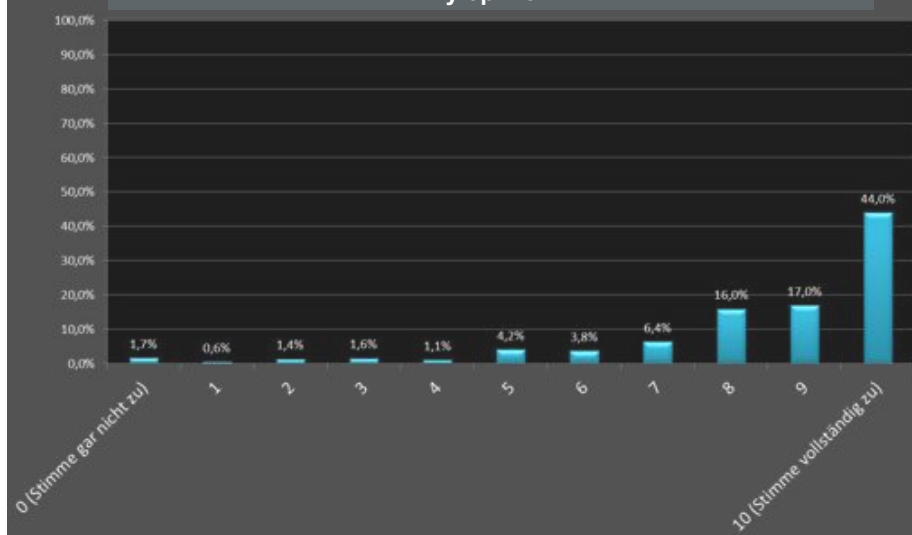
Seneca



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The politicians are only interested in my vote and not in my opinion.

