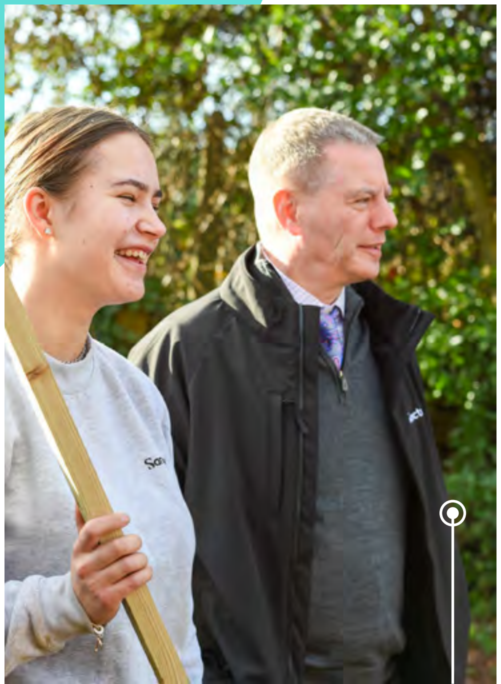
Sanctuary

# Decarbonisation and Net Zero Strategy

2023-2026

Read the strategy

# Foreword
# Group Chief Executive



Sanctuary Group Chief Executive Craig Moule with apprentice Anna Andrzejewska

At Sanctuary, three of our core organisational values are sustainability, integrity, and ambition. When it comes to reducing our environmental impact, all three values are integral to everything we do.

Since our first Environment and Climate Change Strategy, published in 2021, we have always committed to be transparent and accountable about the meaningful actions we take towards decarbonisation.

Over the last 12 months, we've thought about how ambitious we need to be on decarbonisation and consequently have challenged ourselves to create a quantified decarbonisation roadmap, transparently summarising how we plan to decarbonise our homes and operations for the benefit of our customers.

Our data-driven approach has resulted in this new Decarbonisation and Net Zero Strategy, which marks a clear evolution from our previous Environment and Climate Change Strategy, taking a quantitative approach to the challenges we face.

Notably, our Social Housing Decarbonisation Fund programme secured as part of the Greener Futures Partnership will see the carbon emissions and energy efficiency of over 2,000 Sanctuary homes improved, with £12.5 million of grant added to our £27 million of investment.

Retrofitting our homes is just one of the ways that we are putting our customers first in our decarbonisation journey. We're developing a range of process and service improvements, such as our OneProperty transformation project, which will both improve the service that our customers receive from us and support us to cut waste along the way. Throughout all of this, we'll support and consult with our customers at every step, ensuring no one is left behind in the decarbonisation journey.

I hope you feel as motivated as I do when reading this Decarbonisation and Net Zero Strategy and I encourage you to do what you can to support us in achieving the ambitions set out within.

**Craig Moule**
**Group Chief Executive**

On the cover: Green Vale, development site

# Foreword
# Group Director - Sustainability and Climate Change

Group Director - Sustainability and Climate Change Donna Williams and Head of Community Investment Marie-Claire Wattison

Sanctuary has committed to halve operational emissions by 2030 and reach net zero emissions overall by 2050, as part of the UN-backed 'Race to Zero' campaign.

We're making good progress against these targets, but some of our greatest and most complex challenges await.

In this year's new Decarbonisation and Net Zero Strategy, we're outlining exactly how large those challenges are. This strategy sets out our progress so far, but also fully explains what we need to do to achieve our targets, and how we plan to get there.

By translating our targets into concrete emissions savings from projects and programmes, across all Greenhouse Gas Protocol scopes and categories, we can demonstrate a genuine plan for reducing our environmental impacts.

We feel this is the right time to publish our future plans in full, after calculating our **Operational Carbon Footprint** for the fourth time in 2022/2023 and our **Extended Carbon Footprint** for the third time. This has provided us with a strong understanding of where our most material emissions hotspots are, so we can prioritise reductions.

We have now further evaluated our **Extended Carbon Footprint**, made up of Scope 3 emissions, for the last three financial years. We are proud to have multiple years of data covering all our emissions, enabling us to tell the whole story when discussing our decarbonisation journey. We expect this data to be the catalyst for ambitiously reducing our **Extended Carbon Footprint**.

