

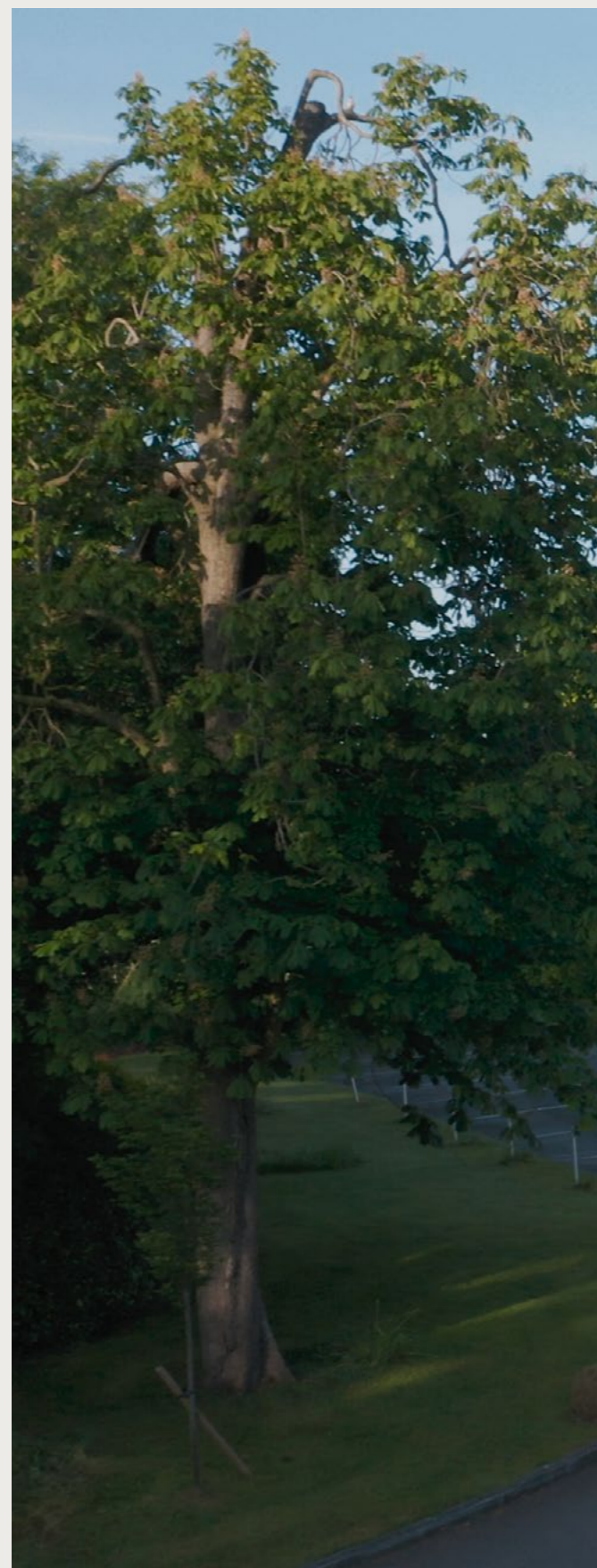
Hazlewoods



Audit of Carbon Emissions and Decarbonisation Strategy to Achieve Net Zero



July 2024



Go Green Experts supports organisations in the measurement and reduction of their carbon footprint. We have a wealth of experience supporting companies and non-profits in their drive to reach a lower environmental impact. We ensure that our work is in line with the latest science and standards.



Hazlewoods LLP is a UK-based firm providing specialist accountancy, tax, audit, and business advisory services. Founded in 1919, we support both individuals and businesses with tailored solutions. Our expertise spans various sectors, including healthcare, legal, veterinary, farms and estates, and more. Hazlewoods is recognised for its personalised approach, combining deep sector knowledge with a commitment to understanding clients' specific needs and aspirations.

Title: Carbon Emissions and Decarbonisation Strategy to Achieve Net Zero

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For Period: 1st May 2021 to 30th April 2022 – 2022 Baseline Period

Company: Hazlewoods

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Foreword: A Passion for Sustainability

At Hazlewoods, our dedication to people and the planet is at the heart of everything we do. We have long upheld a philosophy of supporting our communities through various charitable and social responsibility initiatives. As a forward-thinking and entrepreneurial firm, we recognise our duty to minimise our environmental impact.

In 2022, we undertook a comprehensive review of our carbon footprint with the assistance of Avieco, which has now been verified by Go Green Experts Ltd as part of their Net Zero planning support for Hazlewoods.

I am excited to now publish in this report our commitment to Net Zero by 2045. We will reduce emissions in the short term and achieve net zero in the long term. We have already initiated several measures to make a positive difference:

- **Energy efficiency:** Installing solar panels at our Staverton building to cut electricity consumption by 40% and switching to renewable energy providers where possible
- **Sustainable commuting:** Conducting a commuting survey to shape benefits and salary sacrifice arrangements and installing an electric car charging point at the Staverton site
- **Supply chain responsibility:** Partnering with local and ethical suppliers. For instance, our coffee supplier uses fair trade products
- **Waste reduction:** Reducing paper usage by over 90% and ensuring all waste is recycled by our zero waste to landfill policy supplier

This report, prepared with the guidance of Go Green Experts, serves as our starting point and outlines our ongoing commitment to sustainability. We acknowledge the need for continuous improvement and are working towards Science Based Targets initiative (SBTi) validation to set and measure our decarbonisation goals.



We have started implementing actionable steps and engaging our workforce in adopting more sustainable practices. Continuous improvement is our goal, and we are committed to integrating carbon reduction measures into our supply chain management.

Transparency and ambition are at the core of Hazlewoods. We pledge to publish annual updates on our progress, and while we anticipate varying results, our ultimate aim remains clear: to achieve net-zero emissions by 2045.

James Morter
Managing Partner

1.

Executive Summary

Hazlewoods has committed to reach Net Zero Greenhouse Gas (GHG) emissions by 2045. To achieve this, we will remove GHGs from our operations and wider business activities consistently each year until we reach a Net Zero position for Scope 1, Scope 2 and material Scope 3 emissions.

Hazlewoods also commits to an interim target of reducing Scope 1 and Scope 2 GHG emissions by 50% by 2030 from the 2022 baseline.

Hazlewoods has an ambition to measure and control Scope 3 emissions so that by 2030, our total GHG emissions reduce by 29% from the 2022 baseline position.

Hazlewoods is also committed to achieving 80% renewable electricity use by 2025 and 100% renewable electricity use by 2035.

These targets are consistent with a 1.5°C reduction pathway and are set in accordance with the Science-Based Targets Initiative (SBTi) guidance. These ambitious targets are aspirational in the short to medium term and a process of constant review of progress against targets over multiple years is required to achieve success in the long term.

The principles of the Science Based Targets Initiative state that offsets must be excluded from emissions reduction targets. Offsetting can be used for beneficial projects such as forest management but cannot be used to comply with emissions reduction targets.

The first step for Hazlewoods to create the decarbonisation plan and strategy has been to measure our carbon footprint. Working with Go Green Experts, Hazlewoods has measured our carbon footprint CO₂e emissions (i.e. Scope 1, Scope 2 and Scope 3 emissions) including direct and selected indirect emissions.

This was undertaken for the 1st May 2021 to 30th April 2022 – 2022 Baseline Period, which is the baseline period for the organisation (also referred to as the “2022” period).

The annual carbon reduction plan shows how we will reduce carbon emissions between the Baseline Period and 2045, with the plan being more detailed in nature between 2022 and the 2030 interim target.

The targets have been set using the Market-based methodology for electricity emissions. Hazlewoods will look to become Net Zero by 2045 under both the Market Based and Location based methodologies.

Three key economy-wide assumptions have been made in writing this report and are critical in enabling Hazlewoods to deliver its Net Zero targets. These are:

1. The UK Electricity grid continues to decarbonise and becomes more robust
2. EV charging point rollout across the UK accelerates between now and 2030
3. Government support for economy wide electrification including support for Heat Pump roll out across the UK, and energy taxes are rebalanced away from Electricity towards Gas before 2035.

2. Introduction & Organisational Boundary

Datasets used in calculating the carbon footprint

Go Green Experts Ltd has reviewed the following datasets submitted by Hazlewoods, including:

1. Electricity, gas and water usage data
2. Company vehicle mileage data
3. Employee commuting data
4. Waste data
5. The Avieco Carbon Footprint report commissioned by Hazlewoods within the perimeter of the review
6. Purchase ledgers for the three Hazlewoods corporate entities
7. Full time employee ("FTE") data
8. Remote working data
9. Office occupancy rate data

These datasets were used to calculate the carbon footprint of Hazlewoods as described in section 3.

