

*Pathway to Carbon Neutral, a commitment to achieving Net Zero*

# **Carbon Reduction Plan**

2020-2030

## Management Information

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## Contents

Foreword	3
Introduction	4
Responsibilities, Resourcing, and Ownership	5
How Do We Calculate Our Footprint?	5
Our Latest Carbon Footprint Assessment (2015/19)	6
What We Have Already Achieved	6
Ways to Accelerate Carbon Reductions	10
Key Areas of Reductions	11
Summary of Our Action Plan	12
Areas of Work	12
The Road to Neutral	13
Reporting Requirements	14
Appendix 1: Current Emissions Reporting	15

## Foreword

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“Carlisle Support Services is aware that we have a responsibility for the way we manage our work, so as to protect and enhance the environment and prevent Climate change.

Climate change is a huge challenge that we must all face together, we acknowledge the very real threat that climate change poses to our planet and will do all within our power to halt the decline.

We are committed to preserving the natural environment; to eliminating any negative impacts our actions may have; and to controlling and avoiding pollution within our operations and the services we provide.”

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**Paul Evans**  
*Chief Executive Officer*



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## Introduction

Carlisle Support Services remains committed to putting the principles of sustainable development into action in everything it does. This is so that development meets the needs of today without compromising the ability of future generations to meet their own.

The company is increasingly determined to have a positive effect on the environment and to avoid any unintended consequences through its actions.

The Company has revised its corporate Environment Policy to strengthen its environmental commitments, no more so than in reducing the Company's impact on climate change.

The Company is now setting new environment and climate change targets for the future.

The Company will lead the way on tackling greenhouse gas emissions by:

- Using its influence and role as a major employer to work with employees, partners, Suppliers, businesses, and communities to tackle climate change through a common framework for action across the county.
- Getting its own house in order by reducing the emissions from its own estate and operations to net zero greenhouse gas emissions.

This Plan sets out the actions the Company will undertake to reduce emissions from its own operations to net zero.

The associated action plan is dynamic and flexible. It will need to evolve constantly as interim goals are met, new challenges and opportunities arise and the landscape in which we operate changes over time. We will work together with our partners and suppliers to deliver this goal and we will be actively working as a team in this hugely important task, making the World a better place to live, work and play.

Our latest carbon management plan builds upon and takes forward the previous good work and reductions in harmful emissions that we have achieved. This foundation now provides the launch pad for attaining the challenging goals set out in this document.

This document has been designed to set Carlisle Support Services on a pathway towards carbon neutrality. The associated action plan shows in more detail how we plan to move towards achieving our 2030/31 goal of becoming carbon neutral.

Achieving early gains in reducing our emissions are key success factors for making carbon neutrality a reality. Delivering a successful management plan requires the Company to be realistic in our ambitions, creative in our approach and bold in our decision-making.

## Responsibilities, Resourcing, and Ownership

The Carbon Management Plan (CM Plan) and carbon saving target will be approved by the CEO, providing endorsement and a clear commitment at the highest level, reinforcing the need for action across the organisation. The specific objectives of the CM Plan will be included in the organisation's strategic plan and other high-level plans. The Senior Management Team will continue to provide long-term organisational momentum for embedding the CM Plan and carbon savings across the organisation. This will primarily be delivered through the governance structure for carbon management described in this Section.

Key stakeholders at all levels of management will provide overall support for promoting a culture of carbon reduction throughout faculties and buildings.

The key to success of this updated CM Plan is effective engagement with staff and the local communities. Everyone has a role to play in embedding and delivering the CM Plan and collaborative working is essential to deliver the desired carbon savings.

The key stakeholders in the organisation who will continue to shape and change culture and awareness are:

- Chief Executive Officer (CEO)
- Senior Management Team (SMT)
- Heads of Support Functions (incl. Finance, Communications, Estates, Procurement, Energy, HSQE, Fleet etc.)
- All staff.

## How Do We Calculate Our Footprint?

We started measuring our carbon footprint in the 2009/10 financial year and have used that as our baseline year against which we measure our emission reductions. We started with a 5-year plan that ended in 2015 and then commenced another 5-year plan which ended at the end of 2019. This new plan will now take us to 2030 although it will be reviewed every year.