There is always a risk of focusing on talking about sustainability, but our approach to decarbonisation has long been one of "doing", rather than "saying". This is why you'll find fewer case studies in this strategy, as we focus on the numbers. However, further examples of what we've achieved can be found on our Sustainability Hub.

This strategy lasts for three years, but we will publish interim progress reports along the way to keep you up to date. If you would like further information about our decarbonisation plans, don't hesitate to get in touch with us at sustainability@sanctuary.co.uk.

D.M. Williams

**Donna Williams**
**Group Director -**
**Sustainability and Climate Change**

# Glossary

## Net zero

Achieving net zero emissions means that carbon emissions have been reduced as much as possible, but some still remain. This allows for a low level of offsetting (see 'Carbon offsetting'), which involves removing carbon from the atmosphere.

This differs from absolute zero emissions, where no carbon offsetting is required.

Net zero is also different from being carbon neutral. Carbon neutrality focuses on offsetting emissions, as opposed to primarily trying to reduce them.

## CO2e

CO2e, or 'carbon dioxide equivalent', is a method of measuring all key greenhouse gases. To create a unit of CO2e, emissions from carbon dioxide, methane, nitrous oxide, and other fluorocarbons are bundled together and expressed by the amount of carbon dioxide (CO2) that would have the equivalent global warming impact.

By measuring in CO2e, we consider all greenhouse gases emitted from our activities.

## Carbon offsetting

Carbon offsetting can be most simply understood as removing carbon from the atmosphere to compensate for emissions occurring elsewhere. A typical carbon offsetting action would be planting trees to absorb levels of carbon dioxide equal to the level of emissions produced by an organisation or individual.

## Greenhouse Gas Protocol

A global standardised framework for measurement and management of carbon emissions.

## Greenwashing

In this strategy, we talk about how Sanctuary is avoiding greenwashing at all costs. But what is greenwashing? Generally, it's a technique used by some businesses to distract customers from their negative environmental impacts. Companies may also attempt to greenwash by pretending they are doing more to help the environment than they actually are.

# Our decarbonisation **journey so far**

In 2021, we set a target to halve our **Operational Carbon Footprint** by 2030, as part of our Race to Zero pledge.

Race to Zero is a United Nations campaign, set up ahead of the landmark COP26 climate conference in 2021, that encourages organisations globally to pledge to reduce their emissions significantly by 2030 and achieve net zero emissions by 2050.

Our pledge also included a commitment to significantly reduce our **Extended Carbon Footprint** by 2030.

**Group Operational Carbon Footprint**

**Scope 1** Direct
- Gas used in company buildings
- Fuel from company fleet

**Scope 2** Indirect
- Electricity used in company buildings

**Scope 3** Indirect
- Expensed business mileage

**Group Extended Carbon Footprint**

**Scope 3** Indirect
- Purchased goods and services
- Embodied carbon in construction
- Waste
- Commuting and business travel
- Housing stock
- Investments

# Our decarbonisation **journey so far**

Resident Rana Judge at
Anderston allotment, Glasgow

Our **Operational Carbon Footprint** comprises the emissions that we have the most control over and for which we are directly responsible. Informally referred to as our operational emissions, we have been required by law to declare them in our Annual Report every year since 2019/2020. They include:

- Emissions from gas used in company buildings and from fuel used in company fleet, which fall into Scope 1 of the Greenhouse Gas Protocol's emissions framework. Scope 1 emissions are directly created and controlled on-site.
- Emissions from electricity used in company buildings, which are Scope 2 emissions. They are created offsite but directly controlled on-site.
- Emissions from expensed business mileage, a Scope 3 emissions category. While Scope 3 emissions are indirectly created by Sanctuary, we deem that we have significant enough control over the miles travelled by our colleagues to include them in our **Operational Carbon Footprint**.

Our **Extended Carbon Footprint** is made up of almost all other material Scope 3 emissions sources, over which we have less control. Notably, it includes our 'downstream leased assets' - the emissions from our homes being used by customers, which make up around 50% of our **Extended Carbon Footprint**. All emissions categories in the footprint are listed here:

- Purchased goods and services
- Capital goods
- Fuel and energy-related activities
- Upstream transportation and distribution
- Waste
- Business travel (excluding private mileage, as outlined left)
- Employee commuting
- Use of sold goods
- End-of-life of sold goods
- Downstream leased assets
- Investments

# How far have **we come?**

## 2019/2020

Our baseline **Operational Carbon Footprint** stood at 57,578 tonnes of CO2e.

