Questions for Interviewees

Chris

1. Describe your role in your company. Management? What level?
   1. Work for Matthews International (11k employees). Manufacturer of a variety of things, but mostly caskets and headstones.
   2. Transportation category manager. Any transportation related spend. Mange vendor relationships, contracts, software, truckloads, etc.
   3. Have a goal of reducing GHG emissions by 20% by 2030. Focus is on scope 1 and 2. Not ignoring scope 3 and 4 emissions.
   4. What is your background?
   5. Chris is category manager role. Senior Manager level.
2. What does your company do?
3. What are your normal objectives?
   1. Chris was given ~2 months to propose this.
   2. Had to brainstorm own solutions for sustainability and proposed one.
   3. Has approval to move forward on achieving these objectives separately.
   4. **SmartWay** certification by EPA. Provides different calculators.
   5. Step 2: outfit vehicles
   6. Step 3: Look at moving to fully electric.
      1. Will be testing or seeing how others perform first. Give it a year or two.
4. How often do you produce these reports?
   1. Proposal and presentation a one time thing. Will need to get approvals later to do outfitting, finding charging stations, networks, understanding economics.
5. What information is critical for you? How do you collect it?
   1. Work with fleet management companies (Ryder and Merchant Fleet’s solutions) or vendors to get information. Could also help them get funding from the government and lease directly through these.
   2. **Will have to do a substantial amount of in-house research.**
   3. Cost of trucks? Funding available? Calculations. Local utilities on building charging network. Cost to build out the network?
   4. **What’s the cost and emissions savings to be realized?**
   5. Will be leaning on vendor partners to help with consulting and analysis.
   6. A lot of google searches, conferences, LinkedIn
6. Who do you worth with? Consider internal and external parties.
7. How does this collaboration work?
   1. Company has a sustainability team. Developed some pledges.
   2. Used EPA SmartWay as a resource.
8. What are the major pain points of this process? Describe each.
   1. SmartWay
      1. Gathering data and plugging it in
      2. Data availability. What’s accurate. What’s a good base?
   2. Finding vendors to help outfit vehicles, fuel alternatives, conduct analysis, what’s the return on investment
   3. Charging network, costs, emissions savings
   4. Tracking and reporting these metrics
   5. Questions on equipment. How long will last? Other issues that might come up?
   6. Leverage data from others in industry
9. Major pain points of your collaboration?
   1. Sustainability, IR, marketing
10. Where is data opaque or difficult to find?
    1. **Where do you find this data?**
    2. Most inhouse stuff telematics or from fleet management companies. Pulling in estimated costs.
11. Fast forward 5 years to track metrics
    1. **Need to have a solution to track metrics on trucks.**
    2. Have telematics feeding information to them currently.
12. What would an ideal solution look like?
    1. **Somehow to mainstream that data reporting process.**
    2. Share it with the right folks and understand it.
13. How did you build your knowledge?
    1. Leveraged connections, google searches, SmartWay, LinkedIn, calculators from vendor partners.
    2. Used ChatGPT to ask steps to create a sustainability program

Emil

1. Describe your role in your company. Management? What level?
   1. Was a postdoc on Carnegie Mellon developing new materials. Commercializing software to develop new materials.
2. What does your company do?
3. What are your normal objectives?
   1. During postdoc, managing grants. Two parts – one is research, the second is follow up funding. What does this research result in, economics-wise. Every three months they submit to the government. Have a summit around strategies, what’s the merit of the work?
   2. **Trying to tell a story, but data is fragmented around the story. How much will software tool reduce the cost? – There is a lot of data that is out there, but sometimes not easily comparable. Trying to “connect all these data points into a coherent story”. Trying to validate the TEA. When trying to get into specific detailed analysis.**
   3. Will this work carry on into new venture? Get away from macro-level reports. Stick to bottoms-up approach of a certain number of companies.
   4. Will have to find granular data to support robust TEA.
      1. Will use SEC filings of different funding rounds.
         1. Certain disclosures from companies. News sources. Startup trackers.
         2. Some news sources or public announcements from companies.
      2. For material startups, need access to certain data.
4. How often do you produce these reports?
   1. Relatively simple TEA. What is the cost per mass. Comparing materials. Comparing processes for synthesis, materials**. A lot of comparative analysis**. Used industry reports.
5. What information is critical for you? How do you collect it?
   1. Providing them ability to get insights faster from internally-generated models
   2. Many industries have high walls. Glass for example, is well-known to be SiO2, but the additives in glass is what’s kept secret.
   3. There is a lot of value of trying to massage data into a story. Try and take heterogenous data and form into a homogeneous story. How to align into a single direction.
   4. When doing research, you lose site of the story you’re telling. Write, research, write, research, iterate until you get to a point where things start to coalesce.
   5. Keeping an eye on the story. Start to diverge from the story until you realize you have deviated too far and now have to re-align.
   6. Being mindful of “what’s ready to be put into a report” vs. just continuing to work on research.
6. Who do you worth with? Consider internal and external parties.
7. How does this collaboration work?
8. What are the major pain points of this process? Describe each.
9. Major pain points of your collaboration?
10. Where is data opaque or difficult to find?
11. Fast forward 5 years to track metrics
12. What would an ideal solution look like?
13. How did you build your knowledge?

