
SCIENCE
BASED
TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION
SCIENCE BASED TARGETS INITIATIVE
NET-ZERO
Net-Zero Standard Launch Event
28th October, 2021

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

WELCOME & HOUSEKEEPING

- This event is being recorded.
- We will send all registrants a copy of the presentation and the recording.
- Please ask your questions for the panel section in the Q&A box.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

AGENDA

1. **Welcome**
2. **Opening** – UN High-level Climate Action Champion Nigel Topping
3. **Panel** – Conversation on Net-Zero with business, science, and civil society
4. **Introduction to the Net-Zero Standard** – Presentation by SBTi Team
5. **Net-Zero in Practice** – A Case Study from Ørsted (Session 1) and JLL (Session 2)
6. **Wrap-up and Call to Action**

Opening – Session 1

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

OLWEN SMITH

Regional Lead, UK & Worldwide, Call to Action
Science Based Targets initiative

NIGEL TOPPING

UN High-Level Climate Action Champion

Opening – Session 2

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

PAOLA DELGADO LUNA

Head of Engagement

Science Based Targets initiative

NIGEL TOPPING

UN High-Level Climate Action Champion


SCIENCE
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DRIVING AMBITIOUS CORPORATE CLIMATE ACTION
CONVERSATION ON
NET-ZERO WITH
BUSINESS, SCIENCE,
AND CIVIL SOCIETY

PANEL – Session 1

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

PATRICK FRICK

Lead Facilitator

Global Commons Alliance

MIKIKO KAINUMA

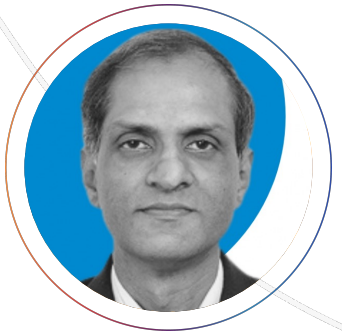
Senior Research Advisor

Institute for Global Environmental Strategies

MICHAEL HUGMAN

Director, Climate Finance

Children's Investment Fund Foundation (CIFF)



NARAYAN P S

Global Head, Sustainability and Social Initiatives

Wipro Ltd

NICOLAS CLERGET

Global Sustainable Development Manager

The HEINEKEN Company

PANEL – Session 2

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

PATRICK FRICK

Lead Facilitator

Global Commons Alliance

EMILY HICKSON

Head of Advocacy and Climate Lead

The B Team

MICHAEL HUGMAN

Director, Climate Finance

Children's Investment Fund Foundation (CIFF)

DOREEN STABINSKY

Professor of Global Environmental Politics

College of the Atlantic

NOORA SINGH

Global Director of Sustainability

PepsiCo

KAROL GOBCZYNSKI

Head of Climate & Energy

Ingka Group | IKEA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Presentation – Session 1

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

ALBERTO CARRILLO PINEDA

Managing Director & Co-Founder

Science Based Targets initiative

EMMA WATSON

Net-Zero Senior Manager

Science Based Targets initiative

MCKENNA SMITH

Target Validation Manager

Science Based Targets initiative

Presentation – Session 2

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

CYNTHIA CUMMIS

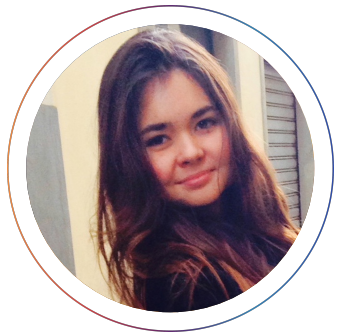
Technical Director & Co-Founder

Science Based Targets initiative

EMMA WATSON

Net-Zero Senior Manager

Science Based Targets initiative



PAULINA TARRANT

Net-Zero Engagement Manager

Science Based Targets initiative

ANDRES CHANG

Research Manager

Science Based Targets initiative

AGENDA

1. Introduction to science-based targets
2. Why has the SBTi developed a Net-Zero Standard?
3. How has the SBTi developed the Net-Zero Standard?
4. What is a science-based net-zero target?
5. Acknowledgements and appreciation
6. Call to action

INTRODUCTION TO SCIENCE-BASED TARGETS

INTRODUCTION TO THE SBTi

What is the Science Based Targets initiative?

SCIENCE BASED TARGETS

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The Science Based Targets initiative (SBTi) is a **global body** enabling businesses to set **ambitious emissions reductions** targets in line with the **latest climate science**.

Founding Partners

CDP DISCLOSURE INSIGHT ACTION

United Nations Global Compact

WORLD RESOURCES INSTITUTE

WWF

In collaboration with

WE MEAN BUSINESS COALITION

INTRODUCTION TO THE SBTi

What are science-based targets?

SCIENCE BASED TARGETS

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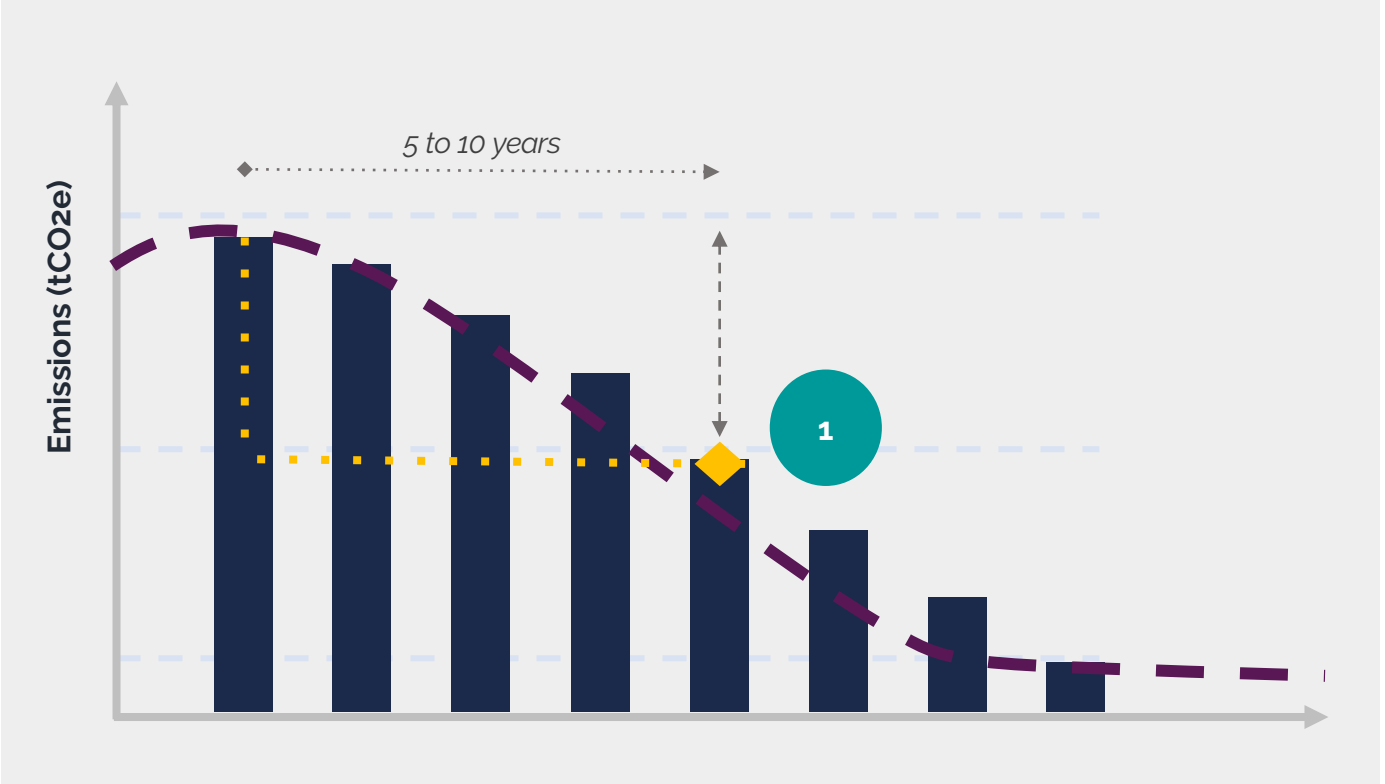
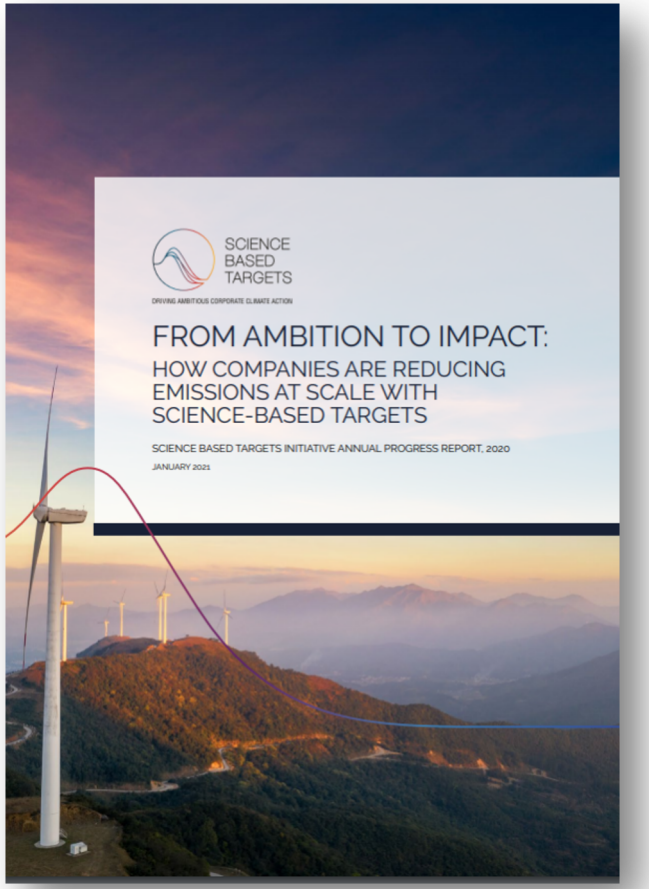


Science-based targets help companies determine **how much** and **how fast** they need to reduce GHG emissions to align with efforts to limit warming to **1.5°C**.

INTRODUCTION TO THE SBTi

Progress to date



To learn more about the progress of the initiative, consult the SBTi Progress Report 2020.

INTRODUCTION TO THE SBTi

PROGRESS TO DATE

Companies with science-based targets are delivering emissions reductions at scale.