Over the years, the scope of our carbon footprint has remained relatively static although we have seen a large increase in numbers of staff during this period. We have included Scope 1 and 2 emissions, and some Scope 3 as set out below.

### Scope 1 - Direct emissions that come from sources directly controlled by us

- Company owned/controlled mobile combustion sources (e.g., petrol and diesel fuel consumed in vans and cars).
- Combustion of fuels in stationary sources (e.g., natural gas, burning oil, gas oil and LPG consumed within Company owned buildings).

### Scope 2 - Indirect emissions that are associated with the purchase of electricity etc.

- Emissions from the generation of purchased electricity, heat or steam that is consumed in the Company's own or controlled equipment or operations (e.g., buildings).

### Scope 3 - All emissions not included in Scopes 1 or 2

- Business travel (staff mileage, rail and Air travel by staff for business purposes) and staff commuting.
- Petrol and diesel consumption by contracted fleet vehicles.
- Paper and consumable usage.

**Notable exclusions (also excluded from previous reporting periods):**

Fugitive emissions from air-conditioning systems. Fugitive emissions from intentional or unintentional releases, e.g., leaks or spills of hydrofluorocarbon (HFC) emissions during the use of refrigeration and air-conditioning equipment.

Previously we have kept our organisational and operational carbon emission boundaries relatively similar in order to compare actual emission reductions over time. However, through the development of this plan we took the opportunity to broaden this to include staff commuting as part of our Scope 3 emissions. Here we consider this an important part of our responsibility and so have included it.

We use the most up to date, accurate and complete data wherever possible. Occasionally, we are required to make assumptions where data is unavailable. We also use the most up to date emission factors which has contributed to lowering our grid-connected electricity emissions in particular (Scope 2). In addition to the delivery of our action plan the national grid emission factor has been falling over the years, driven by the increasing portion of renewable energy being brought into the energy mix of the UK. More energy is now being derived from renewables than from fossil-fuels. That is a truly significant change from which we will benefit more as the mix ratio increases in favour of renewables.

## Our Latest Carbon Footprint Assessment (2021/22)

The table and graph below summarise our latest carbon footprint assessment emissions in our third period commencing January 2021 and show our most recent carbon footprint breakdown by source. This has shown an increase of 12.69% in 2022 mainly due to an increase in growth to the business, a larger fleet and increase in offices to the business. We still remain on target to halving our emissions by 2030 against our 2015 baseline

Carlisle Support Services	2021 Year End	2022 Year End	Yearly % Reduction/Increase	Baseline set 2015	Total % Reduction/Increase
Scope 1	169072.21	174759.82	3.36%	532468.21	-32.82%
Scope 2	18487.31	27096.11	46.56%	32331.90	-83.85%
Scope 3	109766.41	133225.46	21.36%	318765.34	-41.75%
<b>Total GHG Emissions (Tonnes)</b>	<b>297339.91</b>	<b>335080.39</b>	<b>12.69%</b>	<b>883565.45</b>	<b>-37.92%</b>

## What We Have Already Achieved

We have a strong track record of delivering emission reductions and financial savings.

There have been significant reductions in emissions over time against both the target of 5% each year against Scope 1,2 and 3 and business as usual (BAU) scenarios. The 5% reduction target was exceeded 2 years early and the current reduction trend sets a solid foundation upon which to aim for carbon neutrality.

Some examples of successes we have had in reducing our carbon footprint to date include:

- Improved energy management
- LED office lighting
- Sensor controls
- Behaviour changes
- Hybrid/electric Fleet cars
- Active travel initiatives

## Case Study 1: Hybrid and Electric Cars and Vans

In 2017, Carlisle Support Services started leasing in six hybrid security patrol cars.

During 2020 we added a hybrid car to each of the three bandings for company cars.

In 2021, 14 electric vans were delivered to further reduce our emissions from business travel and of our total Fleet of 122 vehicles, 38% are now Hybrid or Full electric.

With regard to our current performance - as reported by our lease company against their other customers and industry standards on Co2 emissions - we are way ahead against other companies who lease fleets in reducing our carbon footprint, as detailed below.



