

Webinar

Thursday April 3rd 2025, 11am-12pm (CEST)

The Power of Contracts: Unlocking Sustainable and Circular Business Practices



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Head of Built Environment



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Housekeeping

Session Duration: The webinar will run for 60 minutes including a Q&A session at the end.

Recording & Resources

- The session is being recorded
- Slides and materials will be shared after the webinar via email and on LinkedIn

Chat / Q&A

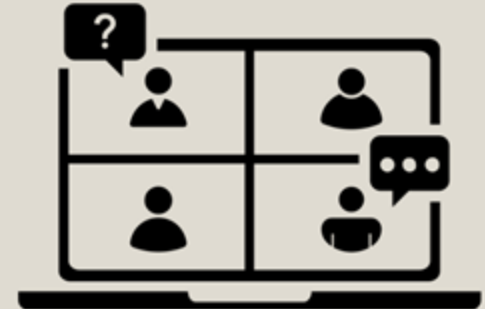
- Please use the Q&A box to submit questions at any time
- Use the chat for comments, networking, or technical issues

Polls & Interaction

- Participate in our live polls

Stay Connected

- Look out for a feedback survey at the end (help us improve!)
- For follow-ups or further discussions, feel free to reach out



We hope you enjoy the session and thanks for joining us



What are the biggest challenges to advancing a more circular and sustainable built environment?



1. Limited market demand and resistance to change (e.g., low awareness, preference for traditional models)



3.64

2. Higher costs and financial uncertainty (e.g., investment risks, unclear ROI)



3.41

3. Lack of regulation and enabling policies (e.g., insufficient incentives, unclear guidelines)



2.68

4. Limited end-of-life infrastructure and material recovery (e.g., inadequate refurbishing / remanufacturing systems)



1.59

5. Lack of technical or design capabilities (e.g., insufficient expertise in circular principles)



1.55



MEENA KAMATH
Head of Built Environment

Climate clauses in contracts


Meena Kamath





How will you meet your sustainability goals and comply with your climate transition plans if you're signing up to agreements that don't reflect those goals?

Contracts can help to...

- **Start a conversation** with an ambitious supplier
 - **Set a framework** for how parties will work together to meet a particular goal
 - **Demonstrate commitment** to investors, regulators, stakeholders
 - **Set a plan to meet** your goals by making the steps to meet these goals legally binding
- 

3,400

professionals
collaborating

335

participating
organisations

113

countries

The Chancery Lane Project

The largest global network of lawyers and business leaders using the power of climate contracting to deliver fast and fair decarbonisation.



A few of our contributors...

Law firms

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- Akin Gump
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- Slaughter & May

Non-law firms

- Bank of America
- Bloomberg
- Carbon Literacy Project
- Ecotricity
- Goldman Sachs
- Infrastructure Sustainability Council
- LandSec
- Loan Market Association
- Rolls Royce
- Global Buildings Performance Network

Our content

We're a non-profit. Our content is open access.