## 2020/2021

We calculated our baseline **Extended Carbon Footprint** from 2020/2021 data. This stood at 417,763 tonnes of CO2e. As that year was affected by the pandemic, we expected these emissions to be slightly lower than they would have been in a 'business-as-usual' year.

As restrictions related to the pandemic impacted our emissions, our operational emissions fell by 16% to 50,357 tonnes of CO2e, mainly due to restrictions on travel.

## 2021/2022

Our **Extended Carbon Footprint** for 2021/2022 saw a rise in emissions to 431,936 tonnes of CO2e, as to be expected from activities returning to business-as-usual post-pandemic, including higher levels of capital reinvestment and development of new homes.

Our **Operational Carbon Footprint** fell from the baseline year by 27%, resulting in a saving of 15,443 tonnes of CO2e. It stood at 42,135 tonnes of CO2e. This resulted from procuring a renewable, carbon-neutral electricity contract halfway through the financial year.

## 2022/2023

We saw our **Extended Carbon Footprint** rise again to 494,617 tonnes of CO2e, an 18% increase on our baseline year of 2020/2021. This year was one of growth, with 13 additional operational Cornwall Care homes and 13,000 Swan properties forming part of the 14,186 new homes under ownership in 2022/2023 that have increased our overall emissions.

During the first full year of our green electricity contract being in place across Sanctuary, we recorded a 41% reduction in our **Operational Carbon Footprint**, as it fell to 34,011 tonnes of CO2e from our baseline year of 2019/2020. This was bolstered by positive reductions in gas consumption.

# Decarbonisation plan: **Operational Carbon Footprint**

Our **Operational Carbon Footprint** comprises our Scope 1 and 2 emissions, plus business mileage, with our current performance set out below against our baseline year of 2019/2020.

These calculations are made in line with the UK Government's Streamlined Energy and Carbon Reporting (SECR) regulations.

These emissions have been calculated since 2019/2020, showing year-on-year reductions. This is in part due to our procurement of a company-wide, renewable electricity contract, resulting in carbon neutral electricity, but we have also seen decreases in emissions from gas usage and business mileage.

Liz Hartley, Director - Group HR, using one of the electric vehicle charging points at the Worcester office

"We have also seen **decreases in emissions from gas usage** and business mileage"

| Greenhouse Gas Protocol Scope | Emission Category | Our Progress So Far (Tonnes of CO2e) 2019/2020 Baseline | 2022/2023 |
|---|---|---|---|
| Scope 1 | Gas consumed in company buildings | 29,151 | 26,179 |
| | Fuel burned in company fleet | 7,920 | 7,177 |
| Scope 2 | Electricity consumed in company buildings | 19,497 | 0 |
| Scope 3 | Employee vehicle business mileage | 1,010 | 655 |
| **Total Operational Carbon Footprint** | | **57,578** | **34,011** |

**Overarching targets for carbon footprint: Halve operational emissions by 2030 | Reach net zero operational emissions by 2050**

Our carbon emissions calculations are frequently updated, and we continue to iterate and refine our methodology. As such, these numbers are accurate at the time of publication but are likely to continue to be updated in future.

# Operational Carbon Footprint: **targets**

**By 2030:**

Reduce gas emissions by 20%

Reduce fleet emissions by 30%

Maintain 100% electricity emissions reduction

Reduce business mileage emissions by 20%

**By 2050:**

Reduce gas emissions by 95%

Reduce fleet emissions by 98%

Maintain 100% electricity emissions reduction

Reduce business mileage emissions by 100%

# Operational Carbon Footprint: **beyond the numbers**

**50% reduction by 2030**
**Net zero by 2050**

## By 2030: What we'll do – selected actions

Improve energy efficiency of company buildings and communal areas, focusing on reducing energy consumption and heating demand.

From 2026, only offer electric cars to colleagues, and from 2028, only offer electric vans to colleagues.

Continue procuring green electricity, while identifying electricity consumption hotspots and implementing solutions to reduce demand.

Offer colleagues comprehensive resources to move away from travelling by private car, including incentivising carsharing to events and meetings.