Defining the boundary of the organisation

The carbon footprint was measured considering the organisational boundary for Hazlewoods defined in the below diagrams:

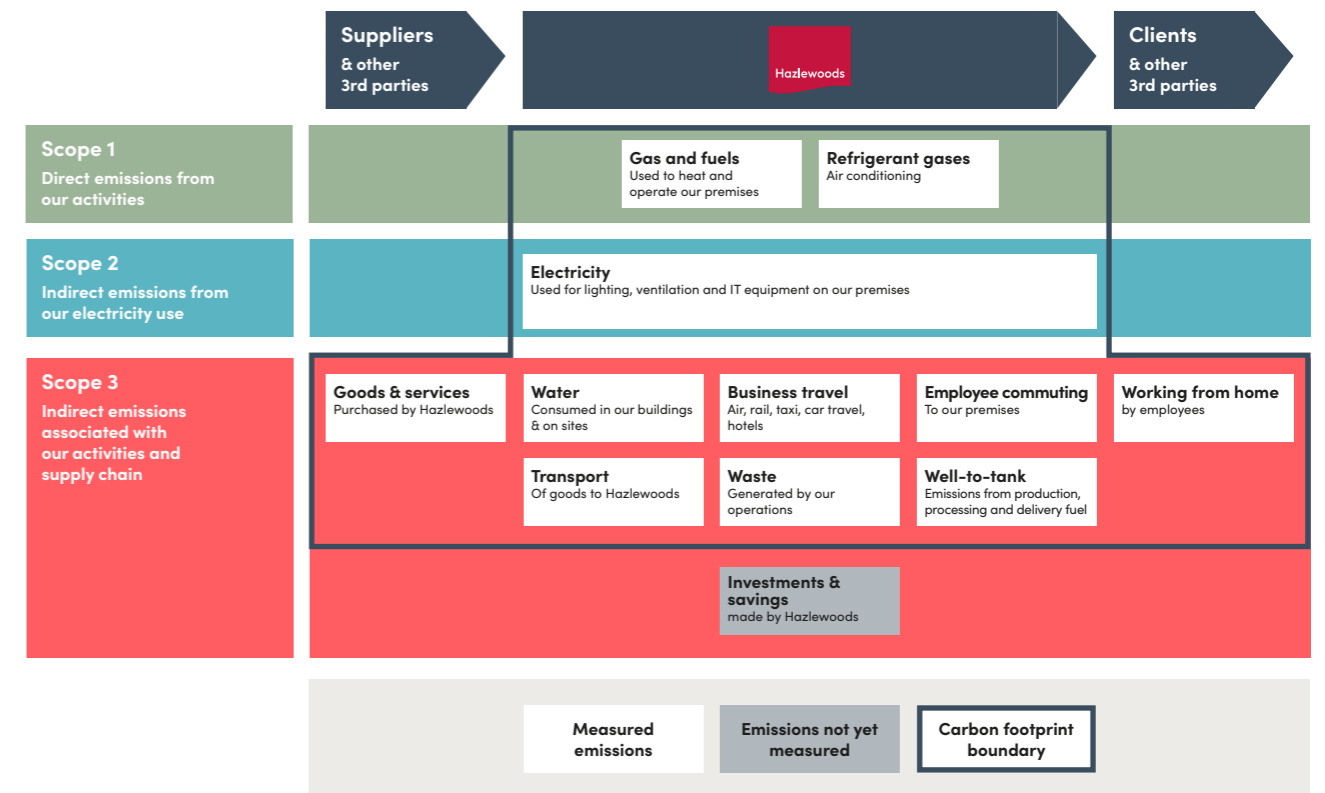


Figure 2.1: Hazlewoods' organisational boundary

Legal entities included within the carbon footprint scope

Hazlewoods is owned and controlled by its equity partners. From an operational perspective, the business is organised across three legal entities as set out below:

- Hazlewoods LLP
- Hazlewoods Management Services Limited
- Hazlewoods Financial Planning LLP

All three legal entities are under the control of the equity partners. This report combines the carbon footprint of the three entities and presents on a combined basis.

The following sites are included within the scope of the review:



| Site Name | Address | Capacity (People) | Postcode | Country |
|-----------------|---------------------------|-------------------|----------|---------|
| Staverton Court | Staverton, Cheltenham | 197 | GL50 0UX | UK |
| Windsor House | Bayshill Road, Cheltenham | 106 | GL50 3AT | UK |
| 95 The Prom | 95 Promenade, Cheltenham | 95 | GL50 1HZ | UK |
| Swindon | Kembrey Park, Swindon | 15 | SN2 8BW | UK |

Figure 2.2: Hazlewoods' buildings included in scope, as at 30th April 2022

GHG emissions included in scope

| GHG category | Applicability to Hazlewoods LLP | In scope |
|--|---------------------------------|----------|
| Scope 1 | | |
| Natural gas | Yes | Yes |
| Other fuels | No | No |
| Mobile combustion | Yes | Yes |
| Refrigerants and other fugitive emissions | Yes | Yes |
| Processing emissions | No | No |
| Scope 2 | | |
| Purchased electricity | Yes | Yes |
| Purchased heat | No | No |
| Purchased steam | No | No |
| Scope 3 | | |
| Upstream emissions | | |
| Purchased goods and services | Yes | Yes |
| Capital goods | Yes | Yes |
| Fuel- and energy-related activities (not included in scope 1 or scope 2) | Yes | Yes |
| Upstream transportation and distribution | No | No |
| Waste generated in operations | Yes | Yes |
| Business travel | Yes | Yes |
| Employee commuting | Yes | Yes |
| Upstream leased assets | No | No |
| Downstream emissions | | |
| Downstream transportation and distribution | No | No |
| Processing of sold products | No | No |
| Use of sold products | No | No |
| End of life treatment of sold products | No | No |
| Downstream leased assets | No | No |
| Franchises | No | No |
| Investments | No | No |

Figure 2.3: GHG emissions categories included in scope

3. Calculations

The carbon emissions for each category of consumption were calculated using the methodology defined in the Greenhouse Gas Protocol and the Carbon Conversion Factors published annually by DEFRA on behalf of the UK Government (for references see Appendix A).

Emissions consist of several atmospheric greenhouse gases which include Carbon Dioxide (CO₂), Sulphur Hexafluoride (SF₆), Methane (CH₄), Nitrous Oxide (N₂O), Ozone (O₃), Hydrofluorocarbons (HFCs) and Perfluorocarbons (PFCs). For simplicity of comparison, the global warming potential of all these gases is combined into a Carbon Dioxide Equivalent (CO₂e). All GHG emissions quoted in this report are in CO₂e units.

For the period 1st May 2021 to 30th April 2022 – 2022 Baseline Period, the carbon footprint (Scopes 1, 2 and 3) for Hazlewoods was calculated to be:

Total footprint – location-based:
2,137.2 tonnes CO₂e

Total footprint – market-based:
2,155.4 tonnes CO₂e

Carbon intensity metric: – location-based:
58.41 tCO₂e per £M turnover

Carbon intensity metric: – market-based:
58.91 tCO₂e per £M turnover



To enable a clear understanding of the carbon footprint over which Hazlewoods has control, versus the element where Hazlewoods has

influence, but not control, the carbon reduction plan has also been categorised into Scope 1, Scope 2, and Scope 3 elements.

4.

Climate Change and Net Zero – Background

Since the Industrial Revolution, the average temperature of the planet has risen by around 1°C. This is a rapid change in terms of our global climate system and the temperature rise is continuing. Governments and businesses globally are taking action to minimise this rise and minimise the most severe impacts of climate change.

The Paris Agreement of 2015 committed member countries to reduce their carbon output “as soon as possible” and to do their best to keep global warming “to well below 2°C”. To achieve this, greenhouse gases (GHG) must be halved by 2030 and brought to net zero by 2050 in order to limit warming to 1.5°C.

Definition of net zero

In accordance with SBTi guidance, net zero means cutting greenhouse gas emissions to as close to zero as possible, with companies then obliged to ensure that any remaining emissions that cannot be avoided by the company activity are removed from the atmosphere, for example via Direct air Capture technology (DAC).

Science based targets

SBTi is a collaboration between the CDP (was Carbon Disclosure Project), the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).

The SBTi’s goal is to provide companies worldwide with the confidence that their climate targets are supporting the global economy to achieve net-zero before 2050.

Individual business contribution

Whilst National and Local Governments are setting targets and policies, including legislation, individual businesses can contribute to the process. Thousands of businesses around the world of all types and sizes are committing to measure and reduce their emissions by:

- **Measuring**, understanding, and taking steps to reduce their own greenhouse gas emissions (Carbon Footprint)
- **Reducing** emissions across all aspects of their operations, including energy use, transport and travel, supply chain, finance and waste
- **Influencing** stakeholders including suppliers, customers, staff, and the public to take steps to reduce emissions in parallel
- **Reporting** and publicising progress



Individual business benefits

By following this route, a company can benefit from:

- **Cost-saving:** Where most carbon is emitted is almost certainly where spend is highest
- **Winning business:** More and more companies and government agencies are making sustainability a factor in requests for proposals
- **Funding and investment:** Banks and investors are increasingly treating organisations that have clear sustainability plans favourably, for example via offering improved lending rates for sustainability projects
- **Public relations and marketing:** Publicising sustainability goals and reporting achievements
- **Social and environmental:** Helping to reduce society’s carbon emissions and waste

5. Carbon Footprint

The charts on the opposite page show the total carbon footprint for Hazlewoods. Chart 5.1 shows the carbon footprint based on the “location-based” methodology for electricity emissions, whilst chart 5.2 shows the carbon footprint based on the “market-based” methodology for electricity emissions.

- **The location-based method:** A method to quantify GHG emissions (electricity) based on average energy generation emission factors for defined locations. This assumes that electricity emissions per kWh are the average for the UK national grid

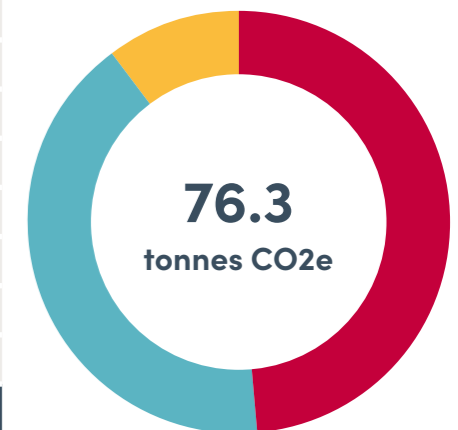
- **The market-based method:** A method to quantify GHG emissions based on GHG emissions per kWh supplied by the generators from which the reporter contractually purchases electricity

We have presented our carbon footprint initially for only Scope 1 and 2, and then repeated the analysis to also include Scope 3. Scope 1 and 2 are based on actual emissions, whereas Scope 3 uses an element of estimation and industry benchmarking.