Guides

Simple best practice guidance on how to reduce emissions using contracts

Best for non-lawyers



Clauses

Climate aligned clauses you can use in commercial contracts and legal documents

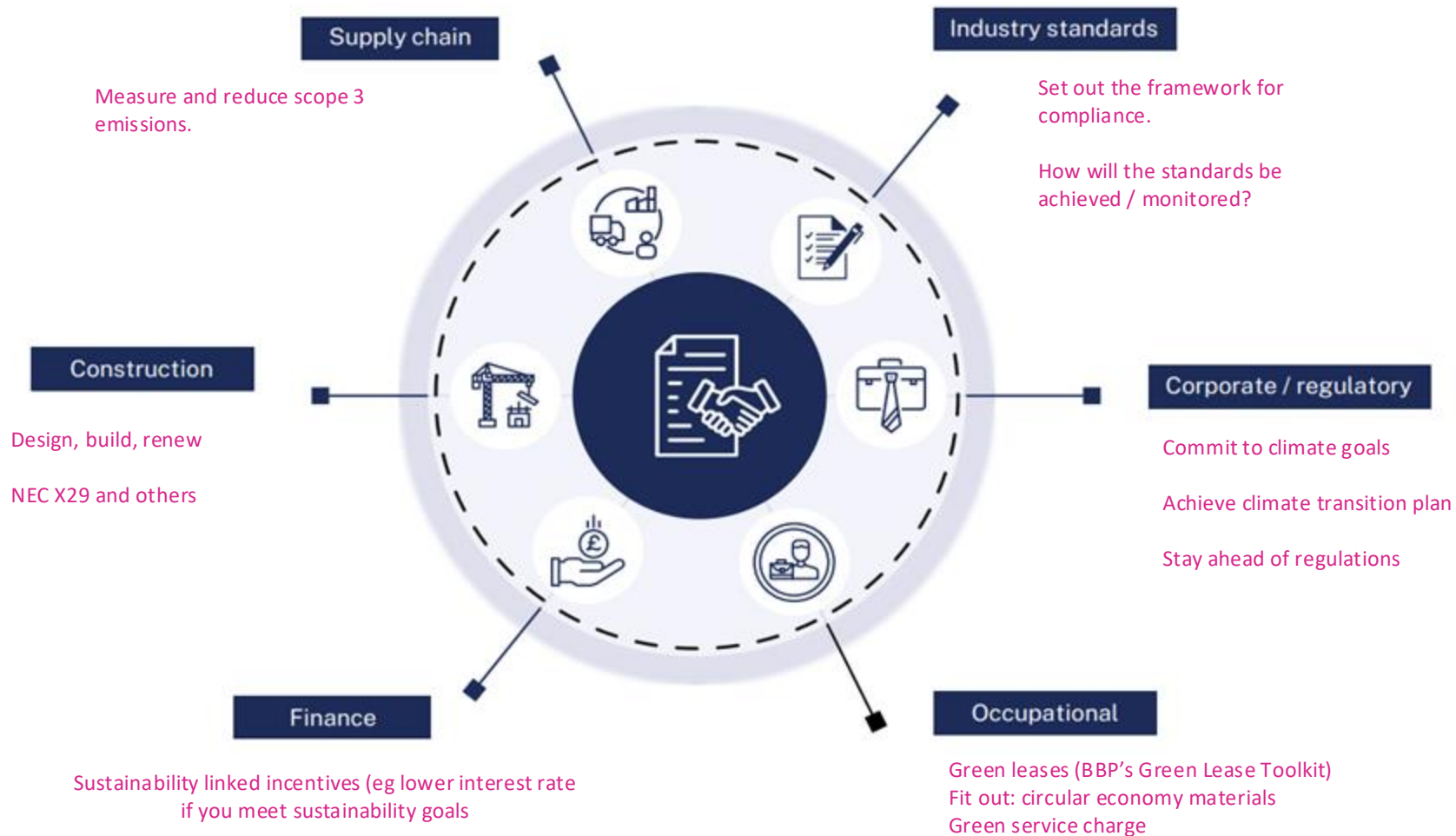
Use with legal advice



Glossary entries

Standard definitions to help you draft climate aligned contracts

Develop your knowledge





Owen's clause

Cascade climate targets through supply chain

- **What?** A clause that aligns a business's net zero targets throughout its supply chain.
- **How?** Supplier to set and report on particular NZ targets; ensure subcontractors do the same.
- **Consider:** how to work with smaller suppliers to achieve this



Alex's clause

Design with reuse in mind

- **What:** product to be manufactured in a way that it can be repaired/recycled at end of life
- **How:** sets out particular “circular design requirements” - these should be tailored to the fit out and project
- **Consider:**
 - What happens if they can't achieve it?
 - Any obligation to take back and reuse/resell?
 - What about insurance or certifications?

Case study



- TEAM 2100
- Circular economy clause (certain % materials used to be C2C certified)
- Supplier engagement

BURO HAPPOLD

- Include climate clauses in their standard appointments across a wide range of projects (£1k - 60k)
- No push back from any counterparty.
- Senior management and leadership endorse the clauses.