## By 2050: What we'll do – selected actions

From 2030, begin move from fossil fuel heating and hot water systems to low-carbon alternatives.

By 2035, replace all non-electric commercial vehicles, anticipating that electricity powering our fleet is zero carbon by 2050.

Maintain a 100% reduction in emissions from electricity.

Achieve maximum take-up of sustainable transport, which is expected to be lower in emissions due to Government policy.

# Decarbonisation plan: **Extended Carbon Footprint**

**REVISED INFORMATION AS OF AUGUST 2025**

Our **Extended Carbon Footprint** is made up of our material Scope 3 emissions categories, excluding business mileage, for which we are indirectly responsible. However, these emissions are no less important than our operational emissions, and they will require significant action to achieve net zero.

Our **Extended Carbon Footprint** makes up 91% of our total carbon footprint. While this is typical for a housing provider of Sanctuary's size with high levels of owned assets, it illustrates the scale of the challenge.

The emissions from our customers living in our homes (downstream leased assets) fall into our **Extended Carbon Footprint** and make up just under 50% of the total emissions. This is a priority area for us to decarbonise and we are tackling it through our fabric-first retrofit programme, which has been bolstered by our Social Housing Decarbonisation Fund works.

Below, we set out the current performance of our **Extended Carbon Footprint** against our new baseline year of 2022/2023. Previously, our baseline year had been 2020/2021. This year was significantly impacted by the pandemic, so did not reflect business-as-usual activities across Sanctuary. This rebaselining ensures we are measuring progress against a typical year of activity across all operations. Now, after 2024/2025, our Extended Carbon Footprint has reduced by 14% in absolute terms against our baseline year, and by 9% against 2023/2024. On a relative basis, this year's extended emissions have also fallen by 27% against the rebaselined year, moving in the right direction from 4.63 tonnes of carbon dioxide per home in management to 3.38.

We set out the key areas of challenges and how we plan to tackle them over the next few pages.

| | | **Our Progress So Far (Tonnes of $CO_2e$)** | |
|---|---|---|---|
| **Greenhouse Gas Protocol Scope** | **Emission Category** | **2022/2023 Baseline** | **2024/2025** |
| Scope 3 | Purchased goods and services | 90,937 | 64,994 |
| | Capital goods | 96,102 | 93,250 |
| | Fuel and energy related activities | 11,422 | 13,871 |
| | Upstream transportation and distribution | 13,071 | 4,920 |
| | Waste | 3,763 | 2,022 |
| | Business travel (excl. business mileage) | 307 | 650 |
| | Employee commuting | 18,555 | 8,860 |
| | Use of sold products | 50,896 | 34,120 |
| | End of life treatment of sold products | 65 | 89 |
| | Downstream leased assets | 202,992 | 198,810 |
| | Upstream leased assets | N/A | 2,914 |
| | Investments | 6,633 | 1,479 |
| **Total Extended Carbon Footprint** | | **494,743** | **425,979** |

**Overarching targets for carbon footprint: Reduce extended emissions by 25% by 2030 | Reach net zero extended emissions by 2050**

Our carbon emissions calculations are frequently updated, and we continue to iterate and refine our methodology. As such, these numbers are accurate at the time of publication but are likely to continue to be updated in future.

# Extended Carbon Footprint: **targets**

## By 2030:

Reduce downstream leased assets emissions by 18%
*(Emissions from our social housing)*

Reduce purchased goods and services emissions by 10%
*(Emissions from general purchases, excluding capital goods)*

Reduce capital goods emissions by 33%
*(Emissions from machinery and materials for reinvestment and construction)*

Reduce waste emissions by 20%
*(Emissions from waste produced by Sanctuary's operations)*

Reduce employee commuting emissions by 20%
*(Emissions from commuting and homeworking carried out by employees)*

Reduce use of sold products emissions by 80%
*(Emissions from the homes we build and sell)*

## By 2050:

Reduce downstream leased assets emissions by 96%
*(Emissions from our social housing)*

Reduce purchased goods and services emissions by 90%
*(Emissions from general purchases, excluding capital goods)*

Reduce capital goods emissions by 80%
*(Emissions from machinery and materials for reinvestment and construction)*

Reduce waste emissions by 50%
*(Emissions from waste produced by Sanctuary's operations)*

Reduce employee commuting emissions by 100%
*(Emissions from commuting and homeworking carried out by employees)*

Reduce use of sold products emissions by 100%
*(Emissions from the homes we build and sell)*

# Extended emissions: **beyond the numbers**

**25% reduction by 2030**
**Net zero by 2050**

## By 2030: What we'll do – selected actions

By 2030 in England and by 2032 in Scotland, achieve EPC C and EESSH 2 across all social housing in England and Scotland respectively by investing in the retrofit of our homes and adopting a fabric first approach.