Scope 1 & 2 – total carbon emissions for the period 1st May 2021 to 30th April 2022 – 2022 baseline period

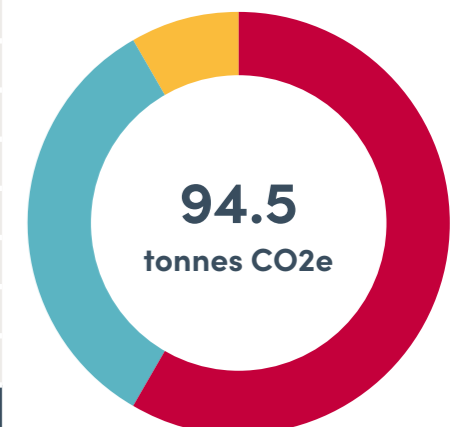
| Aspect | Tonnes CO2e | | | |
|------------------|-------------|-------------|-------------|-------------|
| | Total | Scope 1 | Scope 2 | % |
| Mains gas | 31.4 | 31.4 | | 41.1% |
| Electricity | 37.1 | | 37.1 | 48.6% |
| Fuel oil | | | | 0.0% |
| LPG | | | | 0.0% |
| Business travel | 7.8 | 7.8 | | 10.3% |
| Transport | | | | 0.0% |
| Staff commuting | | | | 0.0% |
| Work from home | | | | 0.0% |
| Waste | | | | 0.0% |
| Water & sewerage | | | | 0.0% |
| Air con cooling | | | | 0.0% |
| Purchases | | | | 0.0% |
| Total | 76.3 | 39.2 | 37.1 | 100% |

Figure 5.1: Hazlewoods’ total carbon footprint – location based



| Aspect | Tonnes CO2e | | | |
|------------------|-------------|-------------|-------------|-------------|
| | Total | Scope 1 | Scope 2 | % |
| Mains gas | 31.4 | 31.4 | | 33.2% |
| Electricity | 55.2 | | 55.2 | 58.5% |
| Fuel oil | | | | 0.0% |
| LPG | | | | 0.0% |
| Business travel | 7.8 | 7.8 | | 8.3% |
| Transport | | | | 0.0% |
| Staff commuting | | | | 0.0% |
| Work from home | | | | 0.0% |
| Waste | | | | 0.0% |
| Water & sewerage | | | | 0.0% |
| Air con cooling | | | | 0.0% |
| Purchases | | | | 0.0% |
| Total | 94.5 | 39.2 | 55.2 | 100% |

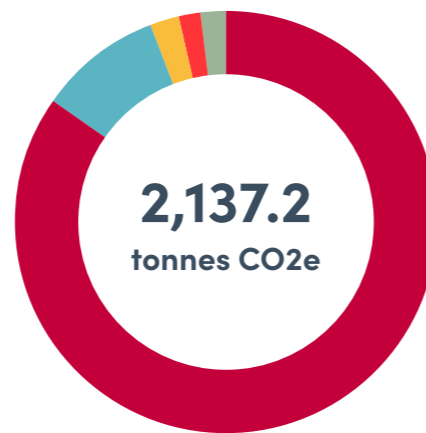
Figure 5.2: Hazlewoods’ total carbon footprint – market based



Scope 1, 2 & 3 – total carbon emissions for the period 1st May 2021 to 30th April 2022 – 2022 baseline period

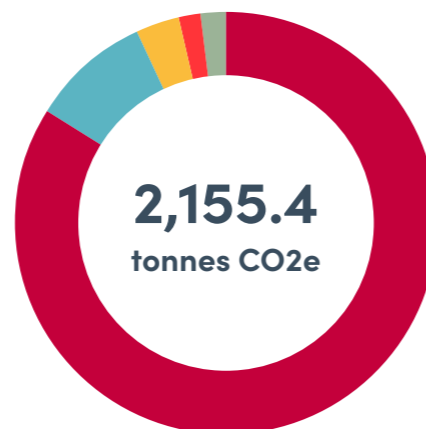
| Aspect | Tonnes CO2e | | | | |
|------------------|-----------------|--------------|--------------|-----------------|-------------|
| | Total | Scope 1 | Scope 2 | Scope 3 | % |
| Mains gas | 36.73 | 31.38 | | 5.35 | 1.7% |
| Electricity | 50.21 | | 37.12 | 13.09 | 2.3% |
| Fuel oil | 0.00 | 0.00 | | 0.00 | 0.0% |
| LPG | 0.00 | 0.00 | | 0.00 | 0.0% |
| Business travel | 38.62 | 7.83 | 0.00 | 30.79 | 1.8% |
| Transport | 0.00 | | 0.00 | 0.00 | 0.0% |
| Staff commuting | 201.09 | | | 201.09 | 9.4% |
| Work from home | 0.00 | | | 0.00 | 0.0% |
| Waste | 8.56 | | | 8.56 | 0.4% |
| Water & sewerage | 0.01 | | | 0.01 | 0.0% |
| Air con cooling | 0.00 | | | 0.00 | 0.0% |
| Purchases | 1,802.03 | | | 1,802.03 | 84.3% |
| Total | 2,137.24 | 39.21 | 37.12 | 2,060.91 | 100% |

Figure 5.3: Hazlewoods' total carbon footprint – location based



| Aspect | Tonnes CO2e | | | | |
|------------------|-----------------|--------------|--------------|-----------------|-------------|
| | Total | Scope 1 | Scope 2 | Scope 3 | % |
| Mains gas | 36.73 | 31.38 | | 5.35 | 1.7% |
| Electricity | 68.33 | | 55.24 | 13.09 | 3.2% |
| Fuel oil | 0.00 | 0.00 | | 0.00 | 0.0% |
| LPG | 0.00 | 0.00 | | 0.00 | 0.0% |
| Business travel | 38.62 | 7.83 | 0.00 | 30.79 | 1.8% |
| Transport | 0.00 | | 0.00 | 0.00 | 0.0% |
| Staff commuting | 201.09 | | | 201.09 | 9.3% |
| Work from home | 0.00 | | | 0.00 | 0.0% |
| Waste | 8.56 | | | 8.56 | 0.4% |
| Water & sewerage | 0.01 | | | 0.01 | 0.0% |
| Air con cooling | 0.00 | | | 0.00 | 0.0% |
| Purchases | 1,802.03 | | | 1,802.03 | 83.6% |
| Total | 2,155.36 | 39.21 | 55.24 | 2,060.91 | 100% |

Figure 5.4: Hazlewoods' total carbon footprint – market based



The charts on the opposite page show our total emissions for the period 1st May 2021 to 30th April 2022 – 2022 Baseline Period covering Scope 1, Scope 2 and Scope 3.

Categorisation: Gas and electricity are reported in Scopes 1, 2 & 3, where the Scope 3 element covers both emissions whilst producing and transporting fuels used and from upstream distribution losses.

The total Carbon Footprint for Hazlewoods has been calculated using the methodology defined in the World Resources Institute (WRI) Greenhouse Gas (GHG) Protocol and The Carbon Conversion Factors published annually

by Defra on behalf of the UK Government (see Appendix A).

Purchases are shown to be the highest source of emissions. They are not part of core business operations, and the calculations based on industry benchmarks rather than actual usage. Nevertheless, we are focussed on exploring opportunities to reduce these emissions in the medium term as part of our assessment of ongoing suppliers.

Buildings Electricity consumption is the highest source of Scope 1 and 2 emissions and represents the biggest opportunity for emissions reduction for Hazlewoods in the short term.

Total carbon emissions by category

Electricity & gas emissions by building

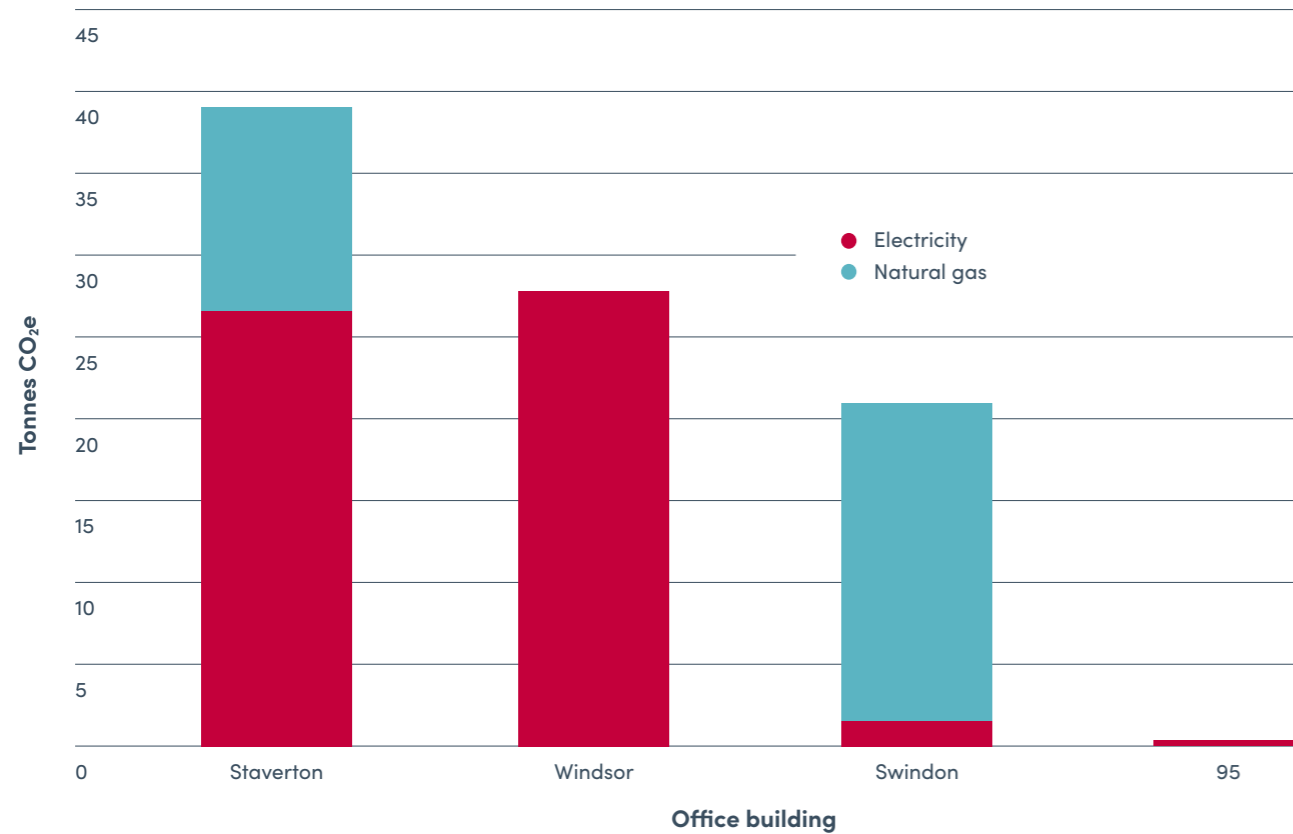


Figure 5.5: Hazlewoods' electricity & gas emissions by building¹

Commentary

Hazlewoods has a varied property portfolio, with more traditional buildings such as Staverton Court and Windsor House being operated alongside modern shared office spaces at 95 The Prom and Swindon.