Case study

FIELD

- Develop large-scale battery storage in the UK and Europe
- Finance: interest rate incentive mechanism
- Construction
 - Climate-aligned modifications
 - Waste management
 - Materials and carbon budgets
- Leases: circular economy principles

Which contracts to start with?

- **Length:** longer term = carbon locked in for longer
- **Counterparty / project:** likelihood of agreeing the provisions (e.g. level of sophistication)
- **Which provisions:** what are the highest emitting parts of the project, and how can clauses be incorporated to help reduce this
- **Guides:** see TCLP guides “Introduce climate provisions to contract parties”
- **Carbon intensity:** choose high emitting contracts to achieve higher impact



What makes a good clause?

- A shared commitment
- Implementation and compliance is supported by internal teams
- Specific and measurable
- Balance ambition with practicality
- Counterparty fully understands what they need to do



Start conversations early

- Pre-deal stage (get it in the heads of terms)
- Consult key decision makers (legal / procurement / design)
- Collaborate
 - Recognition that across complex supply chains, everyone is at a different stage on their journey
 - Open communication about what support may be needed, or available
- Use pre-contracts docs eg DDQs
- Anticipate common barriers





The background is a solid dark blue. In the top-left, bottom-left, and top-right corners, there are large, thick, pink geometric shapes that resemble stylized chevrons or corner brackets. The bottom-right corner is empty.

Thank you



MICHAËL JORIS
Business Development Manager

ETAP tomorrow's light

ETAP LIGHTING INTERNATIONAL NV

Who we are?



Founded in 1949
in Antwerp



Family owned lighting
company



HQ, R&D and production in
Malle, Antwerp



European quality



275 employees

ETAP, YOUR PARTNER IN SUSTAINABLE LIGHTING

Contribute to a comfortable and safe working environment



HEALTHCARE



INDUSTRY



OFFICES



EDUCATION



INDOOR SPORTS

ETAP, YOUR PARTNER IN SUSTAINABLE LIGHTING

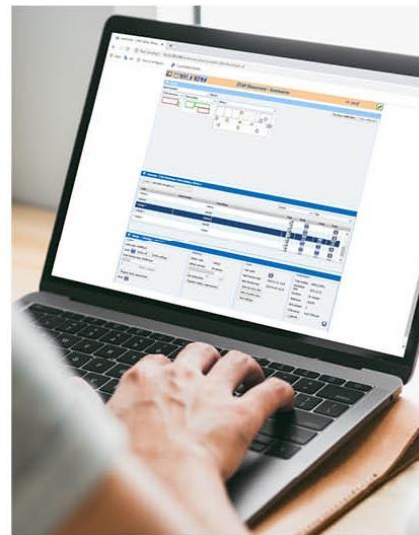
A complete solution with European quality



EMERGENCY LIGHTING



LIGHTING



CONTROL SYSTEMS



SERVICES

ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

Circular Light as a Service : Case refurbishment BE-Waregem



C-LaaS Project Sint-Paulus College Waregem

minimally invasive solution
20% fewer luminaires
80% refurbished fixtures
77% energy savings
20-year performance obligation
contract