Take best practice from our Knowledge Transfer Partnership work to introduce more sustainable materials in construction processes.

Engage with suppliers to reduce emissions on routine purchases, embedding sustainable procurement policies where possible.

Embed methods of bulk purchasing across Sanctuary, reducing goods' transportation levels.

Launch sustainable travel campaigns, informing, supporting, and incentivising colleagues to travel sustainably.

Remove gas from building specifications and enhance fabric of sold homes to highest practicable level, in line with the Future Homes Standard.

Launch long-term sustainable travel campaigns, reviewing how we can support active travel methods in workplaces.

Establish a low-waste culture through implementation of Environmental Management Systems.

# Extended emissions: **beyond the numbers**

**25% reduction by 2030**
**Net zero by 2050**

## By 2050: What we'll do – selected actions

- After 2030, begin switch from gas boilers to air source heat pumps across our social housing.
- Achieve maximum take-up of sustainable transport, which is expected to be net zero when planned Government policy is implemented.
- Embed a fully low-carbon specification for all materials in new-build construction and property reinvestment.
- As the electricity grid decarbonises fully, emissions from sold homes should reduce in parallel.
- Expect that manufacturing processes will be regulated by net zero emissions legislation, fully decarbonising our supply chain.
- Achieve maximum take-up of sustainable commuting, with Government ban on new internal combustion engines enabling carbon reductions.
- Set expectation that non-local materials, goods, and services are transported via net zero transport, given anticipated Government policy.
- Ensure 100% of waste is diverted from landfill, while also embracing circular routes for products we buy, such as reuse and return of goods.

# Beyond decarbonisation: **our approach to carbon offsetting**

Carbon offsetting can be most simply understood as removing carbon from the atmosphere to compensate for emissions occurring elsewhere. A typical carbon offsetting action would be planting trees to absorb levels of carbon dioxide equal to the level of emissions produced by an organisation or individual.

At Sanctuary, our responsibility is to reduce our emissions through a detailed and long-term approach to decarbonisation, with the target of achieving net zero across all components of our carbon footprint by 2050.

However, we have a large and multifaceted supply chain, and will rely on decarbonisation happening throughout all elements of that supply chain to achieve a net zero **Extended Carbon Footprint**, and on proactive legislation and regulation from the Government to achieve that.

Our emissions tables (Appendix 1) forecast that we currently expect to experience a low level of residual emissions by 2050: approximately 1,010 tonnes of $CO_2e$ from our **Operational Carbon Footprint** and 32,418 from our **Extended Carbon Footprint** respectively. It's therefore important that we determine an authentic approach to carbon offsetting now, so we can undertake meaningful offsetting projects that provide value for money and enhance overall customer experience.

We are acutely aware of the risks of greenwashing in carbon offsetting schemes, so our approach will primarily focus on investing in the green spaces managed by Sanctuary, for example by including more trees. This will not only help us to reduce our emissions further by increasing our absorption of carbon, but it will also enhance the look and feel of our communities and provide much-needed shading to our buildings in a warmer climate.

We are starting to consider approaches to carbon offsetting and the most appropriate time frame to begin this work, not to apply carbon offsetting as an excuse to avoid decarbonisation, but as an additional way to achieve our environmental ambitions. By beginning to consider it now, we can start to weave carbon offsetting into the fabric of our approach to biodiversity across Sanctuary.

We will continue to develop our thinking on carbon offsetting in a responsible and inclusive manner and use future iterations of this strategy to provide updates on our approach.

**"We can start to weave carbon offsetting into the fabric of our approach to biodiversity across Sanctuary"**

# Case **studies**

As we set out our detailed plans and emissions targets for the future, it's important to recognise the work currently underway and successes already achieved. Two key case studies, vital to our decarbonisation work, have been included in this strategy, with others available on our Sustainability Hub: www.sanctuary.co.uk/sustainability.