It is anticipated that the emissions generated from electricity consumption will increase for Hazlewoods in the next reporting period, due to the opening of office 95 The Prom in March 2022, which is run on electricity for heating and lighting. However, this increase is due to growth

in the size of the business, and we propose to monitor our energy usage per employee moving forward to build more meaningful comparisons.

Hazlewoods has a varied level of control over the operations of each facility. Where control is limited for the Swindon office and 95 The Prom, we intend to build a positive dialogue with the landlord to reduce our emissions from these sites. Our initial focus will be to concentrate on the emissions at Staverton and Windsor, where Hazlewoods has the ability to choose energy suppliers and upgrade heating and lighting systems.

Supply chain

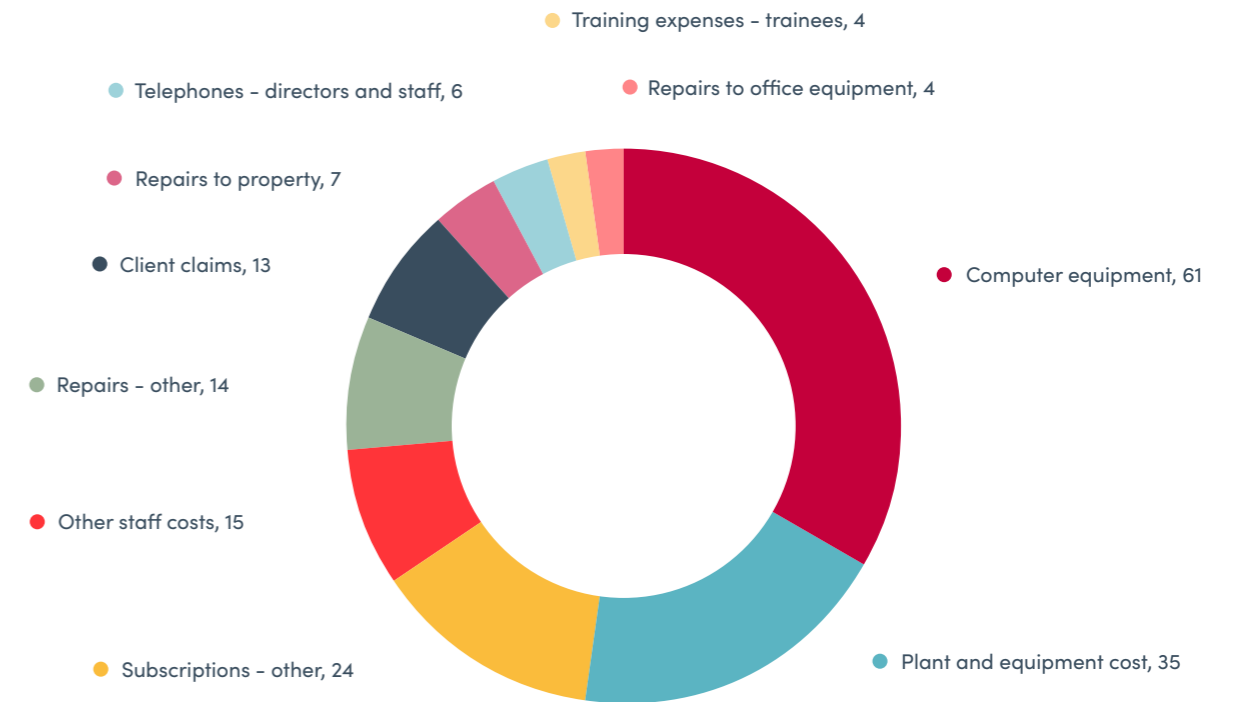


Figure 5.6: Hazlewoods' carbon footprint emissions from purchases¹(tonnes c02e)

Commentary

Hazlewoods' top 15 suppliers by emissions represent 56% (1,017 tCO₂e) of Hazlewoods' total purchased goods and services and capital goods emissions, and 49% of total Scope 3 emissions.

The carbon footprint from our suppliers as presented in the table above is based on an

industry accepted formula which takes into account the level of spend for any particular supplier and applies this to either the supplier's published carbon footprint, or an industry benchmark for the particular sector. Further details of the assumptions used are covered in Section 6 below.

1. Extract from Avieco report.

Carbon intensity

Carbon intensity is a metric that allows a company to compare its emissions year on year as the size and activity of the business increases or decreases. This is calculated by measuring emissions per £ of revenue or by staff numbers or product / service volumes.

The metrics also allow comparison to industry averages and similar organisations that are also publishing their carbon intensity metrics.

Finally, the metric also allows Hazlewoods' clients to estimate their own carbon footprint from doing

business with Hazlewoods by using the revenue intensity metric of Hazlewoods multiplied by the client expenditure with Hazlewoods.

Hazlewoods' key carbon intensity metric for the selected base year is tonnes CO₂e per £1 million business turnover.

The market based intensity for this is shown below:

| Carbon intensity | | Carbon intensity by scope | | | |
|----------------------------------|-------------|---------------------------|---------|-----------|----------|
| Employee FTE count | 330 | | | | |
| Turnover £m | £36,588,075 | | | | |
| Tonnes CO ₂ e | 2,155 | Scope 1 | Scope 2 | Scope 1+2 | Scope 3 |
| Tonnes CO ₂ e per FTE | 6.53 | 39.21 | 55.24 | 94.45 | 2,060.91 |
| Tonnes per £m turnover | 58.91 | 0.12 | 0.17 | 0.29 | 6.25 |
| | | 1.07 | 1.51 | 2.58 | 56.33 |

Table 5.7: Hazlewoods' carbon intensity per £M (market based)



6. CO2e Emissions – Scopes 1, 2 & 3 and Key Assumptions

Emission Scopes are defined by the internationally accepted Greenhouse Gas Protocol. The protocol has been developed through cooperation over many years between the World Resources Institute (WRI), the World Business Council for Sustainable Development (WBCSD) and other key partners.

Emission scopes are based on an assessment of which emissions from operations the organisation can directly control versus those which it can merely influence.

The below diagram summarises the categories of emissions that are classified into each scope.

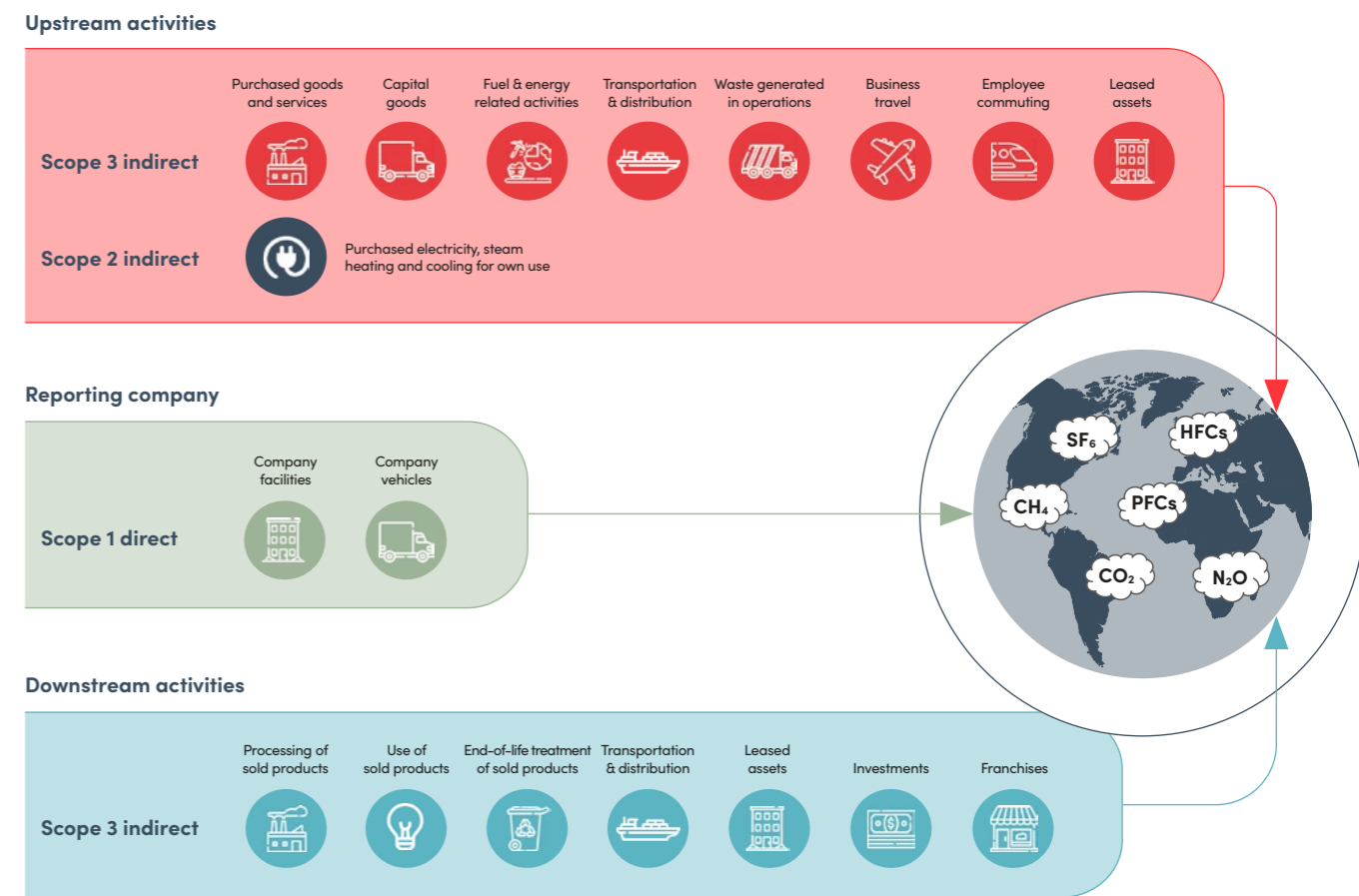


Figure 6.1: depiction of scope 1, scope 2 and scope 3 emission categories

Key assumptions when calculating the carbon footprint:

- **Scopes 1 and 2 – gas & electricity:** For purchased electricity, intensity factors were based on actual data provided and FTE was used to estimate sites for which no data had been provided

Where partial data was received for any given quarter, data was extrapolated on a pro-rated basis within the platform to cover the period for which data is missing.