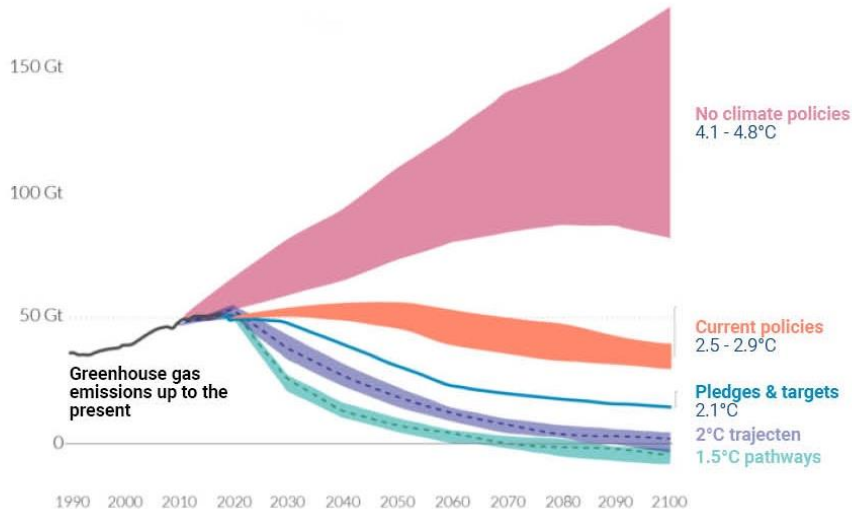
ETAP, YOUR PARTNER IN CIRCULAR LIGHTING

Facing 2 mega challenges



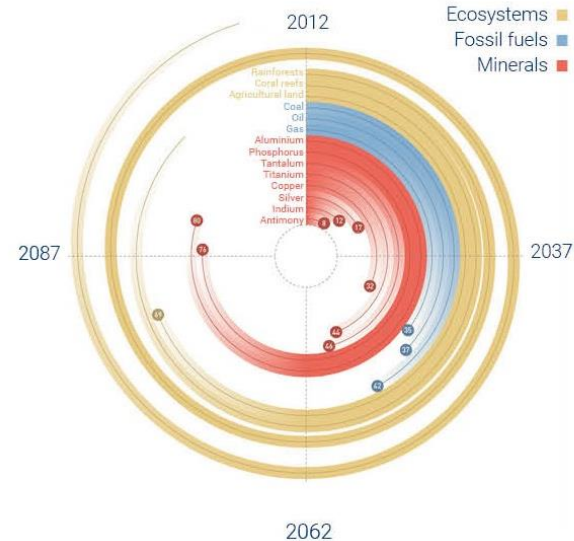
Global Climate change

Update april 2022



Depletion of natural resources

Estimated remaining world supplies of non-renewable resources



THE SHIFT
CONNECT COMMIT CHANGE

**SCIENCE
BASED
TARGETS**
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

ETAP, YOUR PARTNER IN CIRCULAR LIGHTING

Our brand promise



Tomorrow's light:

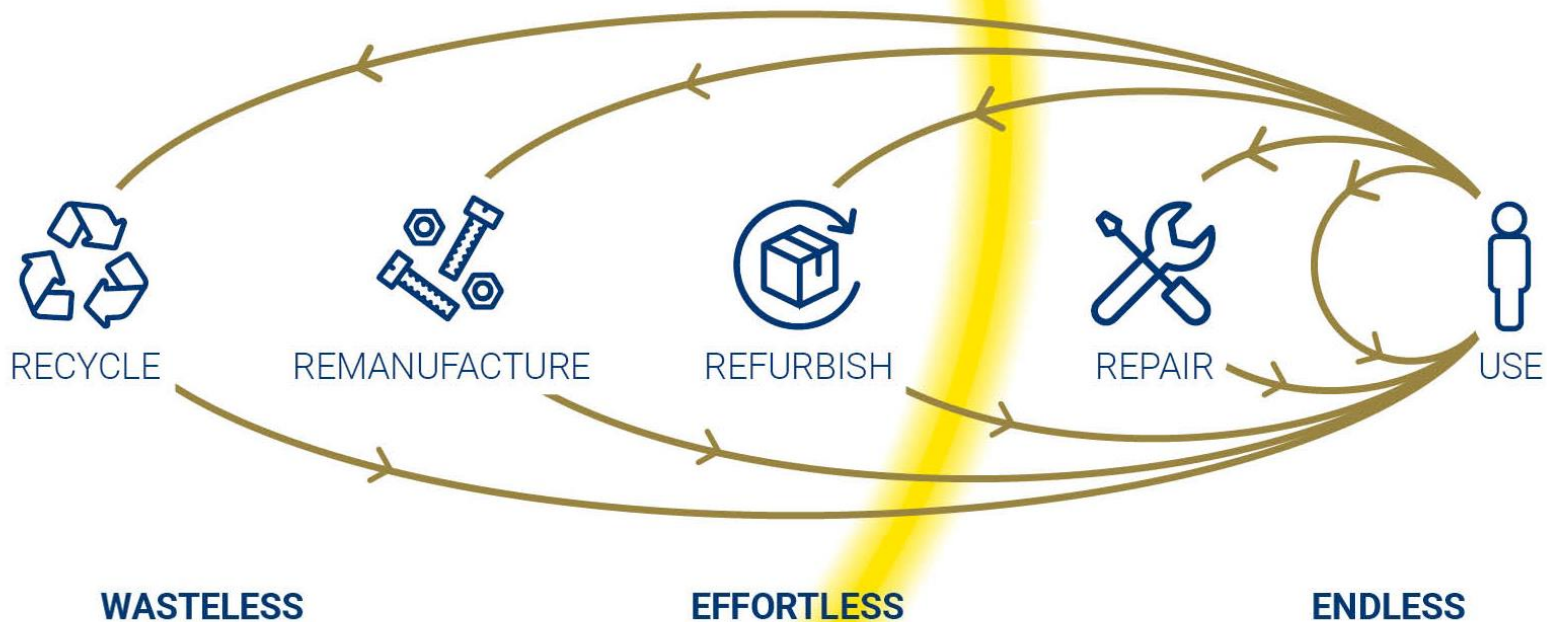
Innovative lighting,
delighting our customers.