	Cars	Commercials
CSS Average	85 (g CO2/km)	134 (g CO2/km)
Fleet Average (All Arval customers)	100 (g CO2/km)	152 (g CO2/km)
Industry Average	107 (g CO2/km)	168 (g CO2/km)





## Case Study 2: Reducing Cleaning Consumables

Working with one of our key cleaning consumables suppliers, Bunzl, we have managed to further reduce our carbon footprint. By using their advanced Verizon Connect route management system and increasing our minimum order value to £75.00, we have determined that we could reduce deliveries by 18%, resulting in a potential carbon saving of a huge 1,466kg of CO2e.

Below is a short summary of our findings and savings.

Having analysed your deliveries, we estimate that we could reduce the number of deliveries by: **18%**

Month	Current Deliveries	Deliveries Reduced	kg CO <sub>2</sub> <sup>e</sup> per delivery	Current Carbon Footprint (kg CO <sub>2</sub> <sup>e</sup> )	Carbon Footprint if orders reduced (kg CO <sub>2</sub> <sup>e</sup> )	Carbon Saved (kg CO <sub>2</sub> <sup>e</sup> )
Jul 20	192	157.44	3.54	679.48	557.18	122.31
Aug 20	169	138.58	3.52	594.67	487.63	107.04
Sep 20	140	114.8	3.92	549.43	450.53	98.90
Oct 20	180	147.6	3.73	671.85	550.91	120.93
Nov 20	158	129.56	4.17	658.41	539.90	118.51
Dec 20	145	118.9	4.85	703.66	577.00	126.66
Jan 21	144	118.08	6.27	902.24	739.84	162.40
Feb 21	110	90.2	4.82	530.27	434.82	95.45
Mar 21	138	113.16	5.22	719.81	590.25	129.57
Apr 21	123	100.86	5.09	625.85	513.20	112.65
May 21	139	113.98	4.85	674.02	552.70	121.32
Jun 21	177	145.14	4.70	832.47	682.63	149.84
	<b>1815.00</b>	<b>1488.30</b>	<b>54.68</b>	<b>8142.17</b>	<b>6676.58</b>	<b>1465.59</b>

<p><b>Total Deliveries</b> (Previous 12 Months)</p> <p><b>1,815</b> deliveries</p>	<p><b>Total Emissions</b> (Previous 12 Months)</p> <p><b>8,142</b> kg CO2e</p>	<p><b>Reduce Delivery Emissions</b> (12 Months)</p> <p><b>6,677</b> kg CO2e</p>	<p><b>Potential CO2e Saved</b> (Previous 12 Months)</p> <p><b>1,466</b> kg CO2e</p>
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**Our CO2e savings are equivalent to:**



**1** Acre of forest absorbing carbon over one year



**3,664** Miles driven in an average passenger vehicle



**187,596** Charges of a smartphone

## Ways to Accelerate Carbon Reductions

Working towards carbon neutral, we believe that there are six main themes (areas of work) which will form the basis of actions required in order to achieve a sustainable, carbon neutral Company.



### Energy Reduction

This includes a whole suite of initiatives, many of which will just be an extension of the current work that is being done such as replacing halogen lighting with LED.



### Behaviour Change

This means to continue to educate our employees on the latest methods and techniques that will help us to continue to reduce our footprint.



### Renewable Energy

Continue to purchase our electricity from suppliers who are using renewable energy and consider the use of solar panels on some of our current premises.



### Engagement

Clear Leadership, communication and engagement will all play an important role in helping us to become carbon neutral by 2030.



### Policies

Enhancing current policies and creating new ones that will help to facilitate the move to carbon neutrality.