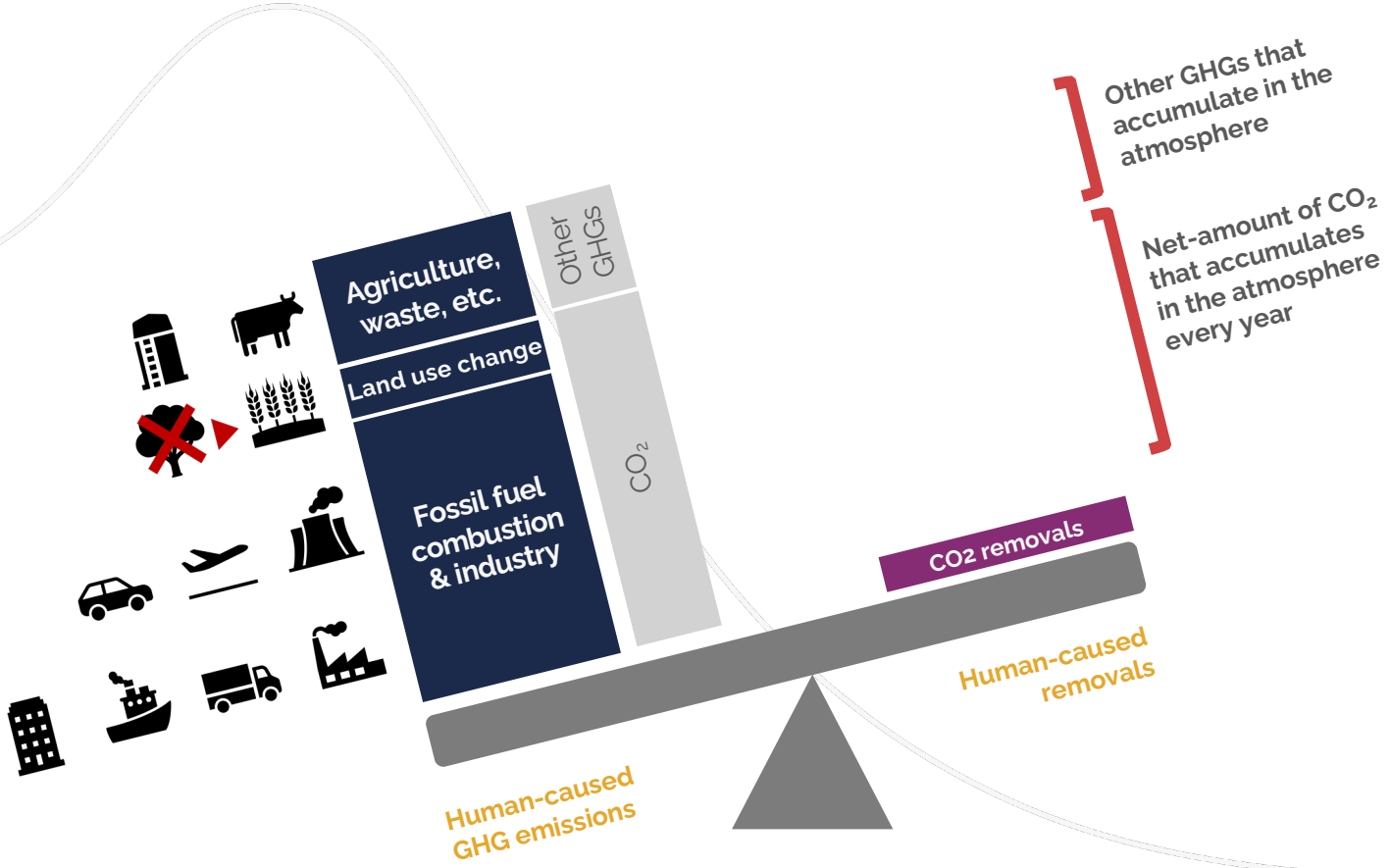
- Companies with science-based targets reduced emissions by **25% between 2015-2020**, compared with **an increase of 3.4%** in global emissions from energy and industrial processes.
- The typical company with SBTs reduced direct (scope 1 and 2) emissions at a linear annual rate of **6.4%**. This **exceeds** the rate required by the SBTi's criteria to meet 1.5°C scenarios (4.2%).

Source: SBTi Progress Report 2020.

WHY HAS THE SBTI DEVELOPED THE NET-ZERO STANDARD?

What does net-zero mean?

Understanding net-zero at the global level

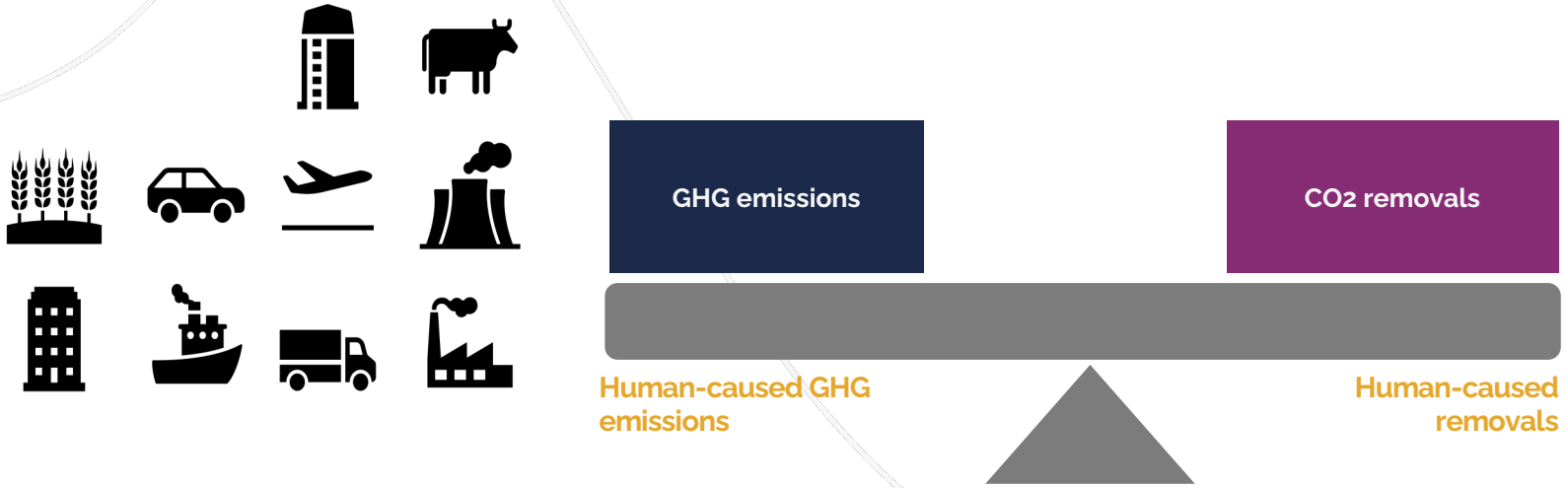


The **imbalance** between the amount of greenhouse gases (GHGs) released into the atmosphere by humans and the amount of carbon absorbed by natural sinks, results in a net accumulation of GHGs in the atmosphere.

Accumulation of GHGs in the atmosphere is the main driver of anthropogenic climate change.

What does net-zero mean?

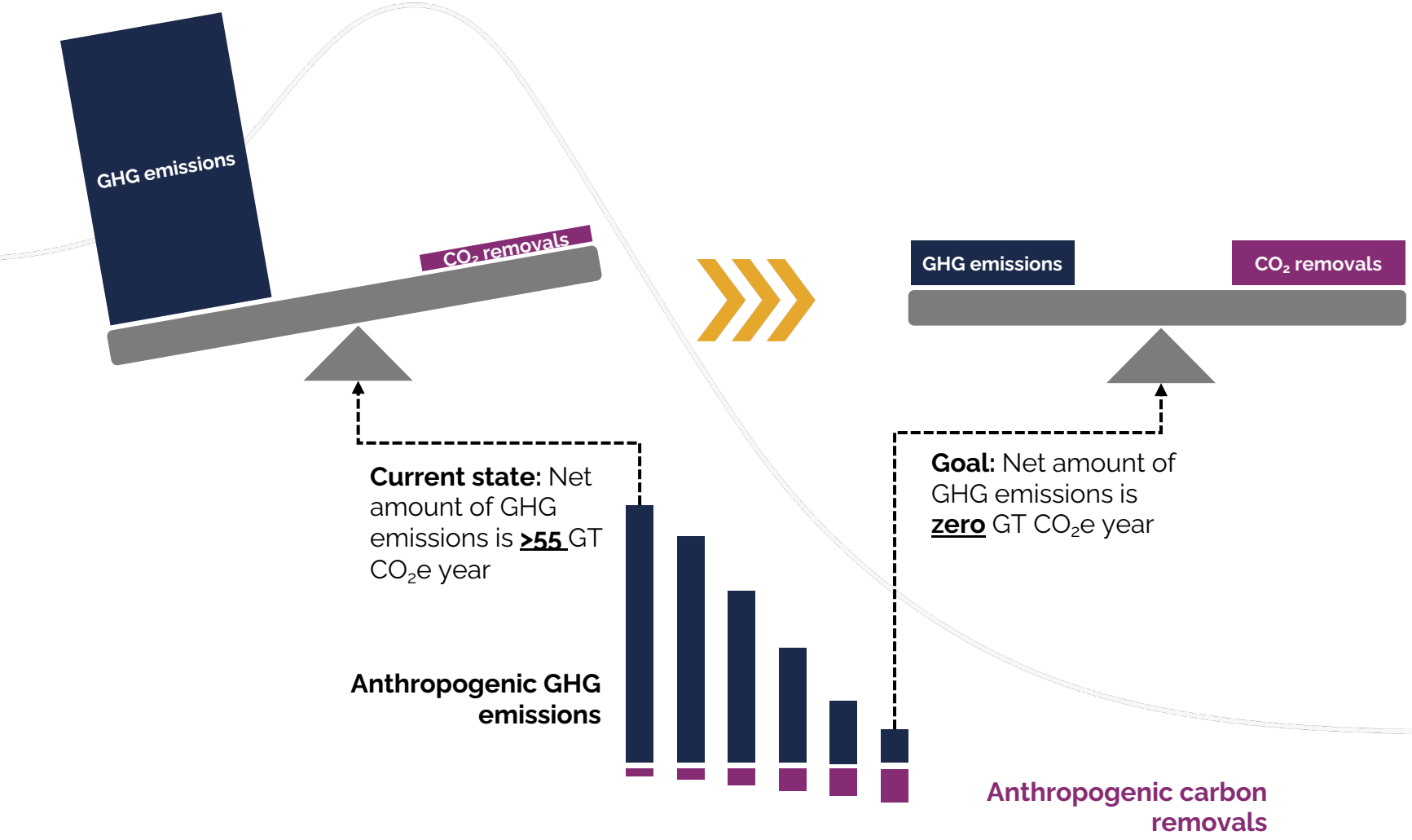
Understanding net-zero at the global level



To halt global warming, we need to reach a **balance** between anthropogenic emissions sources and removals. A state known as **net-zero emissions**.

What does net-zero mean?

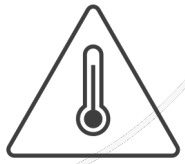
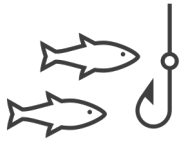
Understanding net-zero at the global level



To limit global warming to 1.5˚C, we must reach net-zero carbon emissions **no later than 2050**.

Why has the SBTi developed a Net-Zero Standard?

The science behind aiming for 1.5°C

	1.5°C	2.0°C	2°C impacts
 Global population exposed to severe heat at least once very 5 years	14%	37%	**2.6x worse**
 Number of ice-free artic summers	At least 1 every 100 years	At least 1 every 10 years	**10x worse**
 Further decline in coral reefs	70-90%	99%	**Up to 29% worse**
 Decline in marine fisheries	1.5M tonnes	3M tonnes	**2x worse**

Source: Levin, K. (2018, Oct 7). 8 Things You Need to Know About the IPCC 1.5˚C Report. Retrieved from https://www.wri.org/blog/2018/10/8-things-you-need-know-about-ipcc-15-c-report

Despite understanding the **severity** of climate change impacts, current policies put us on track for **between 2.7–3.1˚C**.

Source: Climate Action Tracker, May 2021 update

Why has the SBTi developed a Net-Zero Standard?

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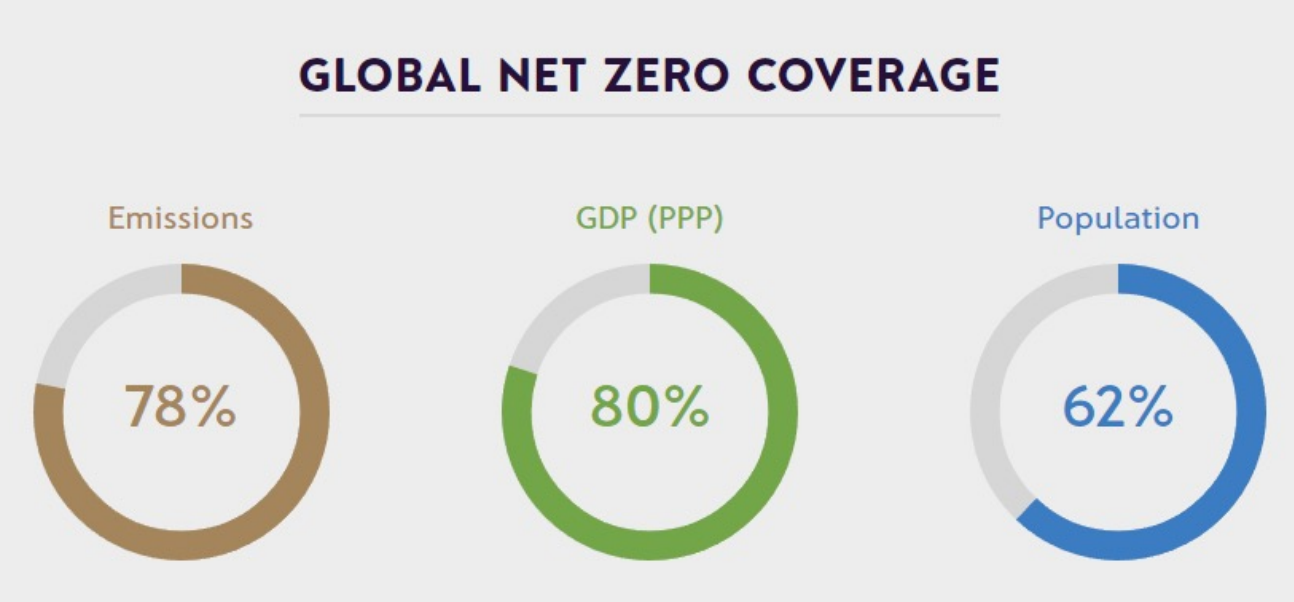
Since the release of the IPCC Special Report on 1.5°C, there has been rapid growth in the adoption of net-zero pledges.