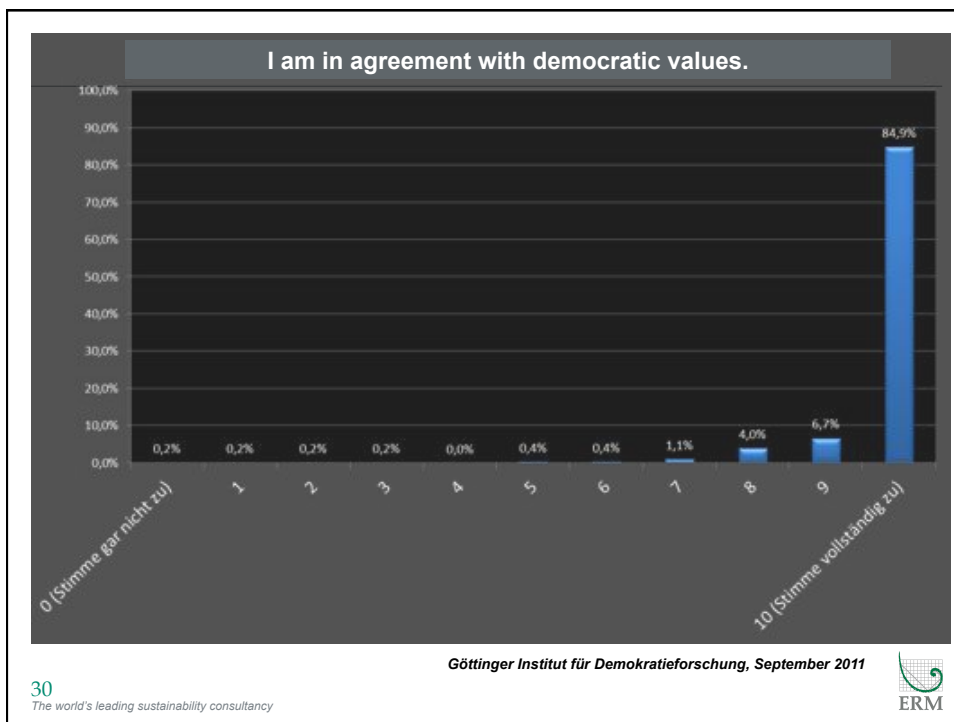
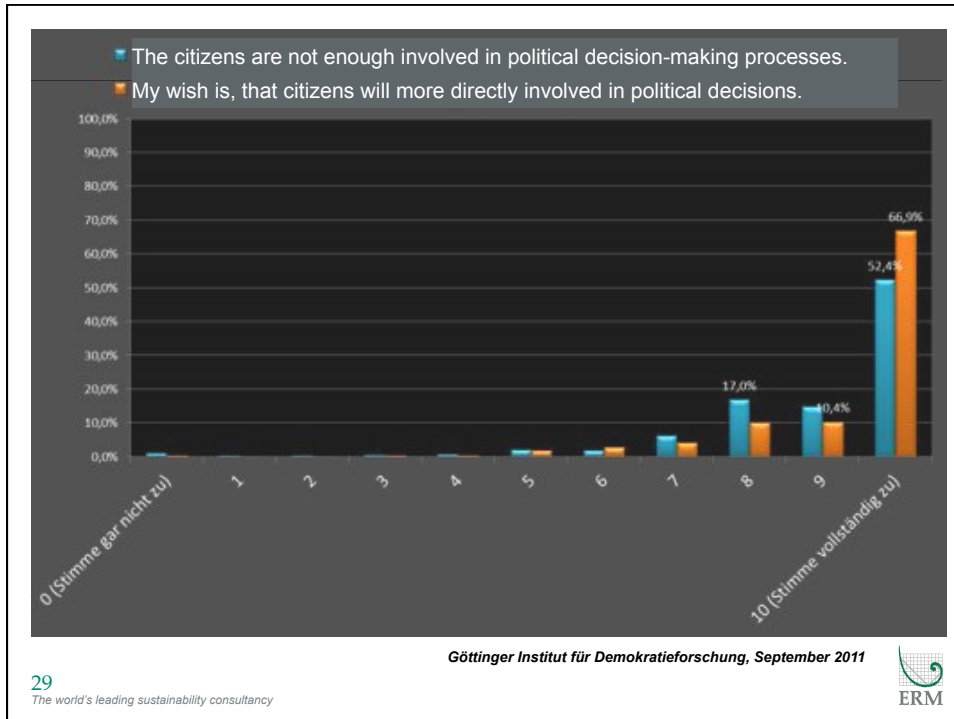


Göttinger Institut für Demokratieforschung, September 2011

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... but positive towards a round table?

title Hildesheimer Allgemeine Zeitung
circulation 42.180
issue 23/05/2012
page 18

Hildesheimer Allgemeine Zeitung



Störche im Korridor, Frust im Konzern

Nächster Schritt für 380-kV-Trasse gestern im Kreishaus / Tennet zeigt sich enttäuscht von Bundes- und Landespolitik

„Die Atmosphäre war sehr sachlich, die Beteiligten kennen sich und ihre Positionen ja seit Jahren“, meinte BI-Vertreter Guido Franke aus Lamspringe. Dass die Straßenbau-Behörde ihn und seine Mitstreiter an den Tisch gebeten habe, sei nicht selbstverständlich: „Das müssen die nicht machen.“ So blieben die BIs gut informiert – „und als Feigenblatt fühle ich mich hier nicht, unsere Anmerkungen werden ernst genommen.“ Das soll auch bei den „Planungsbegleitenden Arbeits-

gruppen“ so sein, die Tennet bald ins Leben rufen will. Das verspricht zumindest Konzernsprecher Markus Lieberknecht. „Wir wollen jeweils vor Ort Vertreter von Politik, Landwirtschaft, BIs und sonstigen Institutionen zusammenholen, um auf kommunaler Ebene über Details der Planung zu sprechen.“ Das habe Tennet noch nie gemacht. Rund 20 Personen pro Kommune sollen dann dabei sein, Start ist voraussichtlich im Juni. „Im Laufe des Jahres wollen wir auch noch zu mehreren lokalen Informations-Veranstaltungen für die Bürger einladen, um sie über den Stand der Dinge zu informieren.“

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