### Resourcing

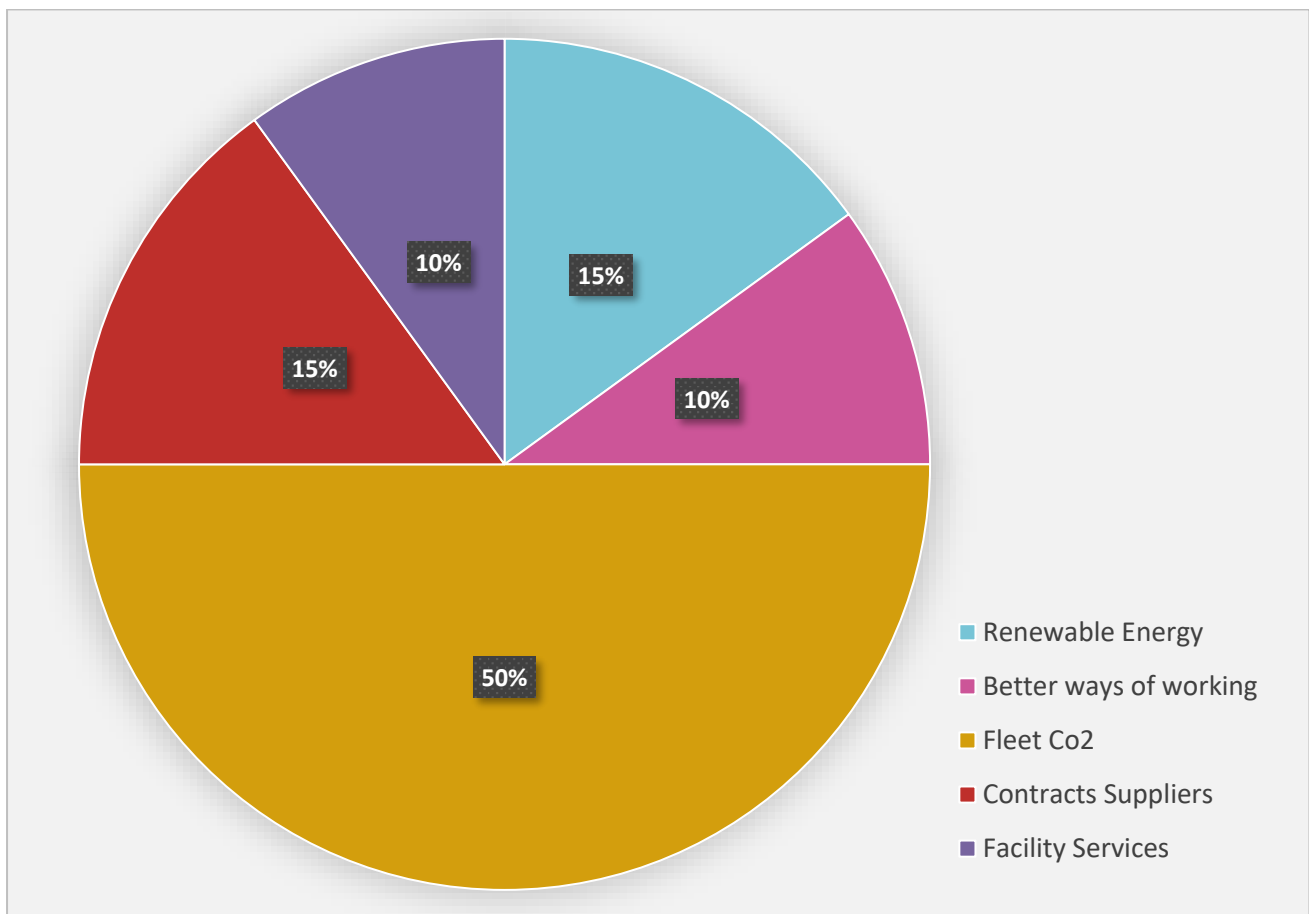
Appropriate levels of staff and financial resources will be key to delivering on this plan.

## Key Areas of Reductions

This diagram shows key areas where we aim to reduce emissions over the coming 5-year period. It is likely that the emission reductions will not match this exactly as there will be variation and additional projects which may impact in ways we have not planned for and cannot predict at this stage.

This diagram is indicative, and the areas of focus will remain flexible as reductions are measured across a variety of interventions and as we continue to seek and develop projects for 2030.

Each section of the pie chart represents an area of work, whilst the size represents the percentage of the target we have set out in this plan.



## Summary of Our Action Plan

The table below gives an outline of how we intend to meet our target. The areas of work are supported by specific activities, many of which are already underway and will be continued, completed and/or ramped up over the coming period.

To detail our thinking, we have provided some figures which we have a high confidence in achieving by the end of 2025 which is halfway through our plan and in line with our previous two 5-year reporting periods.