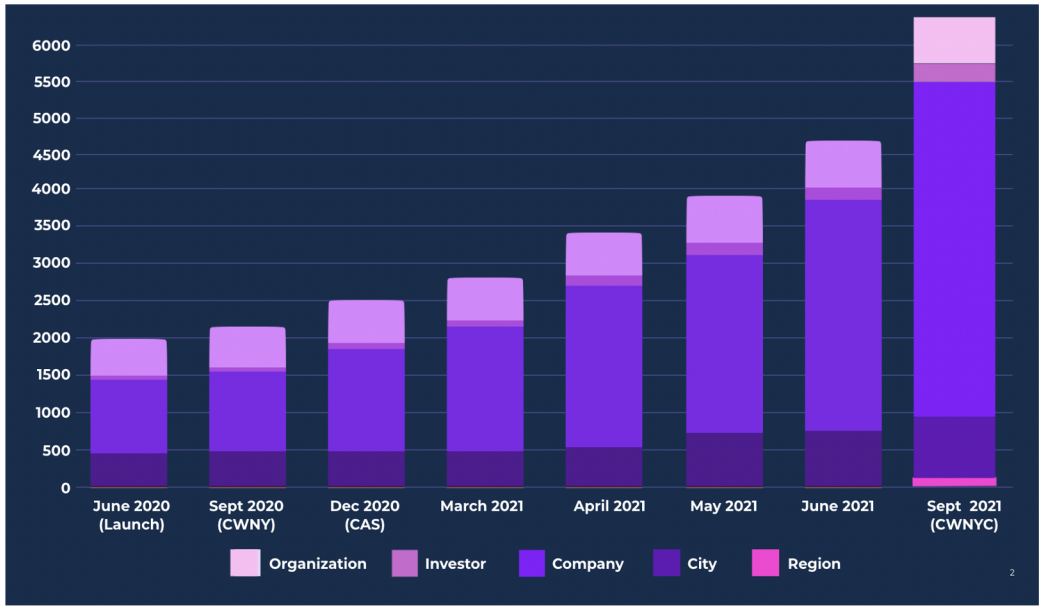
Net-zero coverage



1 in 3 of the largest listed companies in G20 countries now have net-zero targets, up from 1 in 5 last year

Source: ECIU, October, 2021

Growth in UNFCCC Race to Zero campaign



Source: Race to Zero, Sep, 2021

Why has the SBTi developed a Net-Zero Standard?

Net-zero targets differ across four key dimensions:

Dimension	Options (non-exhaustive)			
Scope of climate impact	CO_2	All GHGs	GHG & other	
Scope of activities	Operations	Value chain	Products	Others
Mitigation strategy	Emission reduction	Negative emissions	Carbon finance	Avoided emissions
Timeframe	Short-term	Long-term		

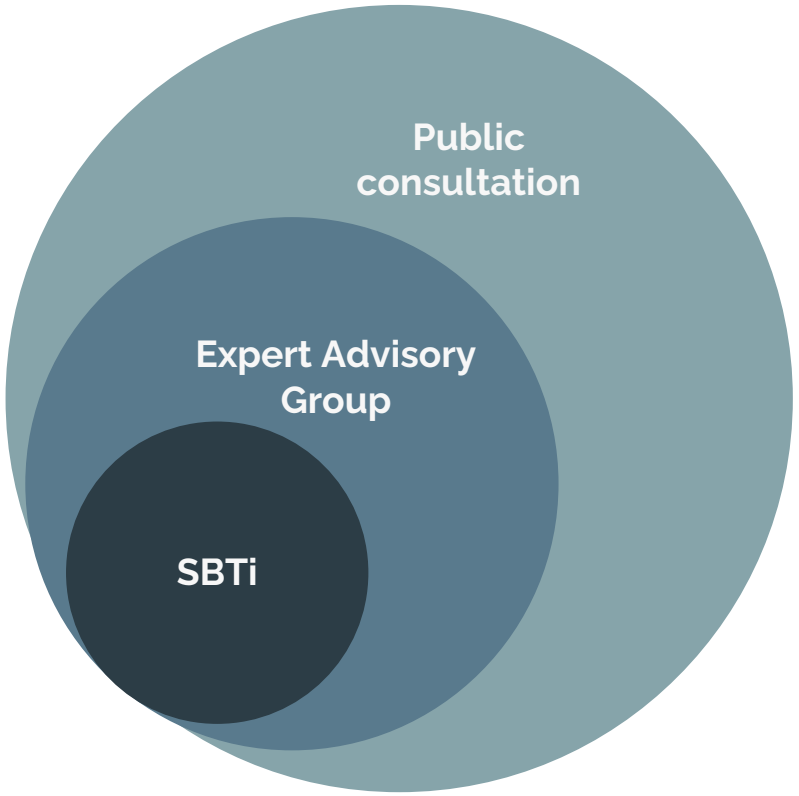
Corporate net-zero targets can play a critical role in addressing the climate emergency, but the lack of a robust benchmark has triggered scepticism around net-zero as a concept.

Common criticisms include:

- **Incomplete boundary:** Selective inclusion of emission sources in corporate net-zero targets
- **Delayed action:** Lack of. interim milestones for long-term targets.
- **Mitigation deterrence:** Focus on offsetting instead of on reducing emissions.
- **Poor accountability:** Lack of scrutiny and accountability on voluntary commitments.

HOW HAS THE SBTI DEVELOPED THE NET-ZERO STANDARD?

Net-Zero Standard: Robust process built on best practice



- Consulting a balanced and diverse **Expert Advisory Group (EAG)** that provided direction to develop criteria.
  - The SBTi aimed to **build consensus** with the EAG.
  - If consensus was not reached, the SBTi made a final decision considering the different perspectives.
- Engaging regularly with the **SBTi Technical and Scientific Advisory Groups** to consult on technical aspects, including scenarios to determine residual emissions and target setting methods.

Net-Zero Standard: thorough, transparent, and inclusive

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2020

Sep — **Publication of the Net-Zero Foundations Paper**

Oct — **Set up of Expert Advisory Group**

A balanced and diverse group of 42 experts from civil society, academia, & business has guided the development of the standard

2021

Jan — **Initial draft of criteria**

Feb-Mar — **1st public consultation**

Nearly 400 participants from 37 different countries and a variety of sectors participated in the first public consultation

Jul-Aug — **Road-testing process**

84 companies participated to trial the target setting tool, review the criteria and guidance, and provide feedback

Sep-Oct — **2nd public consultation**

167 participants participated in the pre-launch consultation

Oct-Nov — **Launch**

Four key resources for companies to set net-zero targets

SCIENCE BASED TARGETS
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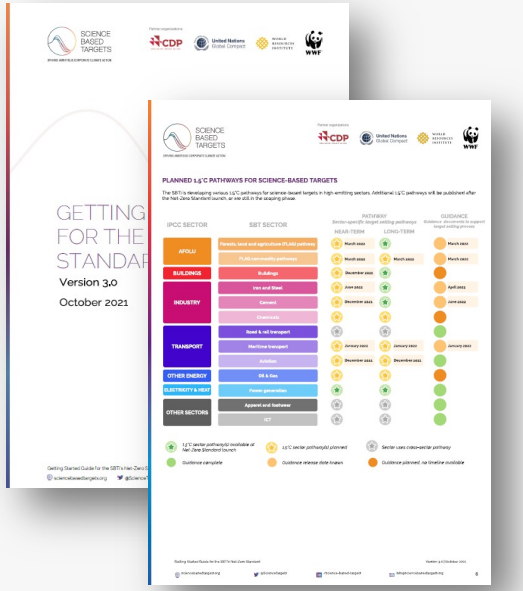
Getting Started Guide

A simple, step-by-step guide that allows companies to understand how to set net-zero targets.



SBTi Corporate Net-Zero Standard

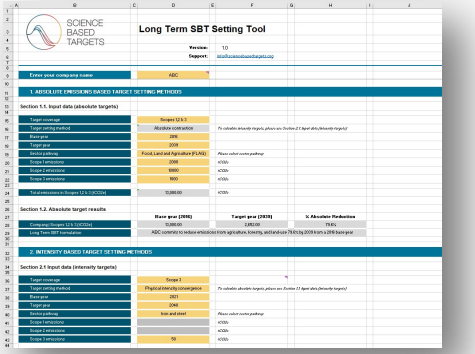
Provides criteria, guidance and recommendations to support corporates in setting net-zero targets.

SBTi Corporate Net-Zero Criteria

The criteria companies' net-zero targets must meet to be approved by the SBTi.

Net-Zero Tool

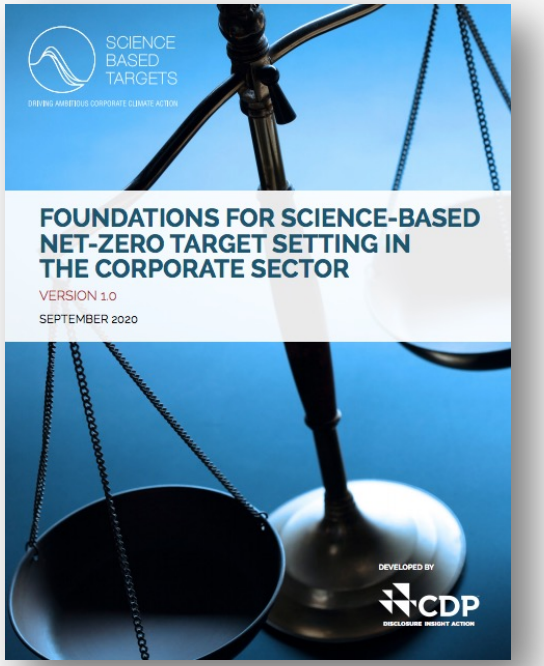
Target-setting tool to calculate long-term SBTs in line with the Net-Zero Standard.*



* In a future update, the Net-Zero Tool and current SBTi target-setting tool for near-term SBTs will be combined.

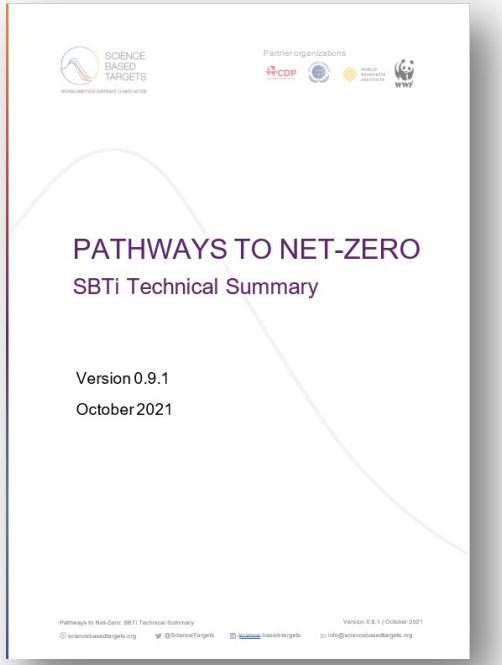
Two key resources explain the Net-Zero Standard technical details

Net-Zero Foundations paper



This paper lays out the conceptual foundations for credible, science-based net-zero targets for the corporate sector.

