



Net Zero Carbon Reduction Plan

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1 Commitment to Achieving Net Zero

SSCL is committed to achieving Net Zero emissions by 2028.

SSCL adopts the UN Climate Neutral Now definition of Net Zero as “the state where a balance between anthropogenic greenhouse gas (GHG) emissions and removals is achieved” by taking the following actions:

1. Measure 100% of the organisation’s GHG emissions
2. Reduce GHG emissions as far as possible; and
3. Offset remaining emissions through projects that remove carbon from the atmosphere in the long term.

2 Baseline and Current Emissions Footprint

Baseline emissions are a record of the GHGs that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured.

The Reporting Year is the calendar year 2020 and the Baseline Year is the calendar year 2017.

| Scope | Category/ Definition | Description of source | Emissions (tCO ₂ e) | |
|----------|---|--|--|--|
| | | | Reporting year (2020) | Baseline year (2017) |
| 1 | Direct emissions from owned or controlled sources | Combustion of fuel, & leakages of refrigerant | 571 | 494 |
| 2 | Indirect emissions from the generation of purchased electricity, steam, heating and cooling | Generation of electricity consumed (on a market basis) | 0 | 1,315 |
| 3 | 1 Purchased Goods & Services | Supply chain | 11,837 | 10,946 |
| | 3 Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2 | The production and delivery of fuel and electricity | 186 | 335 |
| | 4 Upstream transportation and Distribution | | Emissions from upstream transportation and distribution are included in Scope 3 Category 1 | Emissions from upstream transportation and distribution are included in Scope 3 Category 1 |
| | 5 Waste Generated in Operations | Treatment of waste including wastewater | 9 | 21 |
| | 6 Business Travel | Travel for business purposes, including hotel nights | 132 | 401 |

| | | | | | |
|--|--------|--|---|---------------|---------------|
| | 7 | Employee Commuting | Travel by employees to and from their places of work and emissions due to remote working (homes and client sites) | 1,460 | 1,362 |
| | 8 | Upstream Leased Assets | Off-site data centres | 0 | 0 |
| | 9 | Downstream transportation and Distribution | Not applicable – see Table 2 | 0 | 0 |
| | 1 3 | Downstream Leased Assets | Tenants | 0 | 0 |
| | | All | | 14,195 | 14,874 |

Table 1: SSCL's Emissions by Scope and Category for the Reporting Year and its Baseline Year.

Table 2 below lists Categories of Scope 3 for which SSCL has declared no emissions and the reasons for their exclusion.

| Category | | Reason for exclusion |
|----------|--|---|
| 2 | Capital Goods | Emissions due to capitalised purchases are included in Scope 3 Category 1 |
| 9 | Downstream Transportation and Distribution | SSCL's business requires no material down-stream transportation and distribution of goods |
| 10 | Processing of Sold Products | SSCL Sopra does not sell products subject to processing |
| 11 | Use of Sold Products | SSCL does not sell products |
| 12 | End-of-Life Treatment of Sold Products | SSCL does not sell products |
| 14 | Franchises | SSCL does not operate franchises |
| 15 | Investments | SSCL has no material investments in other companies |

Table 2: Categories of Scope 3 for which SSCL has declared no emissions and the reasons for their exclusion

3 Emissions Reduction Targets

SSCL intends to achieve net zero emissions by the end of 2028 and will implement a phased approach, through intermediate targets, to achieve the main objective.

| Year | Scope of Net Zero |
|------|--|
| 2022 | All operations under direct control |
| 2025 | Certain indirect operations (ie waste, indirect fuel & energy, employee commuting, and downstream leased assets) added |
| 2028 | Indirect operations related to the supply chain (purchased goods and services) added |

Table 3: Phases of SSCL's Approach to becoming Net Zero by 2028

To continue our progress to achieving Net Zero, SSCL has adopted the following carbon reduction targets, against a 2017 baseline:

- 24% reduction in GHG emissions (Scope 1 +2) intensity per full-time employee by the end of 2020; and
- 20% reduction in business travel emissions intensity per full-time employee by the end of 2020.