Area of Work	Examples of Planned Activities	Estimated Reduction <i>(based on 2015 baseline)</i>
Renewable energy	<ul style="list-style-type: none"> <li>• Purchase of Renewable energy</li> </ul>	15%
Better ways of working	<ul style="list-style-type: none"> <li>• Behaviour change</li> <li>• Working from home 2 days per week</li> </ul>	10%
Fleet	<ul style="list-style-type: none"> <li>• Electrification of entire fleet</li> </ul>	50%
Contracts and Suppliers	<ul style="list-style-type: none"> <li>• More sustainable travel procured</li> </ul>	15%
Facility services	<ul style="list-style-type: none"> <li>• LED lighting</li> <li>• Climate friendly cooling systems</li> </ul>	10%

## Areas of Work

### Purchase Renewable Energy

Ensure that we switch our electricity supply to 100% certified renewable energy - Head office is currently supplied but change other office locations.

### Energy Efficiency Projects

- LED lighting with advanced controls will continue to be installed across our offices and other buildings
- More efficient air conditioning units will also be installed where energy savings can be realised.
- As new technologies emerge, innovative technologies including battery storage will be considered.

### Better Ways of Working

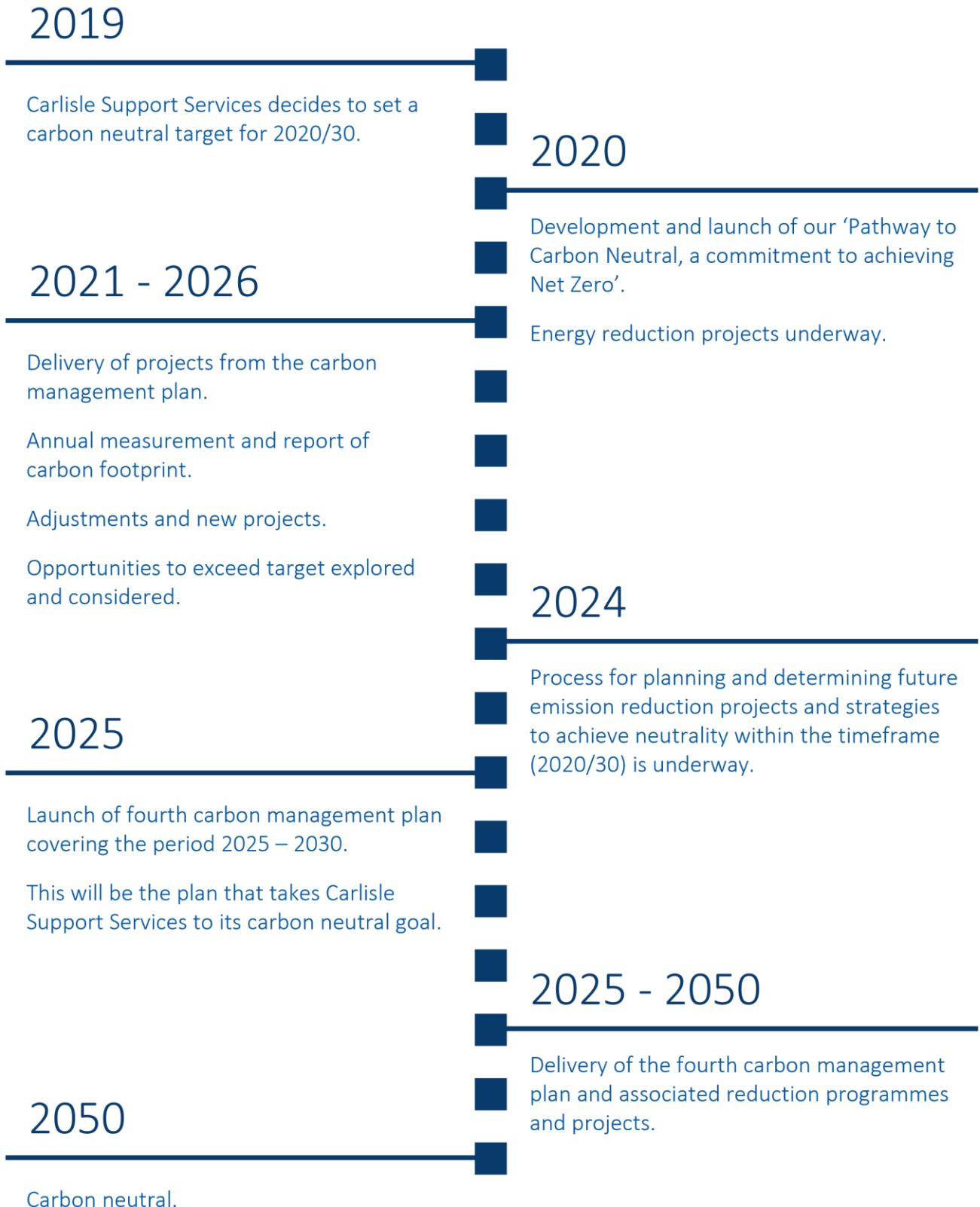
Adopt more flexible working and meeting spaces - This versatility of our buildings goes hand in hand with encouraging employees to work from home for one to two days a week where appropriate.