Tomorrow's light:

Lighting with a 'light' footprint,
so that our lighting will not
weigh on the future of the
planet.

ETAP, YOUR PARTNER IN CIRCULAR LIGHTING

Our brand promise

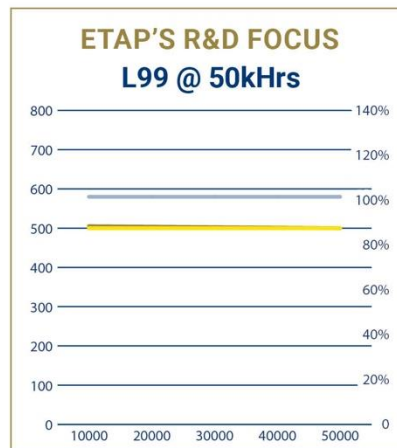
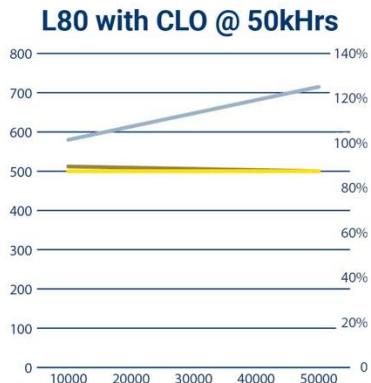
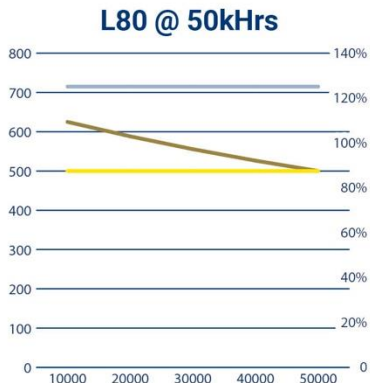


ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

A circular product design



- Required lux levels
- Actual lux levels
- Power consumption



Prolong useful lifetime

A circular product design reduces waste from the start

Tomorrow's light is **ENDLESS**

ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

A circular product design



Our **U3 OFI** range:
(Optimized For Interdistances)

Office 28.8 x 14.4 m
32 pcs of U3352/LEDN770S

-55% LUMINAIRES

544 lux

0.74 W/m²/100 lx

Solution optimized for
Interdistances

A circular product design reduces
waste from the start

Tomorrow's light is **WASTELESS**

ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

Effortless maintenance



1ST GEN E8
13 Kg
118 lm/watt
24,450 lumen
IP20

'sealed for life' design

NEW E8
10 Kg
167 lm/watt
24,350 lumen
IP65

3 anti-drop screws give access to all electrical connections for easy installation and servicing.

Driver and gasket can be easily replaced. Unique for an IP65 luminaire.

