



PA CONSULTING:
CARBON REDUCTION PLAN
15 NOVEMBER 2021

Bringing Ingenuity to Life
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WE'RE COMMITTED TO CUTTING OUR CARBON FOOTPRINT

At PA, sustainability touches every part of our organisation, from our business operations to the way we support our clients to meet their sustainability ambitions. Combatting climate change is a vital part of how we're building a positive human future, and there's never been a more urgent need to scale our commitment to reducing carbon emissions.

That's why we're committed to achieving Net Zero by 2030.

Since 2007, we've been a participant in, and specialist technical advisor to, the UN Global Compact, the largest corporate sustainability initiative in the world. This guides our overall sustainability positioning, with our sustainability policy aligning to the UN Sustainable Development Goals and the Ten Principles of the UN Global Compact.

In recent years, this has led us to switch to renewable energy sources at our Global Innovation and Technology Centre (GITC) – the only building we own – and start a programme to upgrade the Centre's heating, ventilation and air conditioning (HVAC) systems.

We've also signed up to the Science Based Targets Initiative (SBTi), making a commitment to use scientific evidence as the basis for goals that will see our firm help limit global warming to 1.5°C above pre-industrial levels.

Baseline emissions

We've selected 2019 as our baseline year as the COVID-19 pandemic greatly impacted our emissions through 2020 and 2021.

Baseline emissions summary (2019):

Scope	Sources included	Global emissions/tCO ₂ (eq)
Scope 1	Fuel (natural gas), F-gas	517
Scope 2	Electricity usage	1133
Scope 3 (office activities)	Category 1: Purchased goods and services Category 3: Fuel and energy-related activities Category 4: Upstream transport and distribution Category 5: Waste generated in operations Category 8: Upstream leased assets Category 9: Downstream transport and distribution	9440
Scope 3 (travel and transport)	Category 6: Business travel Category 7: Employee commuting	7790
Total		18880

2020 emissions summary:

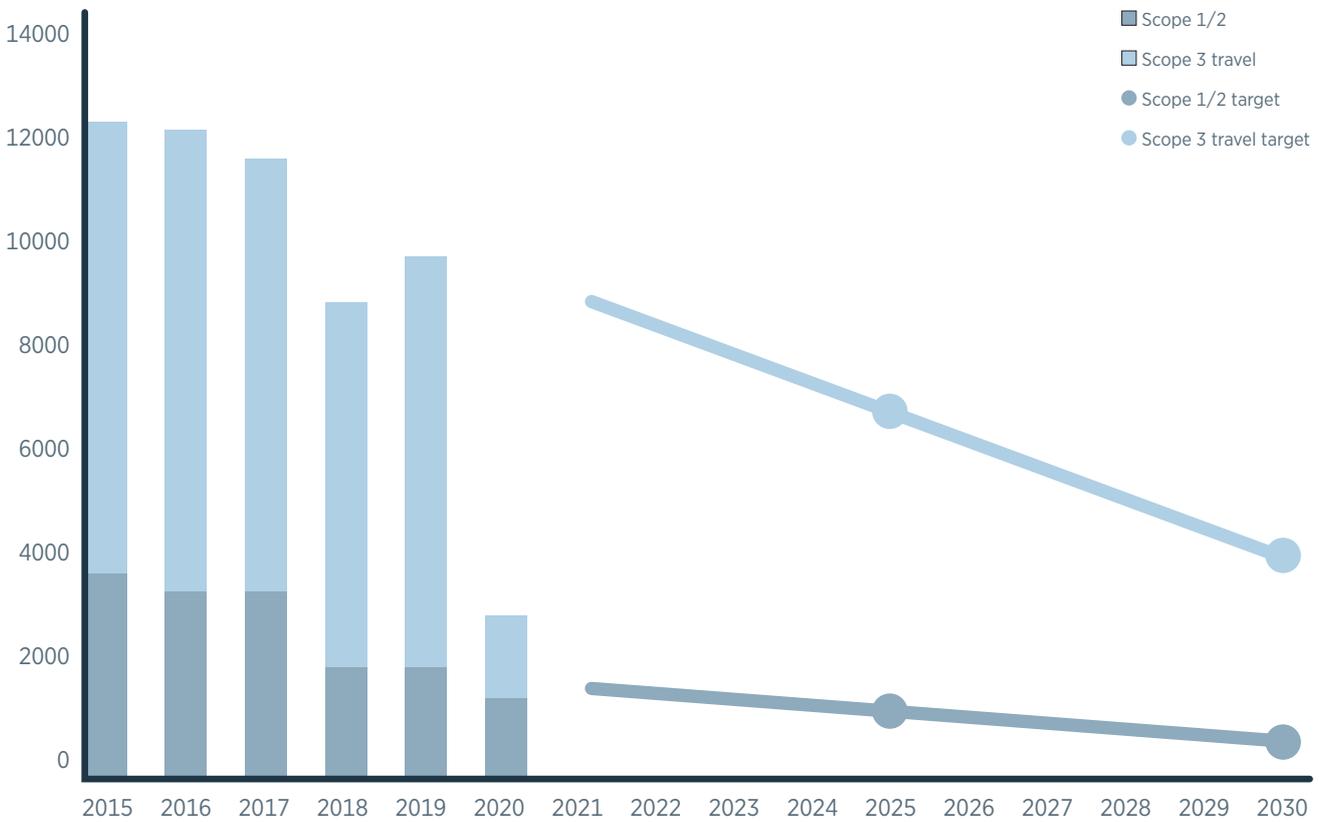
Scope	Sources included	Global emissions/ tCO ₂ (eq)	Change from 2019
Scope 1	Fuel (natural gas), F-gas	533	+16
Scope 2	Electricity usage	778	-355
Scope 3 (office activities)	Category 1: Purchased goods and services Category 3: Fuel and energy-related activities Category 4: Upstream transport and distribution Category 5: Waste generated in operations Category 8: Upstream leased assets Category 9: Downstream transport and distribution	5460	-3981
Scope 3 (travel and transport)	Category 6: Business travel Category 7: Employee commuting	1611	-6179
Total		8382	-10499