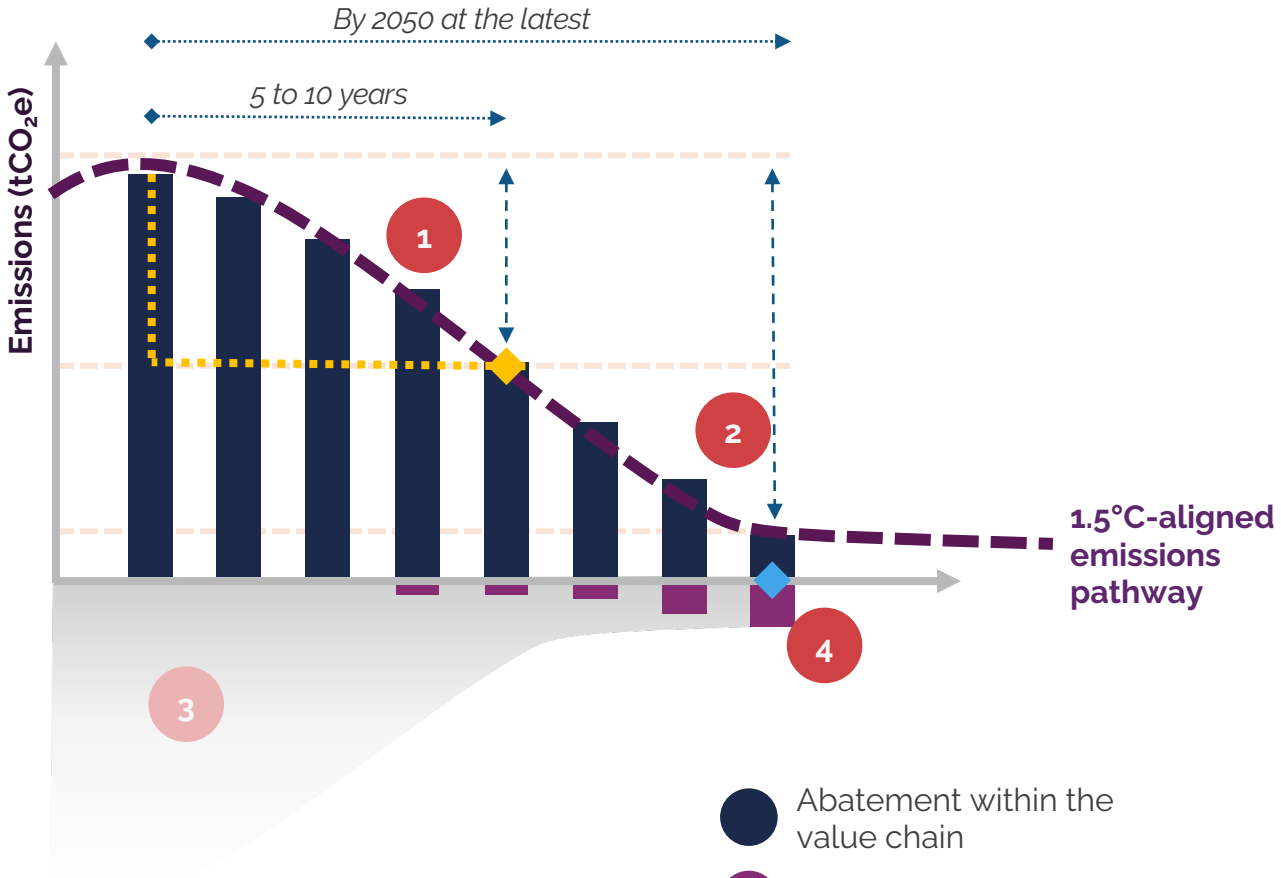
Pathways to Net-Zero



Produced in collaboration with more than a dozen pioneering academics, IPCC lead authors and mitigation experts, this technical summary provides an overview of how the SBTi selects mitigation pathways to steer action.

WHAT IS A SCIENCE-BASED NET-ZERO TARGET?

Four key elements make up the Net-Zero Standard framework



Abatement within the value chain

Removals

Abatement or removals beyond a company's value chain

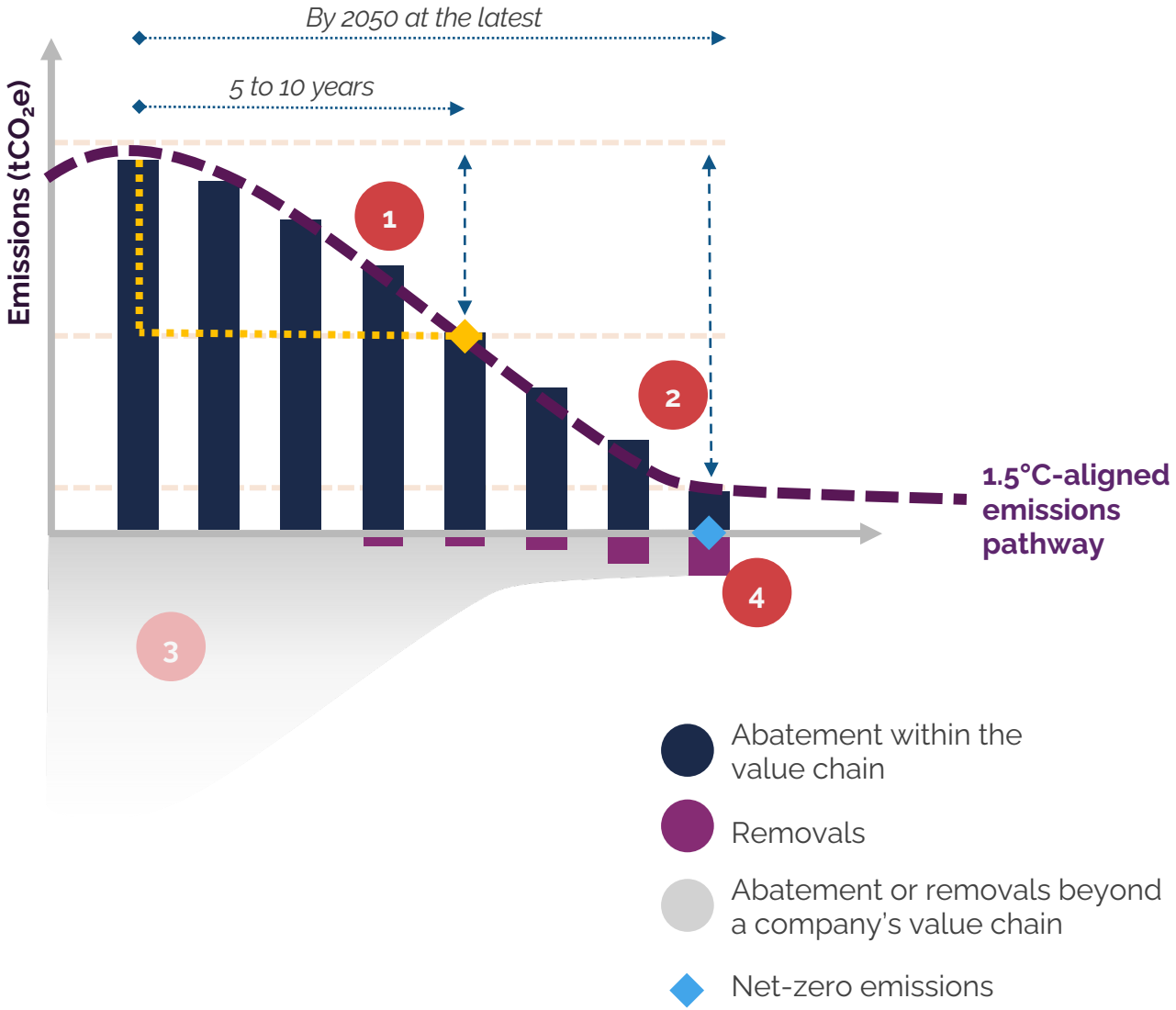
Net-zero emissions

1 **To set near-term science-based targets**: 5-10 year emission reduction targets in line with 1.5°C pathways

Required

Recommended

Four key elements make up the Net-Zero Standard framework



1 **To set near-term science-based targets**: 5-10 year emission reduction targets in line with 1.5°C pathways

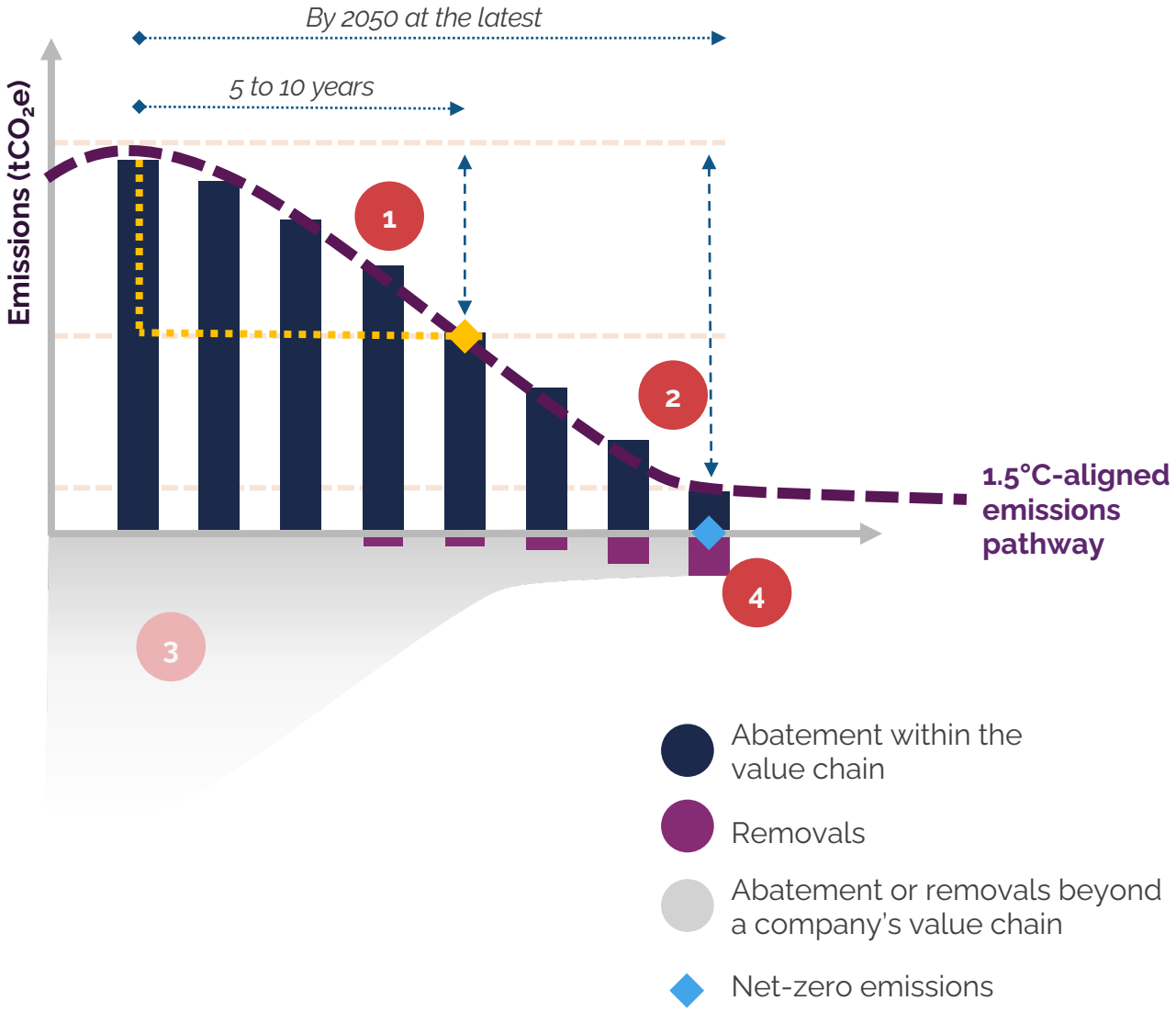
2 **To set long-term science-based targets:** Target to reduce emissions to a residual level in line with 1.5°C scenarios by no later than 2050

Most companies will be required to reduce emissions by 90% or more before reaching net-zero.

