

Bull, R. and Janda, K.B. (2017) Beyond feedback: introducing the 'engagement gap' in organizational energy management. *Building Research & Information.*

Supplemental data

Table S1. Members of the Gooddeeds user-group, focus group, and interviewees

| Role/Code | Building | User Group | Focus Group | Interviewed |
|---|---|-------------------------------|--------------------------------|---------------------|
| Energy Services – team leader - I1 | Property Services Building | x | x | x |
| Housing Options Officer – I2 | Housing Administrative Building | | | x |
| Senior Community Librarian – I3 | Library | x | x | x |
| Senior Library Assistant – I4 | Library | x | x | x |
| Admin and Business Support Team Leader – I5 | Social Services Administrative Building | x | x | x |
| Duty Officer (in charge of buildings) – I6 | Leisure Centre | x | x | |
| Energy Services Officer – I7 | Property Services Building | x | x | x |
| Head of Energy Services – I8 | N/A | | | x |
| Social Media lead – I9 | N/A | | | x |
| Channel Shift Lead (marketing) – I10 | N/A | | | x |
| Totals | 5 buildings | 8 people in user group | 6 people in focus group | 9 interviews |

Table S2. Summary of 6 WICKED cases

| Case | Company Description | Quantitative Data Gathered | Qualitative Data Gathered |
|---------------|---|--|--|
| R1 | European electronics company with a work force of 40,000 employees in 3,000 stores spanning 11 countries | 30 minute readings of the electricity consumed by 663 British shops during April 2013 to October 2014. Meta-data includes store type and postcode, but not floor area. | Interview with energy manager; review of external strategy documents and website. |
| R2 | Full-line food and clothing retailer, with approximately 800 stores throughout the UK and another 300 stores in 40 overseas locations. | Hourly readings of electricity from 526 British stores from 1 July, 2014 to 30 June, 2015. Meta-data includes floor area, opening hours, occupancy and temperature. | Multiple interviews with energy management team, head of property; review of internal and external strategy documents. |
| R3 | A UK high street and online retailer with over 130 million customers and a network of 740 stores. | 30-minute readings of the electricity consumed by 59 British stores from 31 March, 2012 to 31 March, 2014. A second batch of 30 minute resolution gas readings for 264 stores during 5 years from 31/08/2010 to 31/08/2015. | Interview with energy manager; review of external strategy documents and website. |
| R4 | Two-storey shopping center opened in 1965 containing 91 units. Owned by a UK real-estate investment trust and managed by a national property management company. | No digital data available. High-resolution data collection discussed, but monitoring devices could not be indemnified sufficiently to be installed on the premises. | Two interviews with store managers (the first left and was replaced by a second); site visit; review of external strategy documents and website. |
| R5 | 3-storey shopping mall opened in 1976, with 101 stores. Owned by UK community-focused retail property company. | 30 minute readings of the electricity consumed by 1 shopping center over 5 years (10-6-2011 to 8-6-2015). No meta-data available. | Interviews with energy management team; onsite visit to gather high-resolution data; review of external strategy documents |
| R6 | Chain of 3,000 + cafes in 31 countries owned by a larger hospitality company. One café addressed in context of a landlord/ managing agent for a large London shopping center. | No utility metered data given to project. 1-second high resolution data collected by 3rd party WICKED affiliate. | Interview with energy manager of hospitality company; interviews with local café manager, shopping center manager, and managing agent. |
| Totals | More than 8,000 stores | ~ 1500 stores + 2 shopping malls | 14 interviewees |

Figure S1. Screenshots of the Gooddeeds application