- **Scopes 2 – air conditioning:** There have not been any leaks recorded from aircon chillers
- **'Scope 3.1 – purchases:** Where actual consumption data is available, the process-based method was applied. This method is always prioritised as it is a more accurate method to estimate scope 3 emissions. However, in the absence of actual consumption data the EEIO model approach was followed

The EEIO model is a very useful methodology, particularly for large, complex supply chains and can help businesses achieve a full scope 3 inventory in the absence of supply chain data. However, it is important to note that this methodology does not consider specific supplier or customer-specific activities (e.g., use of renewables in manufacturing, routing in transport) and does limit the organisation's ability to demonstrate carbon savings of supply chain initiatives over time.

All suppliers are assumed to be UK based.

- **'Scope 3.5 – waste:** Waste emissions are estimated using the process-based method as follows:

- Hazlewoods waste generation and wastewater is estimated using FTE at each site
- Emissions are calculated using the DEFRA emission factors based on the waste disposal and treatment
- Multiply the applicable DEFRA 2021 waste disposal and treatment emission factors by weight of waste
- Where an estimate is applied, the disposal route of this waste data is assumed to be 40% recycled & 60% to landfill
- Office occupancy of 40% by the end of the reporting period (30/04/2022)

- **'Scope 3.6 – business travel:** Based on an employee survey that received a 53% employee response rate

- **'Scope 3.7 – commuting and working from home:** Based on site FTE figures and site closure rates (where sites are closed, there are no employees commuting)

Split proportion of FTEs who reside between urban and rural areas.

Calculated distance travelled per mode using Department for Transport commuting trends.

Emissions are calculated using the DEFRA emission factors (including WTT) based on the travel mode.



1. Extract from Avieco report.

7.

Hazlewoods' Carbon Reduction Target

The carbon reduction KPIs for Hazlewoods are shown in Table 7.1, with the two definitive targets using the 'Market Based' methodology for electricity emissions:

1. Scopes 1 & 2 emissions 50% reduction by 2030
2. All scopes 90% reduction by 2045 to reach Net Zero

Following the measurement of Hazlewoods' carbon footprint, a detailed analysis has been undertaken to ascertain where our carbon reductions could be made in the short-term, medium-term and long-term.

This has then formed the basis of Hazlewoods' ambitious 2045 Net Zero target. A summary of the annual carbon reduction forecast by category to achieve this target is shown in Figure 7.1 opposite.

Hazlewoods is committed to reducing emissions to 10% of the baseline 2022 period, which equates to 57 tonnes of CO₂e residual emissions by 2045. The equivalent amount of emissions will be removed from the atmosphere using carbon removal technology, in line with the Science-Based Target Initiative (SBTi) guidance, to enable Hazlewoods to be a Net Zero organisation.

SBTi for SMEs guidance requires that an interim target is set for 2030 for Hazlewoods, which equates to 36 tonnes CO₂e reduction for scopes 1 & 2 combined.

As part of the glide path to Net Zero, informed assumptions on the wider UK economy

decarbonisation milestones have been made. For example, it is assumed that electricity will become increasingly renewable resulting in a lower greenhouse gas conversion factor. Further, over time, the usage of electric vehicles will increase dramatically, as will the usage of alternative, lower-carbon forms of transport – including cycling, trains, and zero-emissions buses.

Critically for Hazlewoods, the supply chain, both nationally and internationally will also become less carbon-intensive over time, with more options for very low-carbon products and services, thus supporting a reduction in Hazlewoods' Scope 3 emissions.