Abbey Meadows, Little Wakering

# Case **studies**

## A community-level approach to cutting carbon in Chester

Chester is one of our flagship locations for decarbonisation and energy efficiency improvements. Over the past two years, we've taken a neighbourhood-based approach to ensure no customer or property is left behind on our low-carbon journey.

With 6,500 homes in and around the city of Chester, many of which were falling below an Energy Performance Band of C, it was clear that energy efficiency works would be vital for customer wellbeing. Improved energy efficiency can help to reduce fuel poverty by minimising heat loss and energy consumption.

In 2021, we delivered a flagship net zero package of improvement works at Blacon Adventure Playground. Upgrades included installing solar panels on the office and gym roofs, changing the heating system to an air source heat pump, and fitting a smart lighting control system. This is saving Sanctuary roughly 5 tonnes of $CO_2e$ annually and the works have since been recognised at the National Energy Efficiency Awards 2022.

In 2022, we launched a comprehensive programme of energy efficiency improvements for customers living in our most inefficient homes to run in Chester, as part of our wider Social Housing Decarbonisation Fund Wave 1 programme. We worked with Cheshire West and Chester Council to gain over £500,000 of funding to decarbonise 125 of our homes in the area, in addition to providing over £300,000 of Sanctuary's own capital investment. Following completion of the works, all 125 properties have been brought up to at least an Energy Performance Band of C.

During this programme, with the help of our retrofit contractor, Correct Contract Services, we installed:

- 69 cavity wall insulation upgrades
- 77 solar panel arrays
- 118 mechanical ventilation systems
- 99 high efficiency windows and door replacements

In 2023, our Social Housing Decarbonisation Fund Wave 2.1 programme began. This programme expands on the work we have already done in Chester, committing to improve a further 851 homes across our communities in the area up to an Energy Performance Band of C. This work will run up to 2025 and will see a range of sustainability improvements delivered to homes in the area.

Chris Leicester, Neighbourhood Manager for Chester, has been involved in supporting our customers throughout these improvements. He said: "The projects that have been carried out in Blacon by Sanctuary have really benefitted the community as a whole. Seeing the significant changes to Blacon Adventure Playground - a 50 year-old collection of buildings with poor energy efficiency - has been fantastic to witness. Customers have noted to me the clear intentions of Sanctuary to tackle climate change."

"Customers have noted to me **the clear intentions of Sanctuary to tackle climate change"**

# Case **studies**

## Controlling our consumption of heat and power across our sites

Sanctuary's operational teams have been working diligently to reduce energy consumption in our buildings. In light of the energy crisis, reducing our energy consumption provides both environmental and financial benefits.

Some of the innovations taking place to control energy consumption include the following:

- In our care homes, teams have completed surveys of our buildings to better understand how easy our heating systems are to operate and how efficient our lighting and electrical outlets are.
- At our student accommodation sites, our teams used digital resources and sticker campaigns to encourage students to turn off lighting outlets and appliances when not in use.
- We've procured Energy Performance Certificates (EPCs) for all our care homes and student accommodation sites, informing us where energy savings can be made.
- Several housing schemes in England have received new, more energy-efficient heating system replacements. This is the case at Berryfields, in Sutton Coldfield, where a 15-year-old district heating system will be replaced with one more fit for modern living.

Majed Hussain, Electrician

# Beyond **carbon**

We've set out our plans for decarbonisation – but there are broader environmental impacts to think about too. We're committed to tackling water consumption, biodiversity, customer and colleague awareness, and climate adaptation.

To see more of what we are doing across these areas and beyond, please visit our  Sustainability Hub at www.sanctuary.co.uk/sustainability. Here you can find more case studies across all of our environmental and social sustainability work, and learn more about our plans for the future.