Luminaires are easily accessible

A circular product designed for easy maintenance

Tomorrow's light is **EFFORTLESS**

ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

Effortless maintenance



LIGHTING DESIGN

FINANCING

INSTALLATION
COMMISSIONING

MAINTENANCE
CURATIVE/PREVENTIVE

RENOVATION



Maintenance by the ETAP Services team

Our experts maintain your lighting
whenever necessary

Tomorrow's light is **EFFORTLESS**

ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

Circular Light as a Service



For a fixed periodic amount we guarantee a pre-defined lighting performance and energy consumption optimised for circularity.

Offering owners an **EFFORTLESS**,
WASTELESS and **ENDLESS** experience.

ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

Financing as part of our C-LaaS offer



Keep your capital for your core activities

Scale-up faster with more projects to
accelerate CO₂ and Euro savings

Offering owners an **EFFORTLESS** experience.

ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

Installation and commissioning as part of our C-LaaS offer



installation



commissioning

Our experts and selected partners ensure a high performing system from day 1.

Tomorrow's light is **EFFORTLESS**

ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

Circular Light as a Service

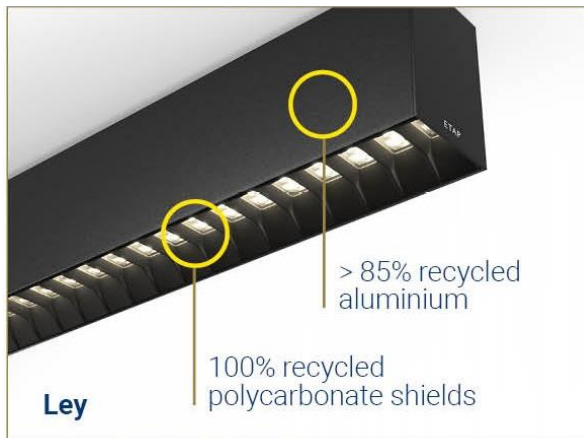


We offer multiple end-of-contract options:

- Contract extension with maintenance contract (+5/10 yrs)
- Refurbishment on site or at our factory
- Return to ETAP for re-use or Recycling in accordance to Weeelabex standard
- Transfer of installation to customer with/without maintenance contract

ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

Circular product design



use of recycled materials

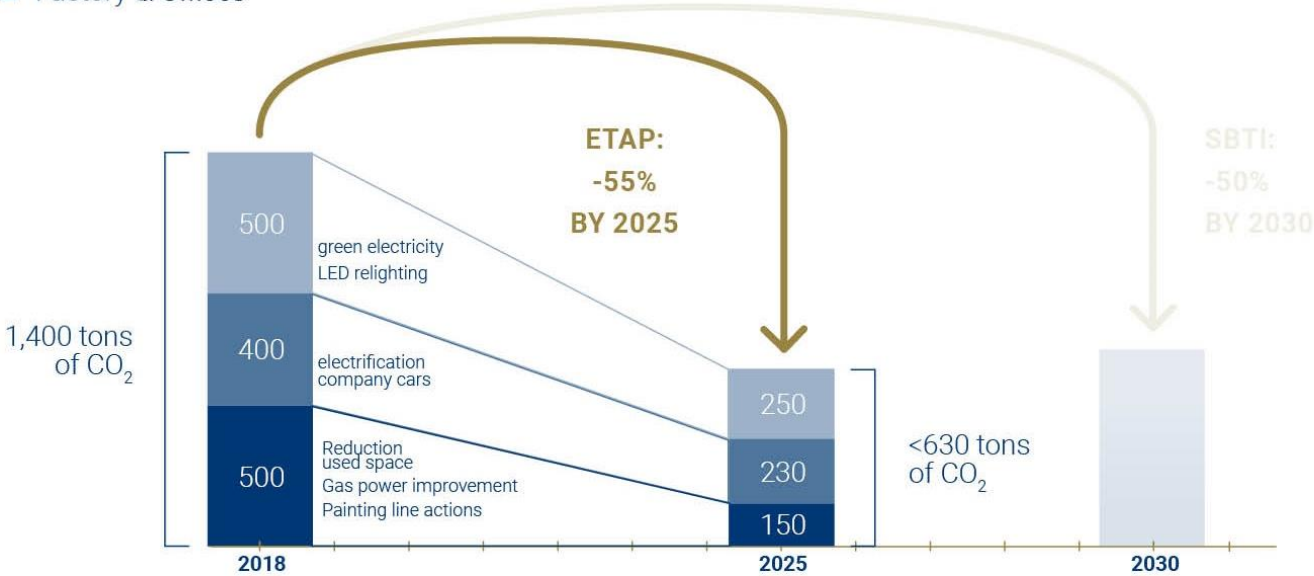
Tomorrow's light is
WASTELESS and **ENDLESS**

ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

Going beyond the science based target initiatives



- Electricity consumed
- Company Transportation
- Factory & Offices



ETAP'S JOURNEY TOWARDS FULL CIRCULARITY

Let's take the journey together



OUR TEAM IS THERE FOR YOU



ETAP tomorrow's light



EMMA WINK

Sustainable Finance Specialist,
SET Alliance Project Lead

SET ALLIANCE



Product-as-a-Service Contract Guidelines: Advancing Circular and Sustainable Building Services

Emma Wink, Sustainable Finance Specialist at BASE
Thursday April 3rd 2025, 11am-12pm (CET)



Recap: Product-as-a-Service (PaaS)

SET ALLIANCE

Definition

- Pay-per-use or subscription model
- CAPEX to OPEX for customer and contractual agreement
- Shifts ownership, maintenance, and operation to a provider
- Incentivises efficiency, optimising performance and lifecycle management

Why is this solution important?

Barriers Tackled

- Higher upfront cost of cleaner and more efficient technologies
- Lack of trust in performance
- Uncertainty surrounding ROI
- Prioritisation of investment in core business

Opportunities

- Access without CAPEX
- Outsource performance to dedicated experts
- Support decarbonisation, sustainability, circularity targets
- Enhance circular value

About us

SET ALLIANCE

“We empower organisations to accelerate the energy transition with Product-as-a-Service”

SECRETARIAT



Swiss non-profit and specialised partner of UN Environment dedicated to developing innovative business models and financing mechanisms to address climate change.

STEERING COMMITTEE AND STRATEGIC PARTNERS

Industry



Consultancy



Research



MEMBERS



Raising awareness



Develop practical tools



Build market capacity

PaaS Contracts for Building Services

SET ALLIANCE



Context

- Growing adoption of PaaS solutions (cooling, lighting, heating)
- Contribution to CE unclear but increasingly important.
- A structured approach is needed to advancing circularity and reducing environmental impacts through PaaS contracts.

Solution

- Explore and collect industry perspectives.
- Develop practical guidance to support the integration of circular economy principles into PaaS solutions and contracts.

Impact

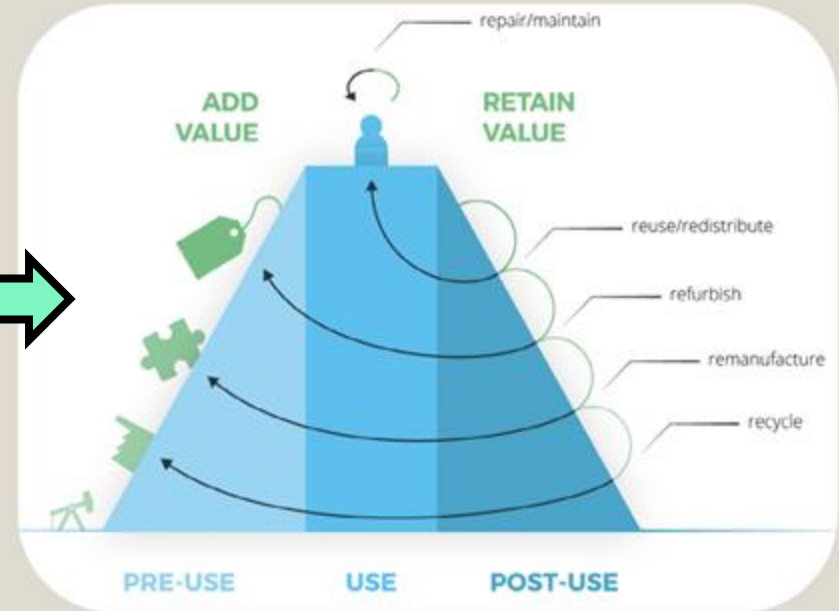
- Support Stakeholder understanding of Circularity, PaaS models and contracts.
- Scale the contribution of PaaS to advancing a more circular built environment.