Emissions reduction targets

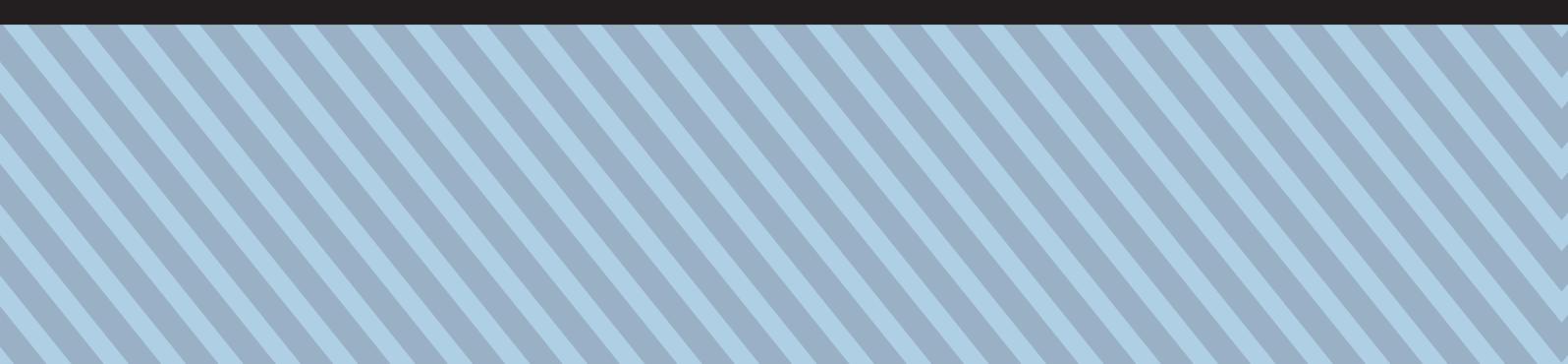
Up to the end of 2020, we have reduced our scope 1 and 2 emissions by 60% from 2019 levels and decreased our scope 3 transport emissions by 20% from 2013 levels.

Our commitment to science-based targets will drive our action to reduce emissions across all three scopes. We'll offset or inset any remaining emissions to meet our commitment to reach net zero by 2030. We will only offset our emissions through established, verified programmes and will only begin offsetting after 2025 to ensure we focus on direct reductions first.

Carbon footprint - history and targets for Scope 1/2 and Scope 3 transport



Note our historic carbon footprint data included a reduced set of scope 3 emissions therefore these figures are not directly comparable to the baseline data or targets, but are included to illustrate the variation over time and comparison with targets.



Emissions targets by scope /tCO₂(eq):

Scope	Baseline emissions (2019)	2025 target (23% reduction from baseline)	2030 target (46% reduction from baseline)
Scope 1	517	397	278
Scope 2	1133	871	609
Scope 3 (office activities)	9440	7259	5079
Scope 3 (travel and transport)	7790	5990	4191
Total	18880	14517	10157

Our 2030 emissions targets have been set based on the principles of the SBTi. We recognise our reduction in emissions is unlikely to be smooth and continuous year-to-year, so our approach is to use a linear reduction from baseline emissions to 2030 as our guide, with specific targets to meet in 2025 and 2030. During the process of setting science-based targets and having the SBTi approve them, we're likely to review and update the data in the table above to better reflect our emissions reductions goals.

From 2030 we plan to either inset or offset any residual carbon emissions via verifiable and established schemes.

Carbon reduction projects

We'll focus our Scope 1 and 2 reductions at GITC, being our only owned facility. We have several on-going and future carbon reduction projects set to be completed by 2025, at which point we'll review and identify further projects to take forwards.

Completed projects (2020-21)

- Switch supply to renewable energy at GITC.
- HVAC asset replacement programme at GITC.