Required

Recommended

Four key elements make up the Net-Zero Standard framework



1 **To set near-term science-based targets**: 5-10 year emission reduction targets in line with 1.5°C pathways

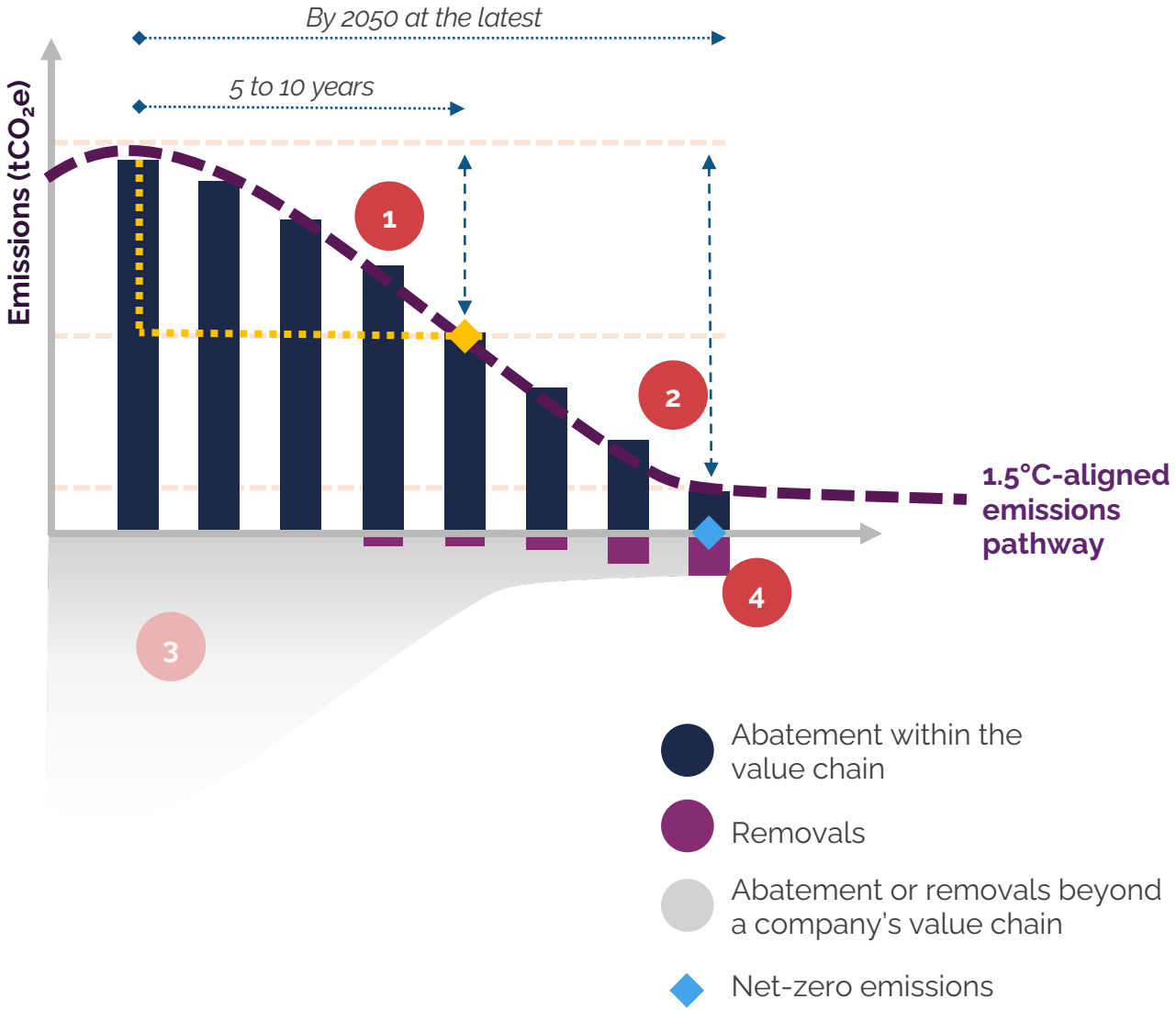
2 **To set long-term science-based targets:** Target to reduce emissions to a residual level in line with 1.5°C scenarios by no later than 2050

3 **Beyond value chain mitigation:** In the transformation to net-zero, companies should take action to mitigate emissions beyond their value chains. For example, purchasing high-quality, jurisdictional REDD+ credits or investing in direct air capture (DAC) and geologic storage

Required

Recommended

Four key elements make up the Net-Zero Standard framework



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3 **Beyond value chain mitigation:** In the transition to net-zero, companies should take action to mitigate emissions beyond their value chains. For example, purchasing high-quality, jurisdictional REDD+ credits or investing in direct air capture (DAC) and geologic storage

4 **Neutralization of residual emissions:** GHGs released into the atmosphere when the company has achieved their long-term SBT must be counterbalanced through the permanent removal and storage of carbon from the atmosphere

Required

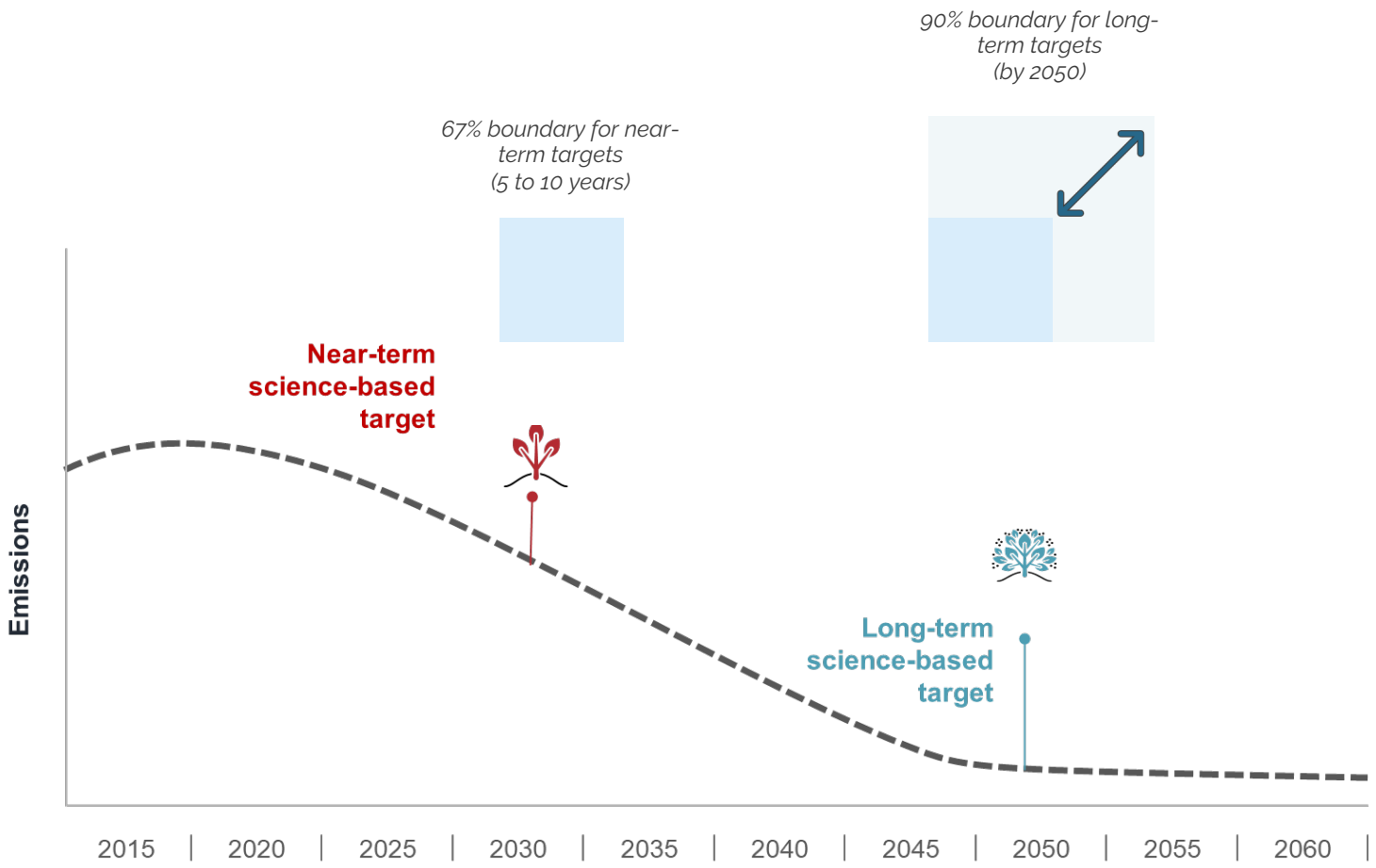
Recommended

Four considerations for setting near-and long-term SBTs

	Boundary *How much coverage or your emissions inventory is required?*	Ambition *What is the ambition level in terms of limiting temperature rise?*	Timeframe *What is the maximum timeframe to meet your targets?*	Methods *What are the eligible methods to set your targets?*
Near-term science-based target	Scope 1+2: **95%** Scope 3: If >40% of total emissions, **67% coverage**	Scope 1+2: **1.5˚C** Scope 3: **Well-below 2˚C**	**5-10 years**	**1. Absolute contraction** **2. Physical intensity convergence** **3. Renewable electricity** **4. Supplier or customer engagement*** **5. Economic intensity*** **6. Physical intensity contraction***
Long-term science-based target	Scope 1+2: **95%** Scope 3: **90%**	Scope 1+2+3: **1.5˚C**	**2050 latest**	**1. Absolute contraction** **2. Physical intensity convergence** **3. Renewable electricity** **4. Economic intensity*** **5. Physical intensity contraction***

* Scope 3 only

Acknowledging challenges with Scope 3, the Standard is following an expansive boundary approach



A comprehensive target boundary is necessary for companies to make credible net-zero claims. However, acknowledging the challenges with Scope 3 data, **the Net-Zero Standard is following an expansive boundary approach.**

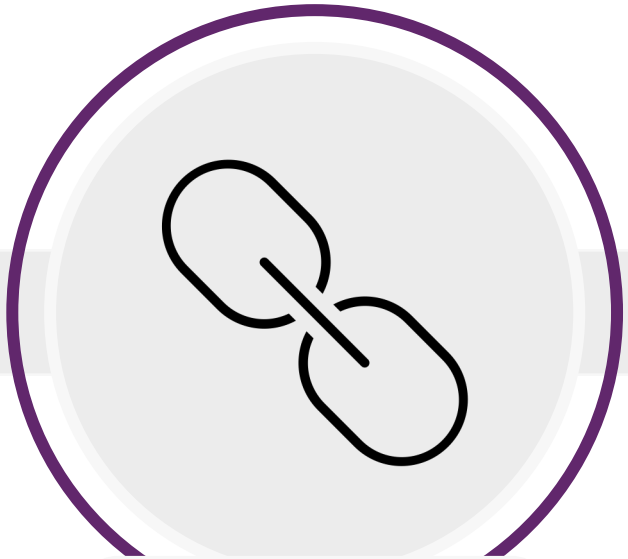
This gradual increase in ambition:

- Provides opportunities to **collaborate across the whole value chain** to support suppliers and customers to decarbonize
- Allows companies to focus now on making steep cuts in their **most material emissions**
- Affords **time to work through the complexity** of scope 3

To follow on from the Net-Zero Standard, the SBTi has planned three projects to tackle challenges related to net-zero

Beyond Value Chain Mitigation

It is vital companies have clarity on how to take credible mitigation actions beyond their value chain. The SBTi is exploring models to incentivize this in a credible and robust way.



Net-Zero Value Chains

The SBTi recognizes the challenges around scope 3 and is planning to further develop scope 3 target setting methods and explore other approaches to drive net-zero value chain alignment.

Measurement, Reporting & Verification

The SBTi will develop an MRV framework to ensure transparency and accountability around the progress and achievement of science-based emission reduction and net-zero targets.