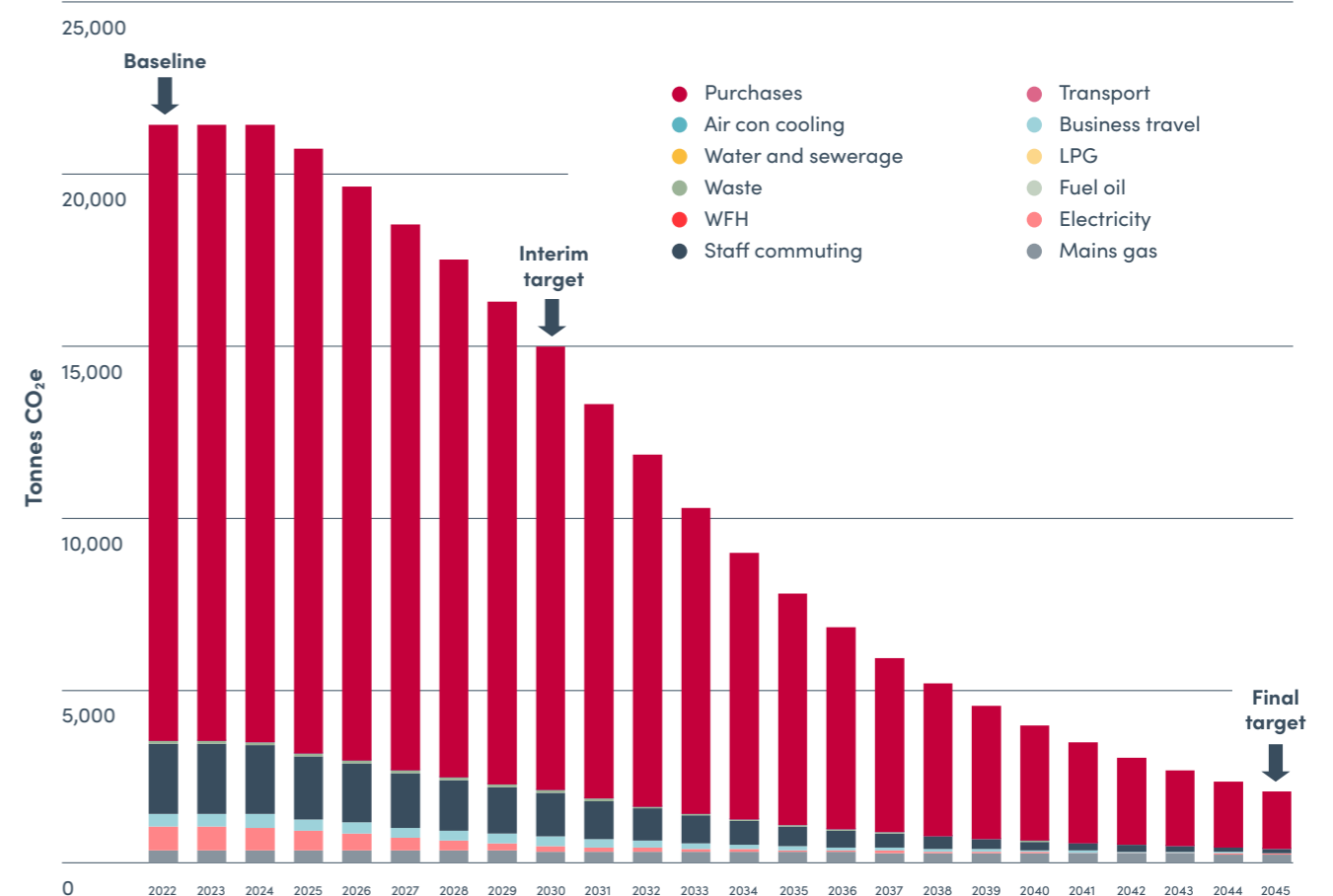


Figure 7.1: Hazlewoods' carbon reduction targets summary: 2022 to 2045

| Aspect | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | Aspect | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 | 2045 |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Mains gas | 36.7 | 36.7 | 36.7 | 36.7 | 36.0 | 35.3 | 34.6 | 33.9 | 33.2 | 32.5 | 31.9 | 31.2 | Mains gas | 30.6 | 30.0 | 29.4 | 28.8 | 28.2 | 27.7 | 27.1 | 26.6 | 26.1 | 25.5 | 25.0 | 24.5 |
| Electricity | 68.3 | 68.3 | 64.9 | 57.1 | 50.3 | 37.7 | 28.3 | 21.2 | 15.9 | 11.9 | 10.1 | 8.6 | Electricity | 7.3 | 6.2 | 5.3 | 4.5 | 3.8 | 3.3 | 2.8 | 2.3 | 2.0 | 1.7 | 1.4 | 1.2 |
| Fuel oil | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | Fuel oil | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| LPG | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | LPG | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Business travel | 38.6 | 38.6 | 38.6 | 30.0 | 29.4 | 28.8 | 28.3 | 27.7 | 27.1 | 23.9 | 20.3 | 17.3 | Business travel | 14.7 | 12.5 | 10.6 | 9.0 | 7.7 | 6.5 | 5.5 | 4.7 | 4.0 | 3.4 | 2.9 | 2.5 |
| Transport | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | Transport | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Staff commuting | 201.1 | 201.1 | 201.1 | 186.0 | 172.1 | 159.2 | 147.2 | 136.2 | 126.0 | 110.8 | 94.2 | 80.1 | Staff commuting | 68.1 | 57.9 | 49.2 | 41.8 | 35.5 | 30.2 | 25.7 | 21.8 | 18.5 | 15.8 | 13.4 | 11.4 |
| WFH | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | WFH | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Waste | 8.6 | 8.6 | 8.6 | 8.6 | 8.6 | 8.6 | 8.6 | 8.6 | 8.6 | 7.5 | 6.4 | 5.4 | Waste | 4.6 | 3.9 | 3.3 | 2.8 | 2.4 | 2.1 | 1.7 | 1.5 | 1.3 | 1.1 | 0.9 | 0.8 |
| Water and sewerage | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | Water and sewerage | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Air con cooling | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | Air con cooling | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Purchases | 1,802.0 | 1,802.0 | 1,802.0 | 1,766.0 | 1,677.7 | 1,593.8 | 1,514.1 | 1,408.1 | 1,295.5 | 1,153.0 | 1,026.1 | 892.7 | Purchases | 776.7 | 675.7 | 587.9 | 511.5 | 445.0 | 387.1 | 336.8 | 293.0 | 254.9 | 221.8 | 192.9 | 167.9 |
| Target | 2,155.4 | 2,155.4 | 2,151.9 | 2,084.4 | 1,974.0 | 1,863.3 | 1,761.0 | 1,635.6 | 1,506.2 | 1,339.7 | 1,189.1 | 1,035.4 | Target | 902.0 | 786.2 | 685.7 | 598.4 | 522.6 | 456.8 | 399.6 | 349.9 | 306.8 | 269.2 | 236.6 | 208.2 |
| Actual | 2,155.4 | | | | | | | | | | | | Actual | | | | | | | | | | | | |
| % of base year | 100.0% | 100% | 100% | 97% | 92% | 86% | 82% | 76% | 70% | 62% | 55% | 48% | % of base year | 42% | 36% | 32% | 28% | 24% | 21% | 19% | 16% | 14% | 12% | 11% | 10% |
| % reduction | | 0% | 0% | 3% | 8% | 14% | 18% | 24% | 30% | 38% | 45% | 52% | % reduction | 58% | 64% | 68% | 72% | 76% | 79% | 81% | 84% | 86% | 88% | 89% | 90% |
| Reduction | 0 | 0 | 3 | 68 | 110 | 111 | 102 | 125 | 129 | 167 | 151 | 154 | Reduction | 133 | 116 | 101 | 87 | 76 | 66 | 57 | 50 | 43 | 38 | 33 | 28 |
| Reduction cumulative | 0 | 0 | 3 | 71 | 181 | 292 | 394 | 520 | 649 | 816 | 966 | 1,120 | Reduction cumulative | 1,253 | 1,369 | 1,470 | 1,557 | 1,633 | 1,699 | 1,756 | 1,805 | 1,849 | 1,886 | 1,919 | 1,947 |

Figure 7.2: Hazlewoods' carbon reduction targets data table: 2022 to 2045 – all scopes

| | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 | 2045 |
|------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Mains gas | 31.4 | 31.4 | 31.4 | 30.8 | 30.1 | 29.5 | 28.9 | 28.4 | 27.8 | 27.2 | 26.7 | 26.2 | Mains gas | 25.6 | 25.1 | 24.6 | 24.1 | 23.6 | 23.2 | 22.7 | 22.3 | 21.8 | 21.4 | 20.9 | 20.5 |
| Business travel | 7.8 | 7.8 | 7.8 | 7.7 | 7.5 | 7.4 | 7.2 | 7.1 | 6.9 | 6.1 | 5.2 | 4.4 | Business travel | 3.7 | 3.2 | 2.7 | 2.3 | 2.0 | 1.7 | 1.4 | 1.2 | 1.0 | 0.9 | 0.7 | 0.6 |
| Scope 1 | 39.2 | 39.2 | 39.2 | 38.4 | 37.7 | 36.9 | 36.2 | 35.4 | 34.7 | 33.3 | 31.9 | 30.6 | Scope 1 | 29.4 | 28.3 | 27.3 | 26.4 | 25.6 | 24.8 | 24.1 | 23.5 | 22.8 | 22.2 | 21.7 | 21.2 |
| Electricity from buildings | 55.2 | 55.2 | 52.5 | 46.2 | 40.6 | 30.5 | 22.9 | 17.1 | 12.9 | 9.6 | 8.2 | 7.0 | Electricity from buildings | 5.9 | 5.0 | 4.3 | 3.6 | 3.1 | 2.6 | 2.2 | 1.9 | 1.6 | 1.4 | 1.2 | 1.0 |
| Electricity from vehicles | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | Electricity from vehicles | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Scope 2 | 55.2 | 55.2 | 52.5 | 46.2 | 40.6 | 30.5 | 22.9 | 17.1 | 12.9 | 9.6 | 8.2 | 7.0 | Scope 2 | 5.9 | 5.0 | 4.3 | 3.6 | 3.1 | 2.6 | 2.2 | 1.9 | 1.6 | 1.4 | 1.2 | 1.0 |
| Scope 1+ 2 (interim target) | 94.5 | 94.5 | 91.7 | 84.6 | 78.3 | 67.4 | 59.0 | 52.6 | 47.6 | 43.0 | 40.1 | 37.5 | Scope 1+ 2 (interim target) | 35.3 | 33.3 | 31.6 | 30.1 | 28.7 | 27.5 | 26.4 | 25.4 | 24.4 | 23.6 | 22.9 | 22.1 |
| % of base year | 100% | 100% | 97% | 90% | 83% | 71% | 62% | 56% | 50% | 46% | 42% | 40% | % of base year | 37% | 35% | 33% | 32% | 30% | 29% | 28% | 27% | 26% | 25% | 24% | 23% |
| Scope 3 | 2,060.9 | 2,060.9 | 2,060.3 | 1,999.8 | 1,895.7 | 1,795.9 | 1,702.0 | 1,583.1 | 1,458.7 | 1,296.7 | 1,149.0 | 997.9 | Scope 3 | 866.7 | 752.9 | 654.1 | 568.4 | 493.9 | 429.3 | 373.3 | 324.6 | 282.3 | 245.6 | 213.8 | 186.1 |
| All scopes (net zero target) | 2,155 | 2,155 | 2,152 | 2,084 | 1,974 | 1,863 | 1,761 | 1,636 | 1,506 | 1,340 | 1,189 | 1,035 | All scopes (net zero target) | 902 | 786 | 686 | 598 | 523 | 457 | 400 | 350 | 307 | 269 | 237 | 208 |
| Actual | 2,155 | | | | | | | | | | | | Actual | | | | | | | | | | | | |
| % of base year | 100% | 100% | 100% | 97% | 92% | 86% | 82% | 76% | 70% | 62% | 55% | 48% | % of base year | 42% | 36% | 32% | 28% | 24% | 21% | 19% | 16% | 14% | 12% | 11% | 10% |

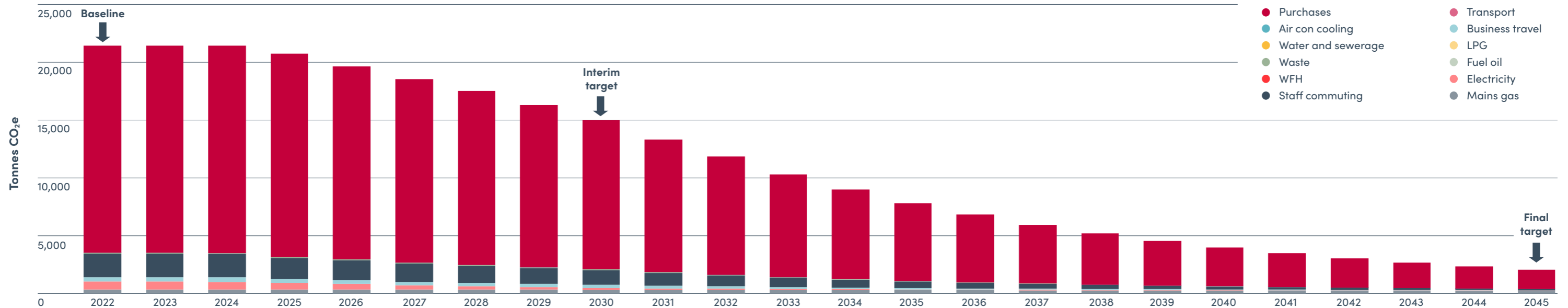
Figure 7.3: Hazlewoods' carbon reduction targets data table: 2022 to 2045 – split out by scope

8.