On-going projects

- Set and gain approval for science-based target to reduce emissions.
- Re-optimize BMS settings at GITC following asset replacement.
- Leak proofing and ductwork insulation at GITC. Planning and contractor appointment underway.
- Replace and upgrade roof insulation at GITC. Architectural survey underway with plan to complete works summer 2022.
- Renew lighting control system at GITC and replace remaining fluorescent lights.

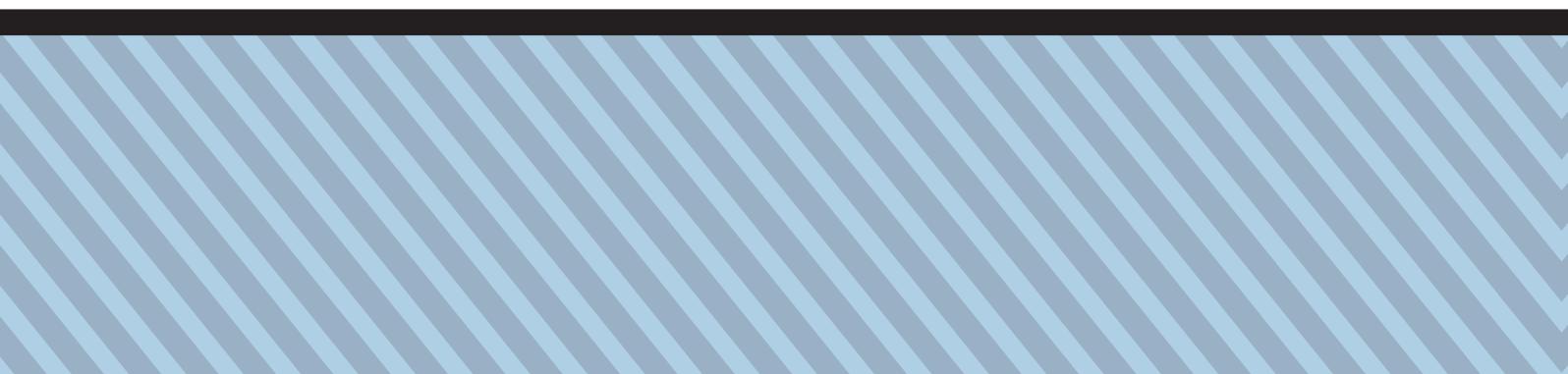
Future plans

- Install solar panels at GITC, subject to survey. Planning phase to start after roof insulation work completed. Feasibility study is underway to assess roof load bearing.
- Review office portfolio to assess potential energy savings from office relocations.
- Review office fitout to minimise energy usage.
- Develop a sustainable travel policy in the wake of COVID-19.

Carbon reduction in the wake of COVID-19

A significant proportion of our 2019 Scope 3 emissions are a result of business travel. While this fell significantly during 2020 and 2021, we expect a significant bounce back towards the end of 2021 and into 2022. However, without knowing the scale or nature of that bounce back, we can't set meaningful plans to reduce flights, so are focusing on policy and strategy development. We won't set individual targets for train and other public transport as we anticipate these elements increasing as more people opt for these lower carbon means of transport.

As we transition to a more hybrid working model, we'll review our leased property portfolio. We'll take this as an opportunity to assess our office needs and their fitouts to maximise energy savings.



Building a sustainable world with our clients

A significant and growing part of our business revolves around reducing our clients' carbon footprint and bringing sustainable products and solutions to market. The direct impact of these initiatives is typically difficult or impossible to quantify, however, we believe the combined effect of our work in this area is making a real impact on our purpose to build a positive human future.

For example, we've:



Cut CO₂ emissions by nearly 100,000 tons a year at a [leading nuclear operator](#) by building a digital twin.



Developed a low-cost approach to producing sustainable packaging that replaces plastics with [Swedish start-up PulPac](#).



Worked with the [University of Cambridge](#) on machine learning technology that helps farmers produce higher-yield, better quality-crops for lower cost.

Declaration and sign-off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21, its associated guidance and the reporting standard for Carbon Reduction Plans. Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors.

Signed on behalf of PA Consulting:

Ken Toombs, CEO

Date: **15 November 2021**



About PA.

We believe in the power of ingenuity to build a positive human future in a technology-driven world.

As strategies, technologies and innovation collide, we create opportunity from complexity.

Our diverse teams of experts combine innovative thinking and breakthrough use of technologies to progress further, faster. Our clients adapt and transform, and together we achieve enduring results.

An innovation and transformation consultancy, we are 3,300 specialists in consumer and manufacturing, defence and security, energy and utilities, financial services, government and public services, health and life sciences, and transport. Our people are strategists, innovators, designers, consultants, digital experts, scientists, engineers and technologists. We operate globally from offices across the UK, US, Netherlands and Nordics.

Discover more at paconsulting.com and connect with PA on [LinkedIn](#) and [Twitter](#).

PA. Bringing Ingenuity to Life.

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