ACKNOWLEDGEMENTS & APPRECIATION

Acknowledgements & appreciation from the SBTi

The Net-Zero STANDARD

As part of the Net-Zero Standard development process, the SBTi engaged over 800 stakeholders

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543

Responded to the **public consultations**

42

Global leaders gave vital input as part of our **Expert Advisory Group**

2

Permanent Advisory Groups gave essential guidance and feedback

84

Road test companies provided feedback on guidance, methods and tools

84 companies took part in the road test, providing crucial feedback on guidance, methods and tools

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- ab inbev
- A.P. Moller-Maersk
- ABOUT YOU AG & Co. KG
- ACCIONA Energía
- ACCIONA S.A
- AstraZeneca
- Baluarte Cultura
- Bayer AG
- Bloomberg LP
- BMW Group
- Bonava
- Boston Consulting Group
- Capgemini SE
- CBA
- CBRE
- Colgate Palmolive Company
- Co-op
- CVS Health
- Danone
- Dentsu International
- Deutsche Telekom AG
- DSM
- easyJet
- EDF Group
- EDP Energias de Portugal
- Elopak
- Emira Property Fund
- Enel S.p.A.
- Ferrovial
- FLSmidth A/S
- Givaudan
- Globant
- Guidehouse
- HEINEKEN
- Holcim Ltd.
- Informa
- International Consolidated Airlines Group (IAG)
- Jacobs
- JLL
- Kesko Corporation
- Lenovo
- Magyar Telekom Plc.
- Mahindra Lifespace Developers Limited
- Mars
- McCain Foods
- Moody's
- Multiplex Construction Europe
- Ørsted
- Outokumpu Oy
- PepsiCo
- Pfizer Inc.
- Pilgrim's UK
- Ralph Lauren Corporation
- Rolls-Royce plc
- Slaughter and May
- Sodexo
- Sopra Steria Group
- Starbucks
- Swire Properties Limited
- Swiss Re
- Telenor ASA
- Transurban
- Tubacex
- Unilever
- Veritas Technologies
- Volkswagen
- WayCarbon
- Wipro Ltd
- Worley
- WSP Global Inc.

The SBTi would like to thank these companies for their support!

And finally, we would like to thank and congratulate the seven companies that have had their net-zero targets approved!

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AstraZeneca

CVS Health

dentsu

JLL

HOLCIM

Ørsted

wipro


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CALL TO ACTION

The SBTi will officially begin validating net-zero targets in January 2022

SCIENCE BASED TARGETS
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NET-ZERO

COMPLETENESS
Covers all material sources of emissions across the value chain of a company

TIMEFRAME
Aims to reach net-zero within a timeframe that is consistent with limiting warming to 1.5°C

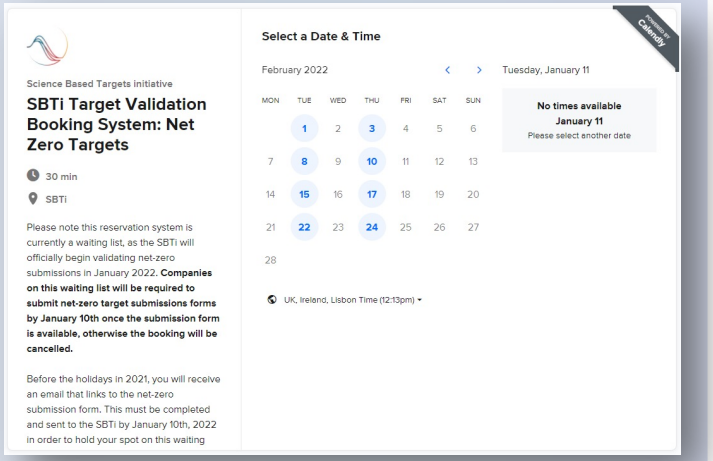
AMBITION
Leads to decarbonisation consistent with limiting warming to 1.5°C in line with robust climate scenarios

EARLY ACTION
Leads to action in the short-term through the adoption of near-term emission reduction targets

ACCOUNTABILITY
Target will be subject to a robust and independent accountability framework

NET ZERO TARGET VALIDATION

The net-zero validation booking system opens *today*! When you are ready, book your slot*.



*To support our operating costs, the fee for the target validation service is USD 9,500 (+ applicable VAT) or USD 1,000 (+ applicable VAT) for SMEs.

We are urgently calling on all companies to set science-based net-zero targets.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

600+ companies have already committed to net-zero through the Business Ambition for 1.5˚C Campaign.

You can **commit now** by signing the SBTi commitment letter*.

*Companies have 24 months to submit targets.

WRAP UP

- Find relevant Net-Zero Standard materials on the SBTi Net-Zero webpage
- More webinars on the technical detail to come in coming months
- Companies can commit to setting net-zero targets aligned with science via our commitment letter
- The net-zero validation booking system *is now open*!