Hazlewoods' Carbon Reduction Plan



Carbon reduction plan - summary



Short term initiatives:

- Measure gas and electricity consumption regularly on each site to enable energy efficiency measure to be effectively implemented
- Purchase at least 80% renewable electricity from 2025
- Installed solar panels at our Staverton building in 2023 - measure solar energy output regularly
- Business Travel: implement plan for switching to lower carbon vehicles longer term (EVs)
- Work with supply chain to source lower carbon materials, and investigate design changes to reduce material usage in construction and switch more to sustainable wood away from plastic



Medium term initiatives:

- Install batteries and EV charging on site to work alongside solar panels - where the Electricity Grid allows for the extra electricity demand at the office
- Develop and review a buildings policy and building strategy to account for building energy efficiency improvements
- Ensure full understanding of end-to-end supply chain emission and progress supplier engagement programme including a deadline for all suppliers to commit to Net Zero targets
- Purchase 100% renewable electricity
- Progress with quotes and capital expenditure for heat pump installations and EV charging equipment on site



Long term initiatives:

- Remove use of gas entirely from operations
- Only work with low carbon suppliers
- For leased sites if landlords do not support required building alterations, then consider moving to new low carbon premises



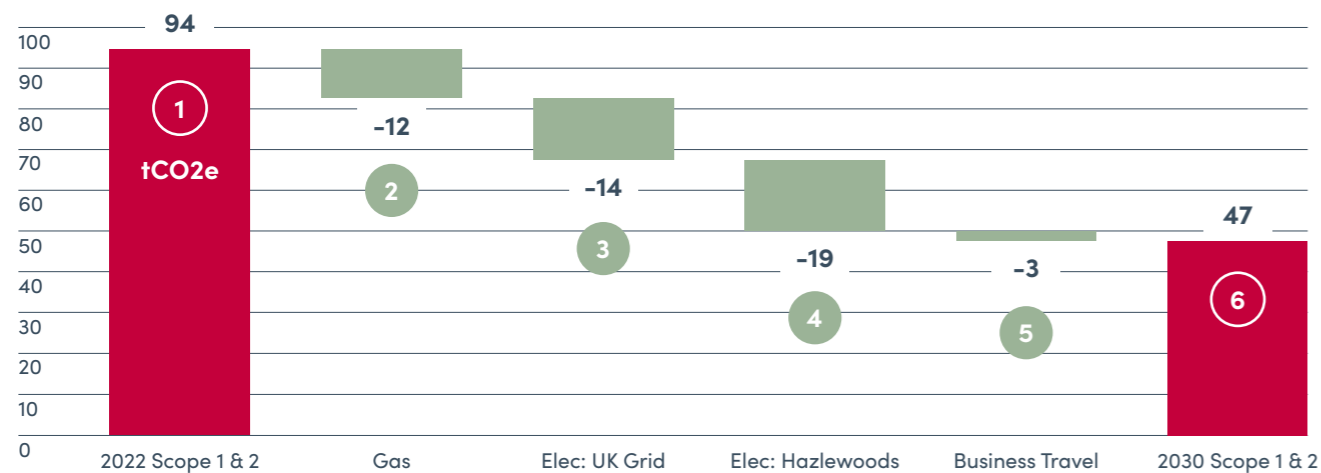
Table 8.1: Hazlewoods' carbon reduction plan summary: 2022 to 2045

9.

Key Action Areas to Deliver 50% Scope 1 & 2 Emissions Reduction by 2030



The below waterfall diagram summarises the initiatives that Hazlewoods are implementing to halve our scope 1 & 2 emissions between 2022 and 2030.



| # | Category | Description |
|---|--|--|
| 1 | 2022 baseline | Scope 1 & 2 emissions consist of mains gas, electricity, and business travel |
| 2 | Buildings: reduction in mains gas usage 11% scope 1 reduction by 2030 | An 11% reduction in mains gas usage will be delivered by 2030 (compared to the 2022 baseline position). Hazlewoods rents office space and so in the short term we have begun to engage with our landlords on initiatives to reduce gas usage. In the short term we have some control, but largely we are reliant on influencing our landlords to support investment in longer term initiatives such as switching our gas heating systems for electrical heating systems using heat pumps, alongside building insulation initiatives. In the interim the 11% reduction will be achieved through more carefully monitoring when the building is heated and turning down the heating when the building is not in use. We are investigating the use of Building Management Systems (BMS) to support with the data and insight required to enable this reduction. |
| 3 | Buildings electricity: UK grid continues decarbonisation 25% scope 2 reduction by 2030 | The UK Electricity grid is decarbonising at pace. On current trends the grid will be 90% decarbonised by 2040. Hazlewoods have prudently assumed a 25% reduction in UK grid carbon intensity between 2022 and 2030. |
| 4 | Buildings: reduction in electricity emissions 52% scope 2 reduction by 2030 | Hazlewoods has already invested in, and installed, solar panels at Staverton Court and we are beginning to see our electricity consumption from the grid reduce as a result. We have also switched Windsor House to renewable electricity and we are investigating to make Staverton Court 100% renewable electricity by 2025. We are considering full decarbonisation of our electricity under the market based method through the purchase of REGO certificates before 2030, which will exceed the 77% scope 2 2030 reduction target. |

| # | Category | Description |
|---|---|---|
| 5 | Business travel 11% scope 1 reduction by 2030 | Hazlewoods scope 1 emissions from our own vehicle transportation will be reduced by 11% by 2030 through a switch to Electric Vehicles (EVs) and ensuring those EVs are powered by renewable electricity. Hazlewoods has already started on this journey through the lease of an electric van for use across the company sites. |
| 6 | 2030 interim target | 50% reduction in scope 1 & 2 baseline emissions by 2030. |

Table 9.1: Key action areas to deliver 50% scope 1 & 2 emissions reduction by 2030.

Context – buildings decarbonisation focus

Hazlewoods has a varied property portfolio, with older buildings such as Staverton Court and Windsor House being operated alongside modern shared office spaces at 95 The Prom and Swindon.

It is anticipated that the emissions generated from electricity consumption will increase for our organisation in the next reporting period, due to the opening of the office at 95 The Prom in March 2022 and the Bristol site in 2023, which is run on electricity for heating and lighting.

We have a varied level of control over the operations of each facility. Where control is limited for the Swindon office, 95 The Prom and the Bristol office, it will make it more difficult to reduce these emissions from these sites.

Initially, Hazlewoods will concentrate on the emissions at Staverton Court and Windsor House, where Hazlewoods have authority to choose energy suppliers and upgrade heating and lighting systems.

Context – initiatives already delivered

- **Energy efficiency:** Installing solar panels at our Staverton building in the newbuild section, to cut electricity consumption by 40%, and switching to renewable energy providers
- **Supply chain responsibility:** Partnering with local and ethical suppliers. For instance, our coffee supplier uses fair trade products
- **Sustainable commuting:** Conducting a commuting survey to allow us to consider benefits and salary sacrifice arrangements and installation of an electric charging point
- **Waste reduction:** Reducing paper usage by over 90% and ensuring all waste is recycled by our zero waste to landfill policy supplier

10. Hazlewoods' Detailed Carbon Reduction Plan

Hazlewoods' detailed carbon reduction plan provides clear initiatives to undertake over time, with short-term initiatives being tackled first. In the longer term as new technology is developed and Government policy changes, then the plan can flex to accommodate these changes.

Carbon footprint awareness and Energy Management Systems (EMS)

| Aspect | Short/ medium/ long term | Observations/actions |
|---|--------------------------------|--|
| Carbon footprint and EMS ongoing management, review and target setting | Control | |
| | Short | 1.1 Implement an environmental policy, energy policy and action plan. |
| | Short | 1.2 Raise awareness and consult with staff regarding CO2 emissions, energy consumption, and other environmental aspects. |
| | Long | 1.3 Embed CO2 reduction target setting into all processes within the business. |
| | Short | 1.4 Appoint green champions/ambassadors with a specific brief to collect resource-efficiency ideas and to assist with energy and resource management on a day-to-day basis. Set up a sustainability team and review ideas and information. |
| | Short | 1.5 Discuss ideas with senior people to secure engagement. |
| | Short | 1.6 Carry out CO2-related awareness training/toolbox talks for all colleagues. |
| | Medium | 1.7 Consider embedding environmental/carbon checklists into site management documentation. Review RAMS (Risk Assessments and Method Statements) and include CO2 and environmental considerations. |
| | Medium | 1.8 Conduct pilot studies for individual projects to measure the carbon footprint and compare results. |
| | Short | 1.9 Develop a structured training and CO2 awareness plan for colleagues. Ensure colleagues are aware of sustainability objectives, and train procurement colleagues. |

| Aspect | Short/medium/long term | Observations/actions |
|---|------------------------|---|
| Carbon footprint and EMS ongoing management, review and target setting | Influence | |
| | Short | 1.11 Collaborate with contractors and suppliers. Complete the supplier survey arranged by GGE and open discussions to implement Net Zero actions. |
| | Medium | 1.12 Include a review of all suppliers' and contractors' carbon intensity. |
| | Medium | 1.13 Consider integrating ISO 14001:2015. This may be required to meet client expectations in the future. |
| | Ongoing | |
| | Long | 1.14 Continually review the action plan and include carbon footprint considerations. |
| | Long | 1.15 Continually identify relevant training and implement a training plan throughout the organisation. |
| | Medium | 1.16 Consider opportunities to design and incorporate low-carbon intensity materials and processes. |

Energy

| Aspect | Short/medium/long term | Observations/actions |
|-------------------------|------------------------|---|
| Energy reduction | Control | |
| | Short | 2.1 Regularly review the half-hourly electricity consumption data on an ongoing basis in order to measure changes. Review energy consumption at night and the weekends. |
| | Medium | 2.2 Review energy consumption and embodied CO2 as a criterion for future purchases. Work with the supply chain to identify new opportunities. |
| | Short | 2.3 Ensure computers, copiers and display screens are set to optimum efficiency. |
| | Medium | 2.4 Track energy at all levels and investigate submetering as a way to receive more granular, actionable data. |
| | Short | 2.5 Review the efficiency and consumption of individual heating and cooling systems. |
| | Long | 2.6 Consider alternatives to gas boilers when they are due for replacement. |

| Aspect | Short/medium/long term | Observations/actions |
|----------------------------|------------------------|---|
| Energy reduction | Influence | |
| | Medium | 2.7 Develop a structured training and CO2 awareness plan for operational staff. |
| | Ongoing | |
| Energy suppliers | Short | 2.8 Review green energy tariffs to ensure they are the industry-leading options. |
| | Influence | |
| | Medium | 2.9 Review gas suppliers. Where practical, reduce gas consumption and replace gas-consuming equipment. Research is continuing in the production of 'Green Gas'. Monitor the market for options in the future. |
| | Ongoing | |
| | Medium | 2.10 Continually review energy procurement. |
| | Medium | 2.11 Continually review the market to ensure that renewable energy claims are valid. |
| Building facilities | Control | |
| | Short | 2.12 Conduct quarterly reviews of energy consumption and generation patterns. |
| | Short | 2.13 Install sub-metering in high energy-consuming areas and processes to enable the accurate recording of electricity consumption. Measure and monitor night and weekend energy consumption; the half-hourly data shows nighttime and weekend consumption. |
| Renewable energy | Control | |
| | Medium | 2.14 Achieve 80% renewable energy use by 2025. Review the estimated PV output against actual generated figures. |
| | Long | 2.15 Achieve 100% renewable energy use by 2035. |