Stephanie

1. Describe your role in your company. Management? What level?
   1. Research Associate at non-profit. Houston Advance Research center. Focus on sustainability research. Have clean energy and water team. She works on clean water team on industry and community side.
   2. Before this job, was working on phD on air quality.
2. What does your company do?
3. What are your normal objectives?
   1. On industry side. Getting a good picture of what current energy transition goals are for climate change and equity. **What is industry doing on this side?**
   2. **Interviews with stakeholder relations groups. Background research on best practices on climate equity and how to make this work smoothly.** Go from science to human side.
   3. Put together technical reports or white papers for broader audiences. Focus more on reports towards project team or for grants.
4. How often do you produce these reports?
   1. Two white papers per project in a year, but probably up to 5. The first one is a “pilot” phase for interviews. The second is a toolkit or framework for industry to use.
   2. **Getting industry information organized to them**. Being able to organize interview takeaways. Have recently added design folks.
   3. **Going through public/ESG reports and pull out where they’re working, priorities, plans.**
   4. The team size is 3-5 depending on the project. Some are doing research, some design, some interviews. The more projects they can get through, the more money can be brought in.
   5. The synthesis of interviews, info, **data cleaning,** etc. would help mainstream process.
   6. On community side:
      1. Focused on communities perception of industry practices. Understanding what main community concerns area.
      2. Education and workforce development are not necessarily priorities for communities.
      3. Using the communities to understand how well industry strategies are working.
      4. Are the benefits really flowing.
      5. A consortium of companies and larger community groups will get these reports.
5. What information is critical for you? How do you collect it?
   1. On community side. It can take 1 to 3 months.
   2. Main bottleneck are identifying communities that are most relevant.
   3. There is a level of distrust – so reaching enough community members to get responses.
   4. Some folks are existing relationships. Some companies have community advisory councils.
   5. Focus on local non-profits or advocacy groups.
   6. Get around 30% responses as a baseline. Past groups where collaboration is higher.
   7. As you get futher from emissions sourcse it peters out.
6. Who do you worth with? Consider internal and external parties.
7. How does this collaboration work?
8. What are the major pain points of this process? Describe each.
9. Major pain points of your collaboration?
10. Where is data opaque or difficult to find?
    1. The more local the data, the more difficult is to get.
    2. Rely on EPA initially, but need neighborhood level impacts.
    3. **Tracking down right data sources.**
    4. Understanding technologies industry uses. Understanding technical aspects of energy.
    5. Used company websites to better understand.
11. Fast forward 5 years to track metrics for success.
    1. Closing projects out. Getting deliverable out.
    2. Managing projects along the way and managing work going forward.
    3. A lot of emphasis on how things are delegated and how team works.
    4. Once the white paper is out, work is done. But work mostly stops there.
12. What would an ideal solution look like?
    1. She spends a lot of time putting together Gantt charts and flow of project.
    2. How to make project more externally focused, get things done a little faster.
    3. Some guiding principal in project flow or classic steps in moving things forward.
    4. Collaboration and flexibility are key. One person in charge of one section and nudge team members to move along.
    5. Checkpoints in terms of sustainability. What are the steps to follow.
    6. Has done some alignment with others in past projects.
13. How did you build your knowledge?
    1. Understanding of technologies and concerns of. Don’t need to be an expert.
14. Have you use ChatGPT at all? How so?
    1. Used ChatGPT for help coding. Most of report writing.