We project that SSCL's absolute carbon emissions will decrease to 11,837 tCO₂e by 2025 (a reduction of 26%) and to zero by 2028 (a reduction of 100%).

| Scope | Category | Description | 2028 | 2025 | 2022 | 2020 | 2017 |
|------------|------------|--|----------|---------------|---------------|---------------|---------------|
| 1 | | Combustion of fuel, and leakages of refrigerant | 0 | 0 | 0 | 571 | 494 |
| 2 | | Generation of electricity consumed (on a market basis) | 0 | 0 | 0 | 0 | 1,315 |
| 3 | 1 | Purchased Goods & Services | 0 | 11,837 | 11,837 | 11,837 | 10,946 |
| | 3 | Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2 | 0 | 0 | 186 | 186 | 335 |
| | 5 | Waste Generated in Operations | 0 | 0 | 9 | 9 | 21 |
| | 6 | Business Travel | 0 | 0 | 0 | 132 | 401 |
| | 7 | Employee Commuting | 0 | 0 | 1,460 | 1,460 | 1,362 |
| | 8 | Upstream Leased Assets | 0 | 0 | 0 | 0 | 0 |
| | 13 | Downstream Leased Assets | 0 | 0 | 0 | 0 | 0 |
| All | All | | 0 | 11,837 | 13,492 | 14,195 | 14,874 |

Table 4: SSCL's GHG Emissions (tCO₂e) by Year under its Plan to be Net Zero by 2028

The graph in Figure 1 below shows projected progress against these targets:

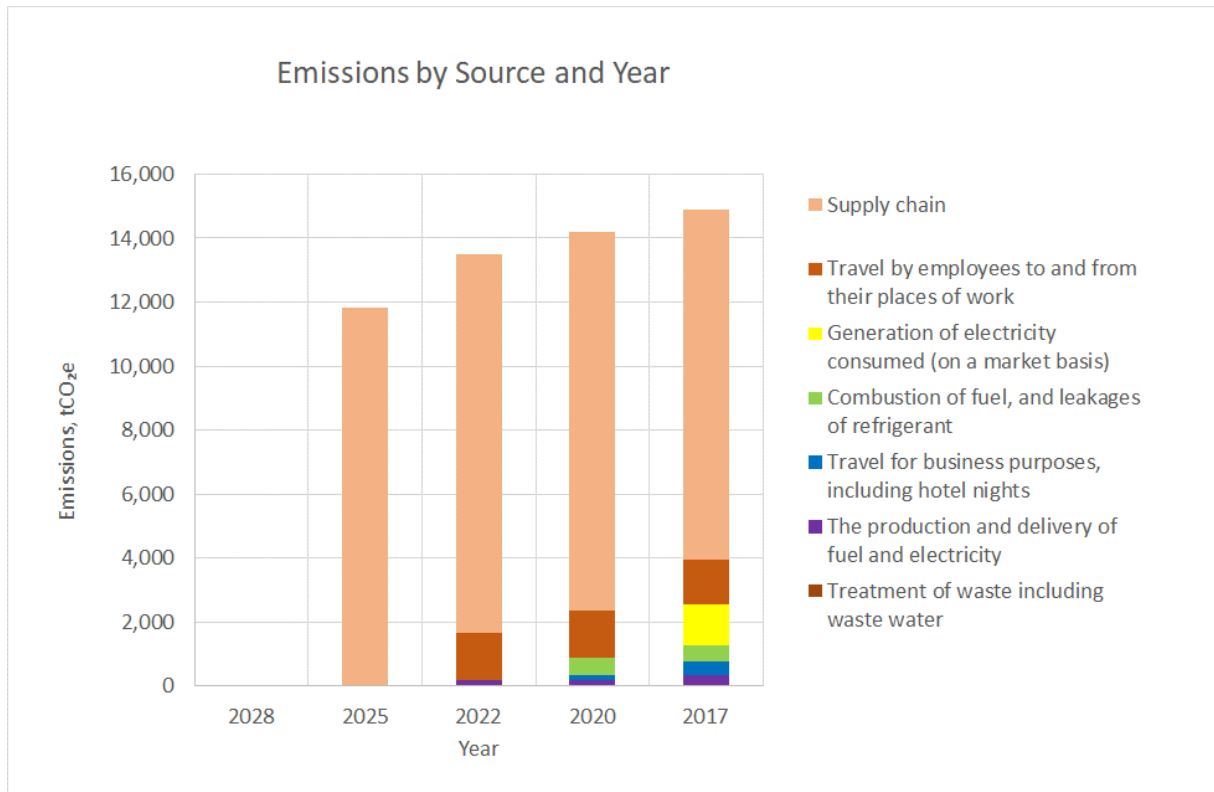


Figure 1: Emissions Reductions Past and Projected

3.1 Science-Based Targets

The Science-Based Targets (SBTs) that have been set by Sopra Steria Group apply to SSCL in the UK. The following SBTs are aligned to the 1.5-degree pathway and approved by the Science Based Targets Initiative (SBTi):

- 42% reduction in Scope 1 + 2 (market-based emissions) by end of 2025. This is our 10-year science-based target for all our Scopes 1 and 2 emissions. Sopra Steria expects to achieve this target by procuring more renewable energy and through emissions reduction activities.
- 85% reduction in Scope 1 + 2 (market-based emissions) by end of 2040. This is our 25-year science-based target for all our Scopes 1 and 2 emissions. Sopra Steria expects to achieve this target by procuring more renewable energy and through emissions reduction activities.
- Ensure that the Group's suppliers, accounting for at least 70% of supply chain emissions, control their GHG emissions by 2025; and
- Ensure that 90% out of these Group's suppliers, accounting for at least 70% of supply chain emissions, have set GHG emissions reduction targets by 2025.

Science-based targets do not include carbon removal offsets.

The SBTi is currently developing a new standard for 'Near Term (5 to 10 years) and a Long Term (to 2050) Net Zero Standard to be released in late 2021. Sopra Steria Group is one of the companies road testing this standard.

We project that our GHG emissions will decrease to zero by 2028, a reduction of 100% with carbon removal offsets.

4 Carbon Reduction Projects

4.1 Completed Carbon Reduction Initiatives

SSCL maintains and continually improves its environmental management system, which is externally certified to the ISO 14001:2015 standard.

SSCL has completed or implemented the following environmental management measures and projects since the 2017 baseline year. They have delivered a reduction in its annual carbon emissions of 1,333 tCO₂e, contributing towards a 65% reduction of Scope 1 and 2 emissions, against the 2017 baseline. These measures will be in effect over the course of the contract (when performing the contract).

4.2 Renewable Electricity

None of the electricity that SSCL consumed in the baseline year came from renewable sources; emissions from its consumption amounted to 1,315tCO₂e on a market basis.

By 2019 SSCL had raised the proportion of electricity consumed from renewable sources to 100%, reducing Scope 2 emissions to zero on a market basis.

All the electricity that SSCL consumes is backed by Renewable Energy Guarantees of Origin (REGOs).

4.3 Energy Efficiency

The constraints accompanying the coronavirus pandemic in 2020 reduced the consumption of energy in SSCL's offices by an estimated 25%. During the pandemic, SSCL continued to address energy efficiency.

- It replaced 30 x 27W fans with 2.5W fans. This will result in annual electricity savings of 1,433 kWh.
- Upgrading to lower wattage LED lighting resulting in a combined annual electricity savings of 73,765 kWh.
- It extended the application of the shadow carbon price to include emissions from offices.

With the effect of the pandemic, these measures contributed to a 29% reduction in energy intensity (per full-time employee) in 2020 compared to the previous year.

4.4 Business Travel and Internal Carbon Price

SSCL applies an internal shadow carbon price, in the UK, for business travel. Each quarter, emissions from business travel are calculated alongside the associated shadow carbon costs for each business division. The Carbon Footprint Report is incorporated into the existing Sector Travel Power BI Report, which is available to senior management, Sector Directors and Financial Controllers.

By making employees aware of the carbon cost of travel, the internal shadow carbon price has changed their behaviour. They might choose to teleconference rather than travel at all, and if they do travel, to choose the mode with the lowest carbon emissions; for example, taking the train between London and Glasgow rather than a plane.

In this way, the internal shadow carbon price has contributed towards the reduction of 77% in business travel emissions per employee in the reporting year 2020 since the baseline year of 2017. Of course, a substantial proportion of the emissions reduction from business travel, in 2020, was due to the restrictions imposed in response to the COVID pandemic. Although, a year-on-year comparison for business travel in Q1 of 2020 (pre- pandemic) and 2019 shows the shadow carbon price facilitated a reduction of 10% in business travel emissions per employee in Q1 (2020).