NET-ZERO IN PRACTICE: ØRSTED CASE STUDY

Net-Zero in Practice: Ørsted

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

JAKOB
ASKOU BØSS

Senior Vice President

Ørsted

The Ørsted case:
Setting a science-based net-zero target in the energy sector

SBTi Global Net-Zero Standard Launch
28 October 2021

Jakob Askou Bøss
Senior Vice President

Ørsted

Ørsted at a glance

Global market leader in offshore wind

- Develops, constructs, owns, build and operates offshore wind farms

Onshore

- Onshore wind farms
- Solar PV and energy storage

Markets & Bioenergy

- Power and heat
- Energy products for customers

Headquarter:	Denmark
Number of employees:	6,200
EBITDA 2020:	USD 2.9bn

The world needs a transformation of global energy systems

Agriculture, forestry, land use; other

73%

Fossil-based energy used for power, heat, industrial processes & transportation

Source: US EPA

Ørsted

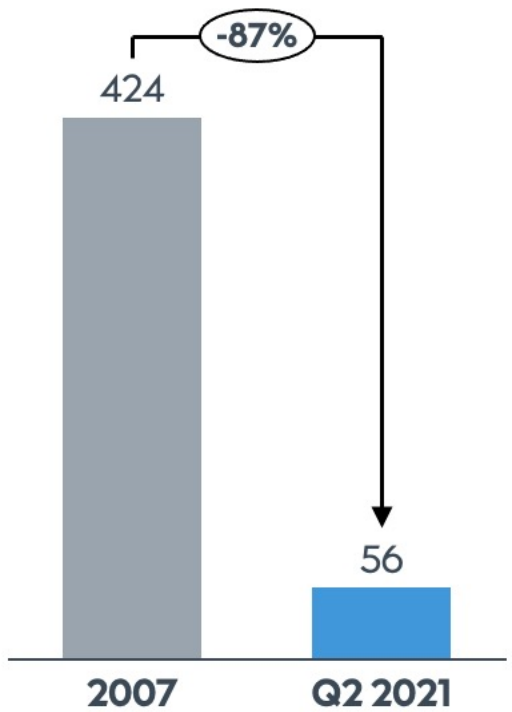
Our vision

Let's create a world that runs entirely on green energy

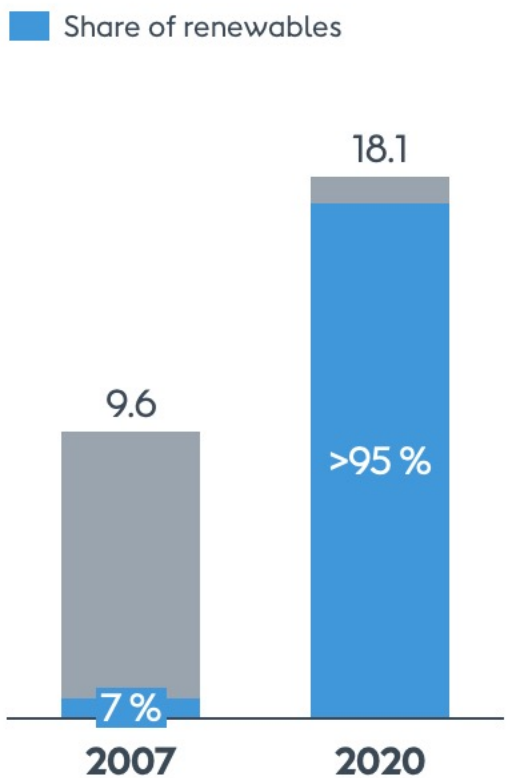
Ørsted
Love your home

Our story is one of transformation

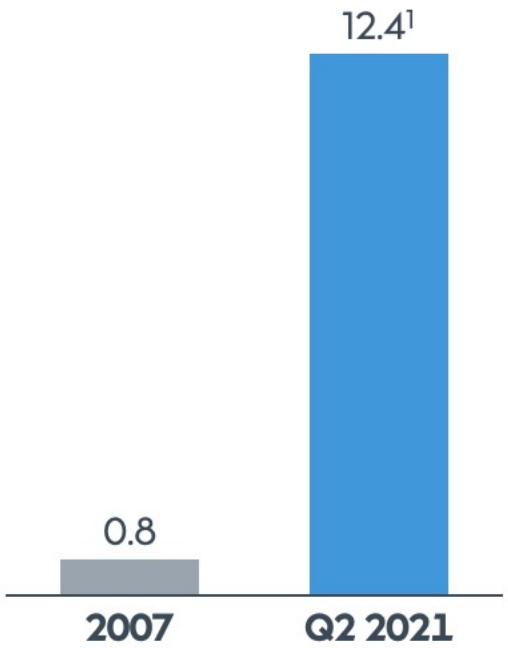
CO_2 reduction
g CO_2e/kWh



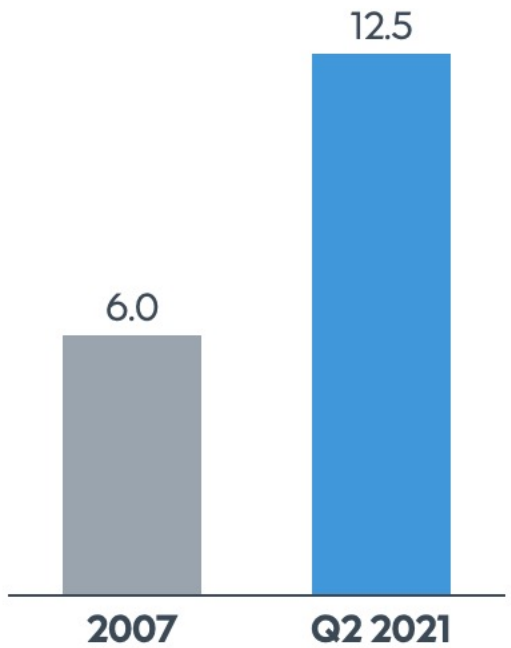
Green transformation
EBITDA, DKKbn, %



Renewable capacity
Installed capacity, GW



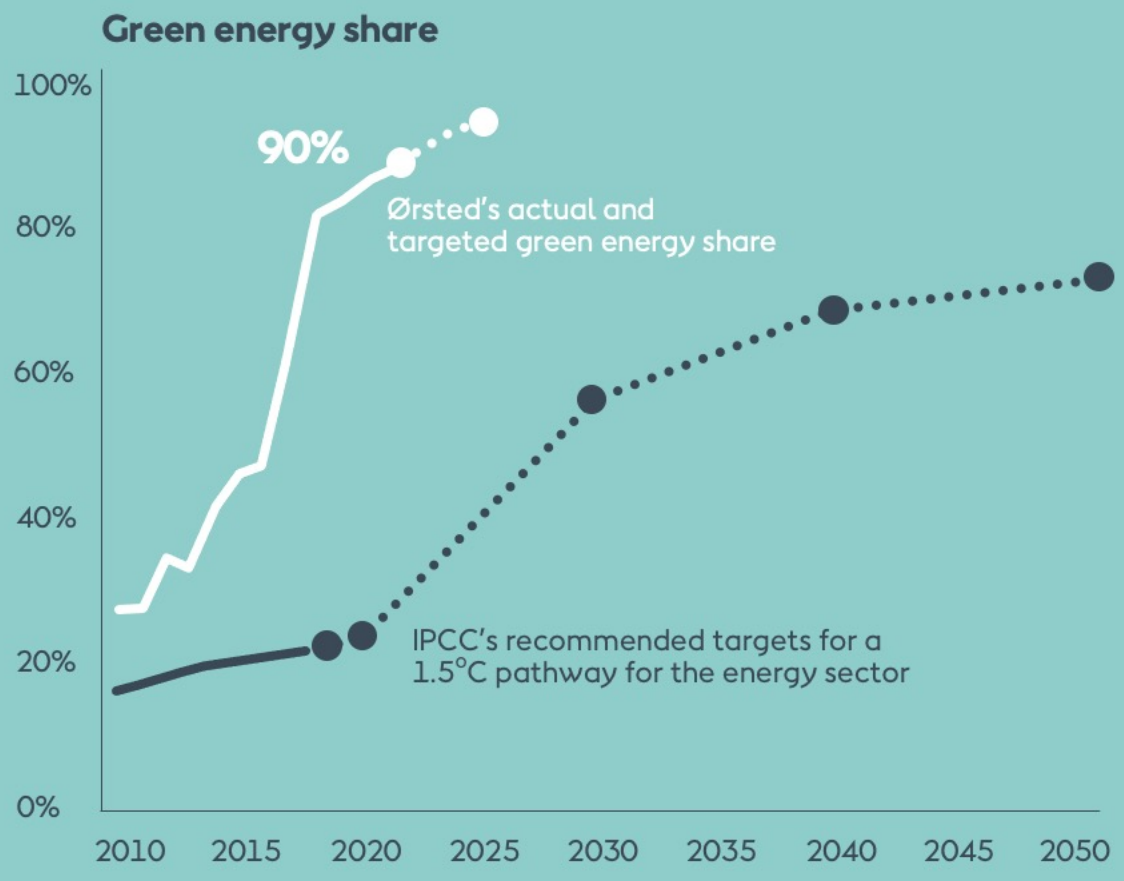
Profitability
ROCE, %



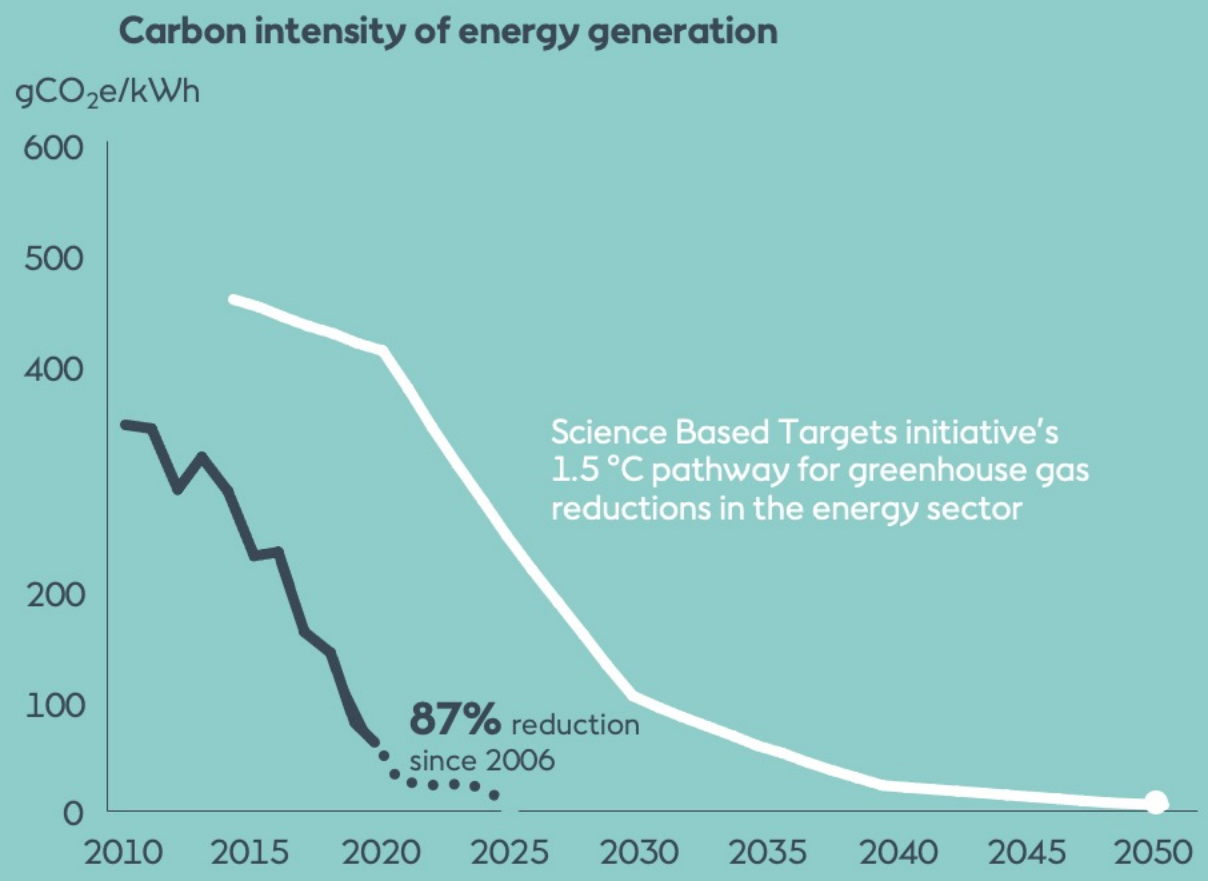
Source: Ørsted 2020 Annual Report; Ørsted Interim Financial report Q2 2021

Ørsted

From a fossil-fuels to green energy



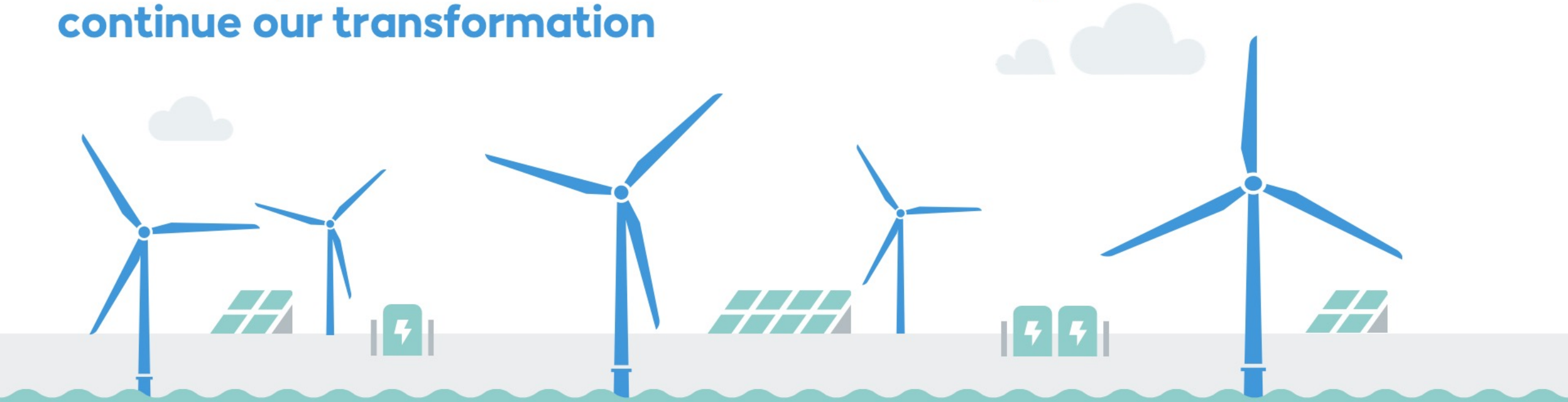
By 2025, we target 99%.



By 2025, we target >98%.

Ørsted

We already have near-term science-based targets to continue our transformation



2025

98% carbon reduction

Reducing Scope 1 and 2 GHG emissions by 98% per kWh by 2025 from a 2006 base year

- Direct emissions from power and heat generation

2032

50% carbon reduction

Reducing absolute Scope 3 GHG emissions by 50% by 2032 from a 2018 base year

- Indirect emissions from our supply chain, construction contractors, energy trading activities, and administration

Now our 2040 net-zero target is science-based with long-term emissions reduction targets

2025 98% GHG reduction per KWh produced (Scope 1 and 2)

2032 50% absolute GHG reduction (Scope 3)

2040 90% reduction in absolute Scope 3 emissions from use of sold products (compared to 2018)

2040 99% reduction in Scope 1-3 from entire renewable energy portfolio* to 2.9 gC02e / kWh, including limiting Scope 1-2 GHG emissions to 1 gCO2e / kWh (compared to 2018)

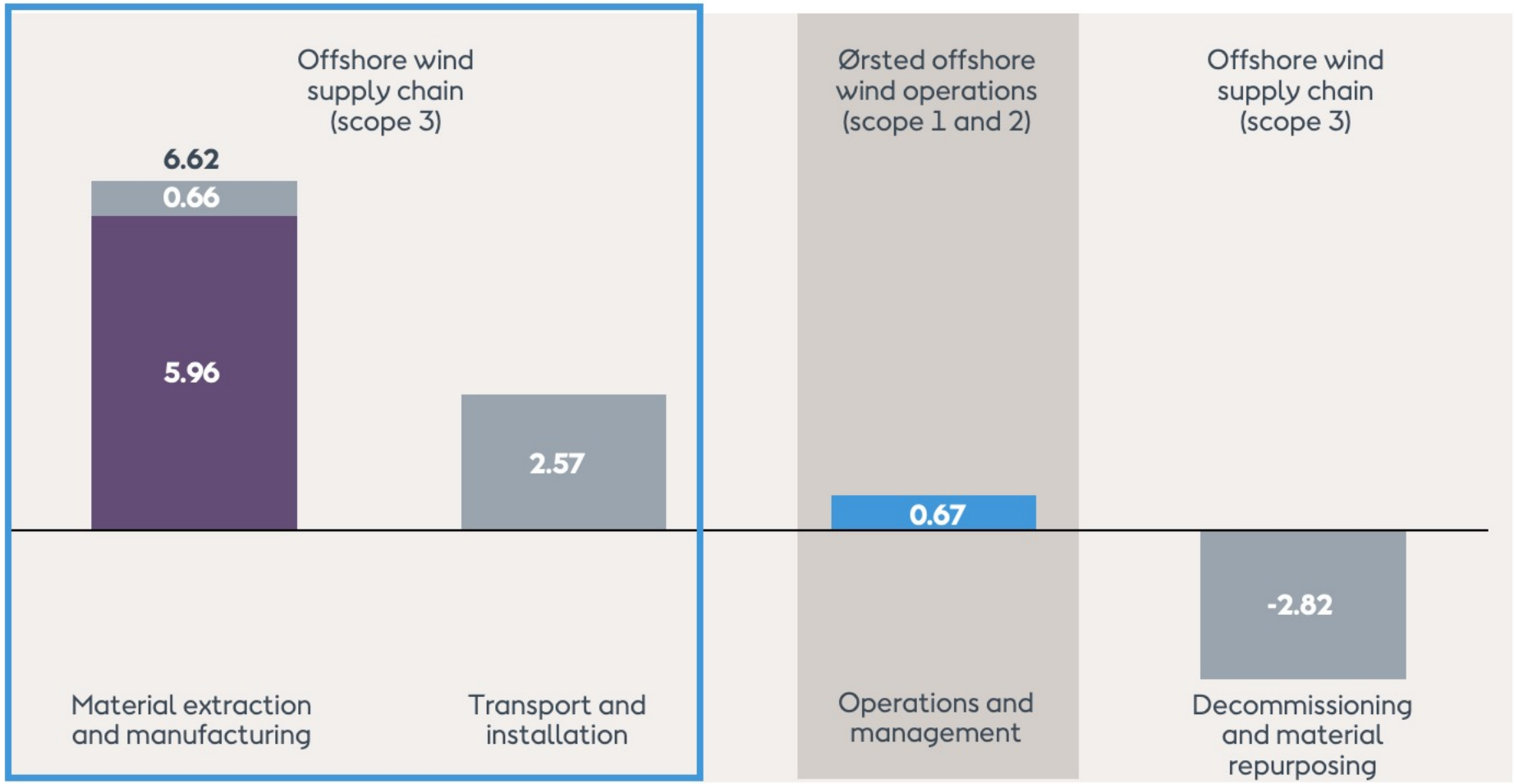
Ørsted will neutralize any limited residual emissions by 2040 through certified carbon removal projects

* Excludes use of sold products

Ørsted

Decarbonising the supply chain is the next frontier to reach net-zero by 2040

Emissions across the lifecycle of an Ørsted average offshore wind farm (gCO_2e/kWh produced)