Financial and commercial

| Aspect | Short/medium/long term | Observations/actions |
|--------------------------|------------------------|---|
| Financial and commercial | Control | |
| | Short | 3.1 Review commercial service supply chain, banks, insurance, accountancy, website, cloud hosting, training providers, software subscriptions, legal services and other relevant suppliers. |
| | Influence | |
| | Short | 3.2 Raise awareness with procurement colleagues when reviewing or renewing contracts. |
| | Short | 3.3 Review sustainability of pension investments. |
| | Ongoing | |
| | Long | 3.4 Continually review supply chain and consider using suppliers offering the lowest CO2 options. |



Facilities and office

| Aspect | Short/medium/long term | Observations/actions |
|------------------|------------------------|---|
| Office equipment | Control | |
| | Short | 4.1 Review the office and other equipment energy consumption. |
| | Medium | 4.2 Consider recycling and re-use options for office equipment when it is disposed. |
| | Ongoing | |
| Waste | Long | 4.3 Consider IT lifecycle for future projects, can equipment be repaired and re-used? |
| | Control | |
| IT | Short | 4.4 Review supplier waste reports and conduct a waste audit. |
| | Control | |
| | Medium | 4.5 Review the volume of emails and cloud working versus video chats. |
| | Influence | |
| | Medium | 4.6 Review IT systems and complete a carbon intensity audit. |
| | Control | |
| | Medium | 4.7 Generic count on emails and consider how email traffic can be reduced. |
| | Short | 4.8 Maintain the IT asset list to ensure continual monitoring of the equipment. |
| | Medium | 4.9 Review the list and plan to purchase low-energy alternatives in the future. |

Procurement

| Aspect | Short/medium/long term | Observations/actions |
|-------------|------------------------|---|
| Procurement | Control | |
| | Medium | 5.1 Ensure new contracts require suppliers to state their carbon footprint and have an action plan. |
| | Influence | |
| | Medium | 5.2 Complete a supplier survey to determine the current status of their carbon awareness. |
| | Medium | 5.3 Support supply chain in order to help them manage footprint. |
| | Ongoing | |
| | Long | 5.4 Develop a consistent approach to data gathering throughout the supply chain. |
| | Medium | 5.5 Review the options to raise client awareness. |
| | Long | 5.6 Continually review best practices. |

Travel

| Aspect | Short/medium/long term | Observations/actions |
|-----------------|---|--|
| Business travel | Control | |
| | Medium | 6.1 Review the options for switching to electric/hybrid vehicles |
| Commuting | Control | |
| | Short | 6.2 Review the commuting surveys at least annually. |
| | Influence | |
| Medium | 6.3 Encourage consideration of electric/ hybrid vehicles where practical. | |

| Aspect | Short/medium/long term | Observations/actions |
|-----------|------------------------|--|
| Commuting | Influence | |
| | Medium | 6.4 Install electric charging points where sites allow to encourage the use of electric vehicles – monitoring when the electricity grid is improved at the offices where EV charging sites are currently not feasible. |
| | Short | 6.5 Raise awareness of efficient driving strategies. The Energy Saving Trust has an excellent guide on their website https://energysavingtrust.org.uk/business/transport/efficient-driving/ |
| | Short | 6.6 Provide employees with incentives to car share when driving to clients. |
| | Ongoing | |
| | Medium | 6.7 Continually review new vehicle technologies. |



Appendix A. Documents and references used in calculation

The calculations were carried out using mathematical models and the methodology defined in the [Greenhouse Gas Protocol](#) in particular.

[GHG Corporate Accounting and Reporting Standard and Scope 2 Guidance](#)

[GHG Scope 2 Guidance](#)

[GHG Technical Guidance for Calculating Scope 3 Emissions](#)

The Carbon Conversion Factors published annually by DEFRA on behalf of the UK government.

<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022>

<https://www.ons.gov.uk/economy/environmentalaccounts/datasets/ukenvironmentalaccountsatmosphericemissionsgreenhousegasemissionsbyeconomicsectorandgasunitedkingdom>

The Greenhouse Gas Protocol has been developed between The World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

[Greenhouse Gas Protocol | \(ghgprotocol.org\)](#)

The Inventory of Carbon & Energy (ICE) was produced through the work of Dr Craig Jones (Circular Ecology Ltd) & Prof Geoff Hammond (Uni of Bath) on quantifying embodied energy & carbon in typical construction materials.

www.circularecology.com/embodied-carbon-footprint-database.html

Appendix B. Glossary

| Term | Description |
|--|---|
| Absolute reduction | The actual reduction in emissions. |
| Base year | A historical datum (e.g., year) against which a company's emissions are tracked over time. |
| Base year emissions | GHG emissions in the base year. |
| Baseline | The initial measurement or reference point of greenhouse gas emissions over a specified period. This baseline serves as a benchmark for tracking and comparing future emissions, enabling the assessment of progress in reducing the carbon footprint and the effectiveness of mitigation strategies. |
| Business travel | Transportation of employees for business-related activities. |
| Capital goods | Final goods that have an extended life and are used by the company to manufacture a product, provide a service, or sell, store, and deliver merchandise. In financial accounting, examples of capital goods include equipment, machinery, buildings, facilities, and vehicles. |
| Carbon footprint | The total greenhouse gas (GHG) emissions caused by an individual, event, organization, service, place or product, expressed as carbon dioxide equivalent (CO ₂ e). |
| Carbon intensity | A measure of carbon emission against a variable of business operations such as turnover, output or staff. |
| Carbon neutral | The removal of the equivalent amount of CO ₂ by an organisation from what is emitted through activities across its supply chains, by investing in 'Carbon Sinks' that absorb CO ₂ . |
| Circular economy | A circular economy tries to break that cycle of make-use-dispose with adaptive reuse. |
| CO₂ equivalent (CO₂e) | The universal unit of measurement to indicate the global warming potential (GWP) of each greenhouse gas, expressed in terms of the GWP of one unit of CO ₂ . |
| Direct emissions | Emissions from sources that are owned or controlled by the reporting company. |
| Downstream emissions | Indirect GHG emissions from sold goods and services. |
| Embodied carbon | The emissions that result from the entire project. |
| Emission factor | A factor that converts activity data into GHG emissions data (e.g. kg CO ₂ e emitted per litre of fuel consumed, kg CO ₂ e emitted per Kilometre travelled). |
| Employee commuting | Transportation of employees between their homes and their worksites. |
| Environmental Product Declaration (EPD) | A document that quantifiably demonstrates the environmental impacts of a product. |
| Equity share approach | A consolidation approach whereby a company accounts for GHG emissions from operations according to its share of equity in the operation. |

| Term | Description |
|------------------------------------|---|
| Extrapolated data | Data from a similar process or activity that is used as a stand-in for the given process or activity and has been customized to be more representative of the given process or activity. |
| Global warming potential | A factor describing the radiative forcing impact (degree of harm to the atmosphere) of (GWP) one unit of a given GHG relative to one unit of CO2. |
| Greenhouse gas | Gasses contributing to global warming. Seven gases, Carbon Dioxide (CO2); Methane (CH4); Nitrous Oxide (N2O); Hydrofluorocarbons (HFCs); Perfluorocarbons (PFCs); Sulphur Hexafluoride (SF6), and Nitrogen Trifluoride (NF3). |
| Greenhouse gas inventory | A quantified list of an organization's GHG emissions and sources. |
| Greenwashing | PR tactic used to make a company, service or product appear environmentally friendly, without meaningfully reducing its environmental impact. |
| Indirect emissions | Emissions that are a consequence of the activities of the reporting company but occur at sources owned or controlled by another company. |
| Life Cycle Assessment (LCA) | Total emissions from the inputs and outputs throughout a product's life cycle. From the moment it was created to the moment it has decayed. |
| Location-based method | A method to quantify GHG emissions (electricity) based on average energy generation emission factors for defined locations. This assumes that electricity emissions per kWh are the average for the UK national grid. |
| Market-based method | A method to quantify GHG emissions based on GHG emissions per kWh supplied by the generators from which the reporter contractually purchases electricity. |
| Net zero | A state in which the greenhouse gases going into the atmosphere are balanced by removal from the atmosphere. Per SBTi guidance on how companies achieve Net Zero, emissions must fall by at least 90% before carbon removal balancing tools are used. |
| Offsetting | The action or process of compensating for carbon dioxide emissions arising from industrial or other human activity, by participating in schemes designed to make equivalent reductions of carbon dioxide in the atmosphere. |
| Proxy data | Data from a similar process or activity that is used as a stand-in for the given process or activity without being customized to be more representative of the given process or activity. |
| Reporting year | The year for which emissions are reported. |
| Scope 1 emissions | Emissions from operations that are owned or controlled by the reporting company. |
| Scope 2 emissions | Indirect emissions from the generation of purchased or acquired electricity. |
| Scope 3 emissions | All indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions. |
| Secondary data | Data that is not from specific activities within a company's value chain. |
| Supply chain | A network of organizations (e.g., manufacturers, wholesalers, distributors, and retailers) involved in the production, delivery, and sale of a product to the consumer. |
| Upstream emissions | Indirect GHG emissions from purchased or acquired goods and services. |
| Value chain | All of the upstream and downstream activities associated with the operations of the reporting company, including the use of sold products / services by consumers and the end-of-life treatment of sold products / services after consumer use. |
| Waste | An output of a process that has no market value. |



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