4.5 Waste Management

100% of waste, from collections managed directly by SSCL, is diverted away from landfill.

Since 2019, SSCL has collaborated with its catering contractor in replacing plastic packaging of food and drinks sold at on-site canteens with packaging made from plant-based material. This has helped to eliminate over 137,068 items of single-use plastics from SSCL's waste.

4.6 Sustainable Purchasing

By collaborating with its office stationery supplier and its partner, SSCL has been able to reduce the environmental impact of the paper that it uses by purchasing closed-loop paper. Using closed-loop papers means that SSCL's used paper is recycled and remanufactured back into a paper product. Therefore, we adopt the principles of the circular economy. No deforestation takes place to provide the fibre in the paper that SSCL subsequently purchases, which requires:

- 83% less water.
- 72% less energy; and
- 53% less CO₂ emissions.

... to manufacture than fresh-fibre paper.

4.7 Carbon Offset Initiatives

SSCL purchases carbon offsets for GHG emissions from its offices and business travel that it can't avoid. In this way, SSCL's offices and business travel have been certified carbon neutral since 2015. Offsetting the GHG emissions from these sources means that they have no net effect on the amount of GHGs in the atmosphere.

In the past, SSCL has offset its GHG emissions by investing in projects that avoided future GHG emissions, particularly renewable energy projects in India.

In 2020, as part of its strategy for becoming net zero by 2028, SSCL migrated its offsets for carbon neutral certification to a new partner accredited by the United Nations Climate Neutral Now programme. This partner invests in projects that remove the primary GHG carbon dioxide from the atmosphere, particularly afforestation projects in Uruguay that

create new land for trees that absorb carbon dioxide from the atmosphere, and that do not simply replace trees in deforested areas.

4.8 Future Initiatives

SSCL will continue to extend carbon neutral certification, for all relevant sources of indirect emissions, so that 100% of all emissions are net zero by 2028, as follows:

| Year | Scope of Net Zero |
|-------------|--|
| 2022 | All operations under direct control |
| 2025 | Certain indirect operations (ie waste, indirect fuel & energy, employee commuting, and downstream leased assets) added |
| 2028 | Indirect operations related to the supply chain (purchased goods and services) added |

Table 4: Phases of Sopra SSCL's Approach to becoming Net Zero by 2028

The Carbon Reduction Plan, as part of our Net Zero 2028 initiative is a key component of our wider Environmental Sustainability programme. This programme integrates our ISO14001 certified Environment System, efficient resource consumption, renewable energy, circular economy, sustainable supply chain and support for our clients with solutions and services in their transition to a Net Zero economy.

Our planned future initiatives will see investment in the installation of electric vehicle charging points and extending the upgrades to more energy efficient LED lighting.

During 2022, Sopra Steria Group and SSCL plan to embrace the new SBTi standard (to be released in late 2021) on 'Near Term' and 'Long Term' Targets in addition to continuing with the UN Climate Neutral Now Net Zero Initiative.

5 Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and 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 standard¹ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting².

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) Standard³.

This Carbon Reduction Plan, for the Financial Year ending on 31 December 2020, has been reviewed and signed off by the Board of Directors (or equivalent management body).

5.1 Signed on behalf of the Supplier:

Director's Signature:



Director's Name: David Morris, SSCL CEO

Date: 27 September 2021

¹ <https://ghgprotocol.org/corporate-standard>

² <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

³ <https://ghgprotocol.org/standards/scope-3-standard>



About Shared Services Connected Limited

Shared Services Connected Limited (SSCL) is a leader in critical business support services for the largest Government departments, the Ministry of Defence, Police and CITB across the UK.

It provides Consulting and Digital services as well as end to end HR, Finance, Procurement and Resourcing Services - enhancing the customer experience, enabling smarter public services.

We employ more than 2,800 people who, with their in-depth client knowledge and our collaborative approach, sit at the heart of our business strategy.

SSCL operates at size and scale through Government, Defence and Police – and has already delivered savings of around £405 million, providing more funds for front line public services.

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