Linear

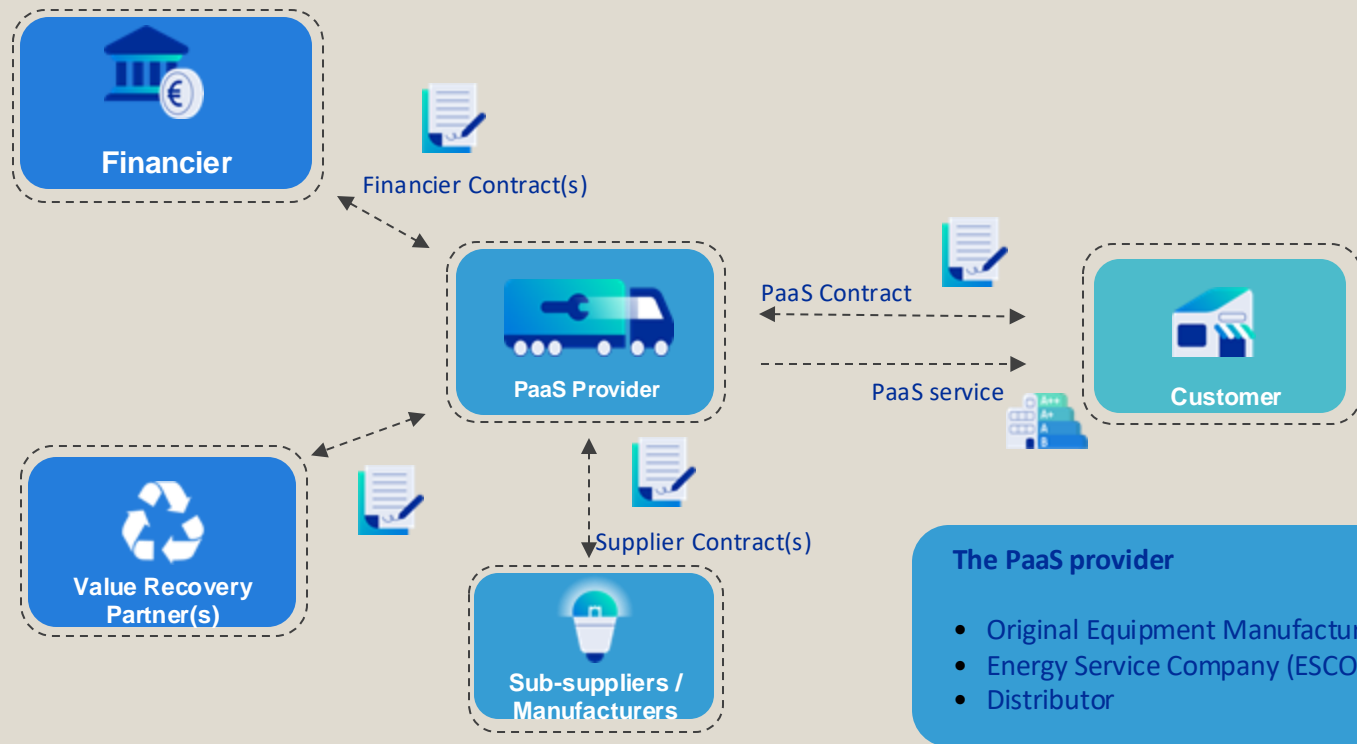


Circular



Insights: PaaS Contract Ecosystem

SET ALLIANCE



Transitioning towards circular business models is a complex process.

Product-as-a-Service solutions and contracts must be designed with circularity and the reduction of environmental impacts in mind.

Guidance is needed to support successful solution and contract development.

Want to learn more? Let's stay connected!

www.set-alliance.org


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SET ALLIANCE

SET Alliance
www.set-alliance.org

Founded by
 **BASE**

 stiftung-BASE
Set-Alliance

Strategic Partners