### Contracts

Develop and propose a checklist of criteria for engagement with external suppliers to ensure that they meet our vision of a carbon neutral world and are working towards doing so themselves.

## The Road to Neutral

The timeline below shows the broad outline of our plans towards our ultimate goal of being a carbon neutral Company by 2050.



## Reporting Requirements

### What is Streamlined Energy and Carbon Reporting?

Streamlined Energy and Carbon Reporting (SECR) came into force on 1st April 2019 as part of The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

SECR requires quoted companies, large unquoted companies, and large limited liability partnerships (LLPs) to disclose greenhouse gas (GHG) emissions and energy use (from electricity, gas, and transport). They must also record energy efficiency actions and report against at least one intensity ratio. This information must be published as part of annual financial filing obligations.

The framework objectives of SECR are to:

- Reduce the overall administrative burden on participants
- Improve incentives to save energy by improving energy efficiency
- Drive behaviour changes by raising awareness of energy efficiency with decision makers
- Boost the importance of energy efficiency in relation to organisational reputation
- Increase transparency for investors so that companies can be held to account.

The main environmental impacts are likely to fall into one or more of six categories:

- |                     |                                      |                                      |
|---------------------|--------------------------------------|--------------------------------------|
| 1. Greenhouse gases | 3. Waste                             | 5. Biodiversity/ecosystem services   |
| 2. Water            | 4. Materials and resource efficiency | 6. Emissions to air, land and water. |

### What do I need to report?

As currently included:

- GHG Protocol Scopes 1 and 2 emissions
- Preceding year's emission figures
- Methodology
- Minimum of one intensity ratio
- Underlying global energy use in kWh (this should also include a split of what is used/emitted in the UK and offshore)
- Commentary on energy efficiency action taken.

The following activities are not required to be included in the calculation of your total energy consumption but may be reported separately (including as part of Scope 3 emissions):

- Fuel associated with train travel of your employees where you do not operate the train
- Fuel associated with flights your employees take where you do not operate the aircraft
- Fuel associated with taxi journeys your employees take where you do not operate the taxi firm
- Fuel associated with transportation of goods where you subcontract a firm or self-employed individual to undertake this work for you.

### How should companies report?

Energy and carbon information must be reported in the Director's Report as part of annual filing obligations. In some instances, disclosures may instead be published in the strategic report. LLPs will be required to prepare an Energy and Carbon Report, approved, and signed off by LLP members. Charitable companies should publish information in their Combined Directors' and Trustees' Report.

## Appendix 1: Current Emissions Reporting

<b>Reporting Year:</b>	2021	
<b>Baseline Year Intensity ratio</b> <i>(tCO2/£ of Business sales turnover)</i>	0.00258556	
<b>Baseline Year emissions:</b>	<b>Emissions</b>	<b>Total (tCO2)</b>
	Scope 1	169072.21
	Scope 2	18487.31
	Scope 3	109766.41
	<b>Total Emissions</b>	<b>297339.91</b>

<b>Reporting Year:</b>	2022	
<b>Baseline Year Intensity ratio</b> <i>(tCO2/£ of Business sales turnover)</i>	000270226	
<b>Baseline Year emissions:</b>	<b>Emissions</b>	<b>Total (tCO2)</b>
	Scope 1	174759.82
	Scope 2	27096.11
	Scope 3	133225.46
	<b>Total Emissions</b>	<b>335080.39</b>