



# Career Interview

**The Energy Managers Association aims to encourage and enable more professionals to enter the world of energy management and environmental roles. We have taken on a challenge of changing the perception of energy management, by raising the sector's profile and sharing our members' – leading energy managers - insights into their career progress and achievements. In this issue, we have asked Caroline Holman, Senior Manager, Energy Strategy & Provision at Jaguar Land Rover a few questions about her career.**

## What made you choose energy management as a career?

To be honest I am not sure that there was a particular point at which I thought 'I want to be an Energy Manager' and the role is so much more than 'management' anyway. However, the main reasons would be a mixture of opportunity, circumstance and an increasing awareness within my previous roles that 'energy' is and will continue to be a resource that must be treated as seriously as other commodities including cash!

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## What does your role at Jaguar Land Rover entail?

My role at Jaguar Land Rover sits within the Estates Management (FM) function of Global Property. It entails energy strategy and provision up to and including all sites (Manufacturing and Non-Manufacturing) within

our portfolio. The role is quite broad from guiding and influencing daily energy management to long term (2025+) policy and strategy.

## What is the most exciting part of your job?

Historically as a project manager, I have always said delivery of projects. However, at the moment it is about developing clear policies and the standards which underpin them. Our industry is currently undergoing significant transformation and policies have to be future proofed yet agile, flexible, aligned and targeted. Probably

the single biggest 'selling point' for me is that directly and indirectly my role involves every stakeholder function and it focuses on total resource efficiency. I have two pet hates – waste and mediocrity. This role allows me to

influence and avoid in equal measure!

## What is your biggest achievement to date?

I am very fortunate that I have been able to work within and alongside some incredibly successful and talented teams in my 28 year career and by definition no one individual can take credit. However, my most memorable and satisfying personal achievement was in 2015 when I was elected as a Fellow with the Institute of Engineering Technology (IET).

## What was the most exciting project that you worked on and why?

There are two: delivering Jaguar Land Rover's first roof mounted PV Array at our Coventry HQ in less than 9 months from concept to delivery, and working with the Engine Manufacturing Centre (EMC), Purchasing and Group Sustainability teams to deliver on time and at budget the UK's largest (at the time) roof mounted PV array.



**What is the most frustrating part of your job?**

It is less a frustration more a personal challenge I have in thrifting through multiple data and information sets to focus on the vital few and target high impact communication and engagement. I would welcome a more 'plain English' simplified and condensed approach when it comes to consultations, legislation and industry guidance!

**If you had the opportunity to change one thing that would make your job easier, what would you change?**

I am not sure I would change anything but I would like to see more of collaboration which has and continues to work so effectively in our industry.

A case in point is the use of EV batteries for energy storage including their potential role in grid stability. Recent articles appear to suggest a conflict between those who support this and those who feel this would undermine the practicality and uptake of EVs. In reality both arguments in the right (or wrong!) circumstances are correct.

However, we need stakeholders such as BEIS, Ofgem and local DNOs to draw a line in the sand and agree on a direction of travel, particularly from a national infrastructure and distribution viewpoint. Suppliers and innovators from generators through to energy consumers can and do work together to develop and bring to market practical, competitive and profitable solutions.

**What is the best approach to attract women into energy management sector?**

This is a difficult question but my personal view is that we should focus less on gender but more on providing good honest information about the many and varied opportunities within our industry to a much wider audience

including women. This is a role which brings together a wide range of technical, personal and leadership skills and in my opinion is a significant 'growth' area for employment and long term career development.

**What advice would you give to someone looking to become an energy manager?**

Be yourself, do not discount the skills you have already acquired and their relevance to this role; I can guarantee that they will be transferable and influential in this area. Get to know the area in your business which currently leads Utility/Energy Management and talk to those whom currently do the job - test the waters (or in this case energy!). I have not met an energy manager yet who would turn down a willing volunteer no matter how temporary or inexperienced!

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**What is the most absurd statement that you have**

**heard in your job?**

*'I have picked all the low hanging fruit so now my only option to reduce energy and costs is to invest...'* Rubbish! You have to keep going back, checking, and looking for anomalies or outliers and review based on good performance measurement and assessment. It is also important to re-assess base assumptions, targets and performance as very little is static or permanent!

**What are your long-term motivations in a company or a position?**

After 28 years in the same industry and having had more opportunities than if I had changed companies/industries every 3 years I would say that my motivation has always been long term. I like the fact that I do not need to look beyond my current role for more challenges, new experiences or job satisfaction – it is embedded in what I do!