Ørsted

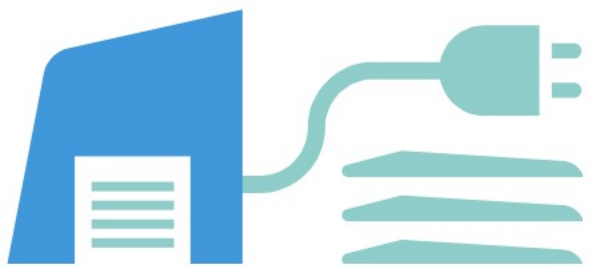
Supplier engagement is key

1

Disclose their own emissions and set science-based carbon-reduction targets

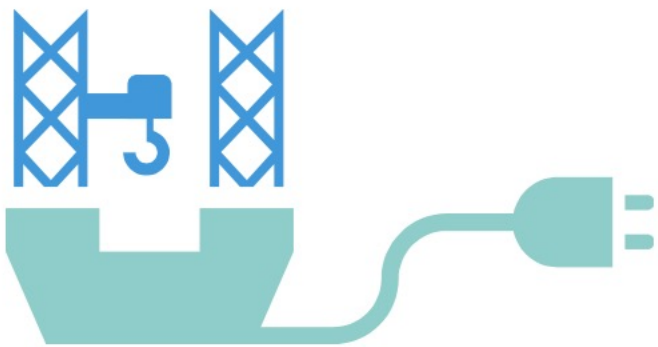
2

Use 100% renewable electricity in the manufacturing of wind turbines, foundations, cables, substations, and components



3

Optimise their vessel fleet and develop roadmap to power vessels with renewable energy



Ørsted

We also need transformative action to decarbonise steel

50%

of Ørsted' supply chain emissions comes from the production and processing of steel

We are working on this challenge through key initiatives

- Collaboration with steel manufacturers
- Creating long term demand signals through industry initiative, SteelZero, where we are founding member
- Hydrogen partnerships with steel producers creating a circular approach; wind power for green hydrogen for green steel

Ørsted

Corporate climate targets must be backed by science

The science – and the urgency – are clear: to keep a 1.5°C future within reach, we need rapid and deep emission cuts to achieve net-zero.

Net-zero targets that prioritise reductions and cap offsets help build the credibility and reputation of corporate climate action.

Ørsted encourages all companies to align climate strategies with the SBTi Global Net-Zero Standard

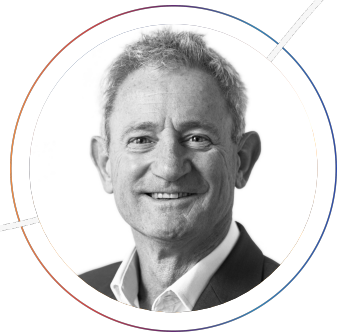
Thank you

Ørsted

NET-ZERO IN PRACTICE: JLL CASE STUDY

Net-Zero in Practice: JLL

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



RICHARD BATTEN

Chief Sustainability Officer

JLL

Transition to **net-zero**

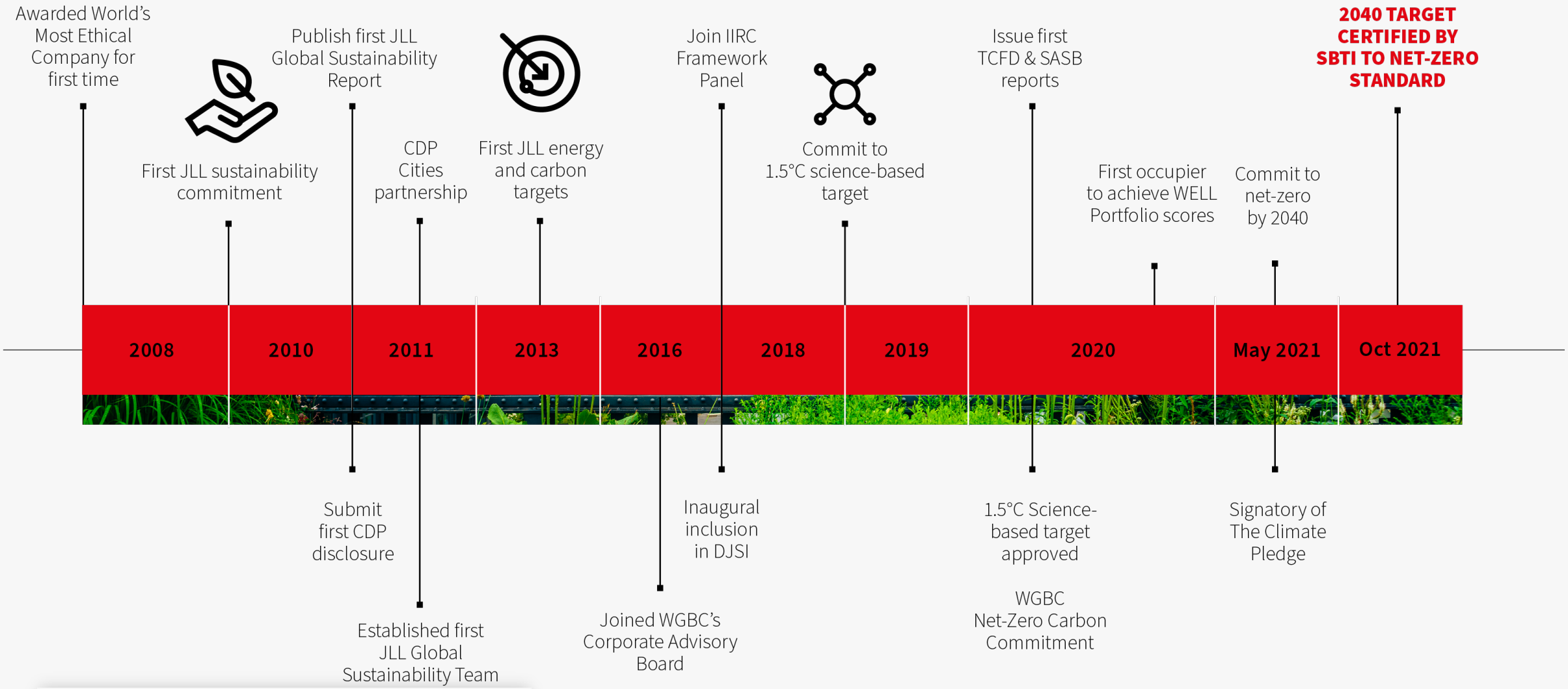
October 28, 2021

Agenda

- About JLL
- Our sustainability strategy
- Our progress
- Our journey to net-zero
- How we will achieve our science-based target
- Our headline actions

We shape the future of real estate for a better world.

• Our progress



• Our journey to net-zero

JLL commits to reduce absolute scope 1,2 and 3 emissions by 51% by 2030 and 95% by 2040 from a 2018 base year

96.4% – 17,547,735 mt
Client emissions

2.2% – 409,397 mt
Supply chain

0.6% – 100,451 mt
Employee Commuting and Homeworking

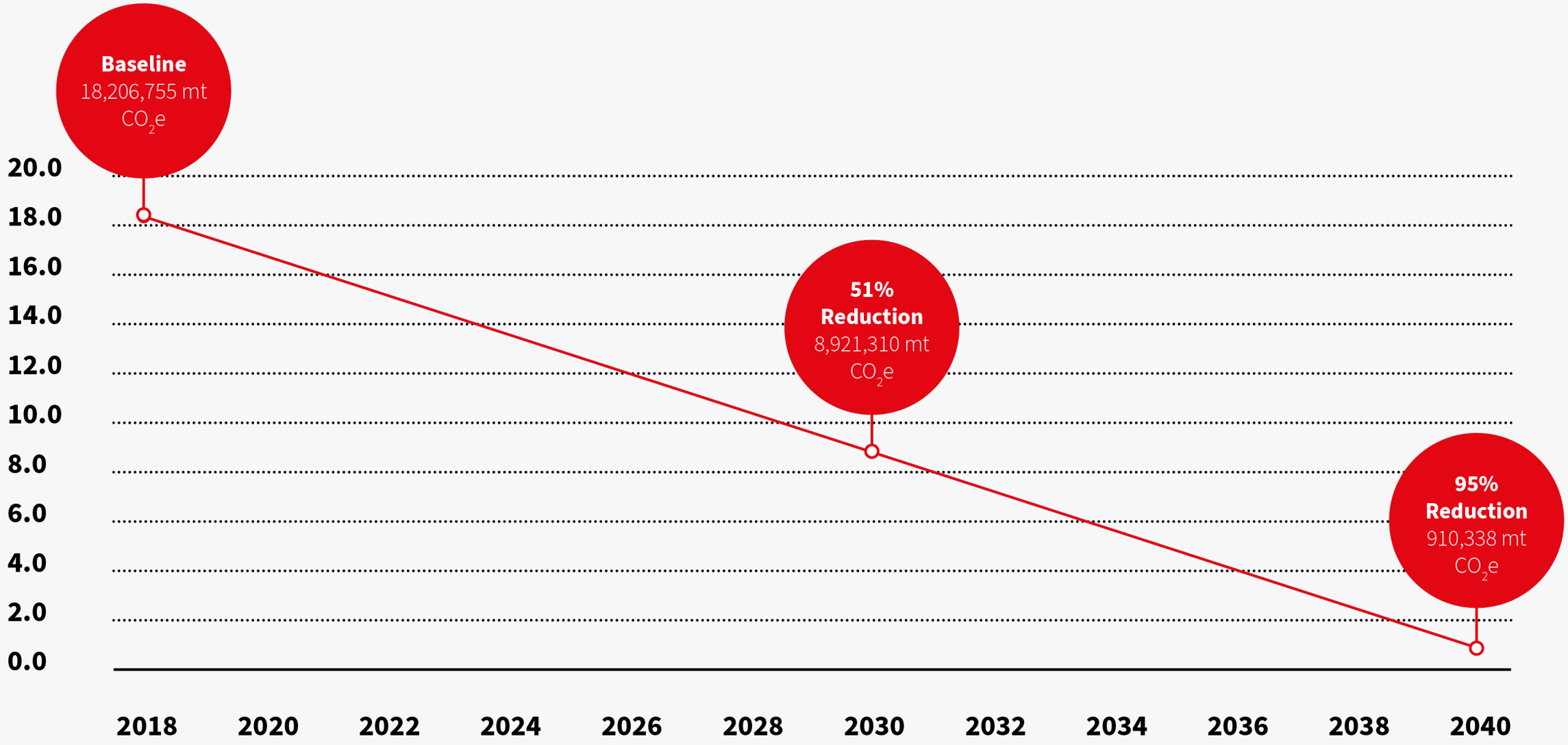
0.4% – 76,740 mt
Business travel and hotel use

0.2% – 31,164 mt
Vehicle fleet

0.2% – 30,614 mt
Office space

0.1% – 10,654 mt
Other emissions

• How we will achieve our science-based target



Our headline actions

Activity	 Office space	 Vehicles	 Clients
Emissions Scope	**1, 2, 3**	**1**	**3**
2018 baseline emissions mt CO_2e	**30,614**	**31,164**	**17,547,735**
Reduction activities	• Improve energy efficiency in offices we already occupy • Take on highly efficient office space and enhance with fitout specifications • Move offices onto renewable energy, or purchase RECs if unavailable	• Significant vehicle fleets in US and EMEA due to our mobile engineering service • Anticipate 100% EV across our global vehicle fleet by 2032	• Help clients to set strategies and drive energy efficiency in their buildings • Increase the uptake of renewable energy they are consuming • Make significant investments in technology solutions to deliver these services

Our headline actions

Activity	 Business travel & hotel use	 Supply chain	 Employee commuting & homeworking	 Other emissions
Emissions Scope	**3**	**3**	**3**	**3**
2018 baseline emissions mt CO_2e	**76,740**	**409,397**	**100,451**	**10,654**
Reduction activities	• Eliminate unnecessary travel • Invest in technology solutions to support flexible working • Where travel is unavoidable, direct employees to use less impactful transport	• Strengthen collaboration with suppliers to set shared targets and KPIs • Ensure data centres used are supplied with renewable energy wherever possible	• Incentivize use of public transit • Reductions will also occur through increased use of renewable energy and low emission vehicles	• Implementation of new procedures should see these decrease with any residuals addressed through high quality offsets

Richard Batten
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