Angelica Nixon in the sensory garden at Perry Beeches Campus, Birmingham

Sanctuary

**Accessibility**
We want this strategy to be accessible to all. If you would like it in a different format, email contactus@sanctuary.co.uk.

wearesanctuary @WeAreSanctuary Sanctuary #LifeatSanctuary

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Registered Society No. 19059R

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# Appendix 1: **Detailed decarbonisation and emissions data**

**Table 1a - Operational Carbon Footprint Decarbonisation Plan**

| | | Progress So Far (Tonnes of CO2e) | | | Our Future Ambitions (Tonnes of CO2e) | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Greenhouse Gas Protocol Scope** | **Emission Category** | **2019/2020 Baseline** | **2022/2023** | **% Change From Baseline** | **2030 Reduction** | **2030 Target** | **% Change From Baseline** | **2050 reduction** | **2050 target** | **% Change From Baseline** |
| Scope 1 | Gas consumed in company buildings | 29,151 | 26,179 | -10% | -6,043 | 23,108 | -21% | -22,202 | 906 | -97% |
| | Fuel burned in company fleet | 7,920 | 7,177 | -9% | -2,326 | 5,594 | -30% | -5,395 | 199 | -98% |
| Scope 2 | Electricity consumed in company buildings | 19,497 | 0 | 100% | 0 | 0 | -100% | 0 | 0 | -100% |
| Scope 3 | Employee vehicle business mileage | 1,010 | 655 | -35% | -206 | 804 | -20% | -804 | 0 | -100% |
| **Total Operational Carbon Footprint** | | **57,578** | **34,011** | **-41%** | **-7,535** | **26,609** | **-50%** | **-25,467** | **1,075** | **-98%** |

**Overarching targets for carbon footprint**

**Halve operational emissions by 2030 | Reach net zero operational emissions by 2050**

# Appendix 1: **Detailed decarbonisation and emissions data**

### Table 1b - Extended Carbon Footprint Decarbonisation Plan

| | | Progress So Far (Tonnes of CO2e) | | | Our Future Ambitions (Tonnes of CO2e) | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Greenhouse Gas Protocol Scope** | **Emission Category** | **2022/2023 Baseline** | **2024/2025** | **% Change From Baseline** | **2030 Reduction From Baseline** | **2030 Reduction From 2024/2025** | **2030 Target** | **2030 % Change From Baseline** | **2050 Reduction From 2030** | **2050 Target** | **2050 % Change From Baseline** |
| Scope 3 | Purchased goods and services | 90,937 | 64,994 | -29% | -9,614 | 0 | 81,323 | -11% | -73,218 | 8,105 | -91% |
| | Capital goods | 96,102 | 93,250 | -3% | -35,562 | -32,710 | 60,540 | -37% | -41,071 | 19,469 | -80% |
| | Fuel and energy related activities | 11,422 | 13,871 | 21% | -2,016 | -4,465 | 9,406 | -18% | -9,078 | 328 | -97% |
| | Upstream transportation and distribution | 13,071 | 4,920 | -62% | -2,671 | 0 | 10,400 | -20% | -8,879 | 1,521 | -88% |
| | Waste | 3,763 | 2,022 | -46% | -905 | 0 | 2,858 | -24% | -1,175 | 1,684 | -55% |
| | Business travel (excl. business mileage) | 307 | 650 | 112% | -91 | -434 | 216 | -30% | -216 | 0 | -100% |
| | Employee commuting | 18,555 | 8,860 | -52% | -3,711 | 0 | 14,844 | -20% | -14,843 | 1 | -100% |
| | Use of sold products | 50,896 | 34,120 | -33% | -40,717 | -23,941 | 10,179 | -80% | -10,179 | 0 | -100% |
| | End of life treatment of sold products | 65 | 89 | 37% | 0 | -24 | 65 | 0% | 0 | 65 | 0% |
| | Downstream leased assets | 202,992 | 198,810 | -2% | -36,272 | -32,090 | 166,720 | -18% | -158,295 | 8,425 | -96% |
| | Upstream leased assets | N/A | 2,914 | N/A | -348 | 0 | 3,131 | -10% | 1,566 | -1,566 | -55% |
| | Investments | 6,633 | 1,479 | -78% | -5,306 | -152 | 1,327 | -80% | -1,327 | 0 | -100% |
| **Total Extended Carbon Footprint** | | **494,617** | **425,979** | **-14%** | **-137,213** | **-93,816** | **361,009** | **-27%** | **-320,650** | **41,163** | **-92%** |

**Overarching targets for carbon footprint** **Reduce extended emissions by 25% by 2030 | Reach net zero extended emissions by 2050**