mace

Carbon Reduction Plan 2025

Supplier name: Mace Ltd

Publication date: June 2025

COMMITMENT TO ACHIEVING NET ZERO

Mace Group have been working towards an absolute emission reduction of 10% year on year (47% overall reduction) by 2026. We are committed to achieving Net Zero emissions by 2040 through signing up to the Climate Pledge and in turn joining Race to Zero.

Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases 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 2020 baseline was prepared in line with the definitions outlined in the Mace Basis of Carbon Reporting in our Statement for Year ending 31st December 2020.

Baseline year: 2020

Additional Details relating to the Baseline Emissions calculations

Mace's carbon footprint adheres to the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard. Our 2024 carbon reporting and measurements have been verified by independent auditors, Carbon Footprint.

Scope and Reporting Boundaries

Mace works across the whole built environment life cycle and has two business engines: Consult and Construct. Since 2020, Mace has consolidated from four engines (Consult, Construct, Develop and Operate) to two engines (Consult and Construct) where Develop is now integrated into Consult and Operate has split from Mace. Operate became a separate company in November 2023 and from that point has not been included in Mace Group reporting.

Our full reporting scope includes all Scope 1 and 2 emissions from Mace offices and construction sites within our operational control. We also report on several Scope 3 emissions categories which have the most material impact.

The Mace 2020 baseline was calculated in line with the Greenhouse Gas Protocol control approach for Operational Control (a company has operational control if it or one of its subsidiaries has the full authority to introduce and implement its operating policies at the property).

How we determine operational control:

- All construction projects are deemed to be within our operational control. Every Mace construction project must be logged on our online reporting platform **Optimise**[1] as part of the **'Engage'**[2] process. The Optimise central listing provides a list of all construction sites that are eligible for reporting.

[1] Optimise is the Mace KPI monitoring tool - it shows a project's performance against our corporate environmental and responsible business targets

[2] Engage is our ISO 9001 certified management system which holds our mandatory policies, procedures and guidance

- All Mace offices where we lease or own space and where we have operational control of the electricity supply are included in our reporting. A central list of these offices is maintained by the Mace Executive Board.

Where Mace has operational control, the calculation methods are detailed below. Mace does not currently quantify:

- Upstream Scope 3 transportation (datasets are not available).
- Downstream Scope 3 transportation and distribution of sold products (we do not produce goods/services for transportation downstream).

The following table is an excerpt from the **Mace Basis of Carbon Reporting 2024**:

Emission	Scope	Method and Data Source
Scope 1		
Diesel Data unit is litres	Diesel fuel consumed on all our construction sites including those sites run under our Consult business where Mace acts as a Main Contractor or Construction Manager.	Data collected via Optimise where site teams upload diesel delivery notes. Where data was not available, estimates were made using averaged diesel consumption data from other Mace construction sites as outlined in the estimations and assumptions section. A majority of our construction activities, and therefore diesel consumption, occurs in the UK. The carbon factors used to convert diesel consumption into emissions are sourced from DEFRA 2024 GHG Emissions Factors using the 'Diesel (average biofuel blend)' category.
HVO Fuel Hydrotreated Vegetable Oil Data unit is litres	HVO fuel consumed on all our construction sites including those sites run under our Consult business where Mace acts as a Main Contractor or Construction Manager	Data collected via Optimise where site teams upload HVO fuel delivery notes. It is assumed that all HVO fuel has been included in the data provided on Optimise therefore no estimates were made to fill gaps. A majority of our construction activities, and therefore HVO fuel consumption, are UK-based. The carbon factors used to convert HVO consumption into emissions are sourced from DEFRA 2024 GHG Emissions Factors using the 'Biodiesel HVO' category.
Petrol Data unit is litres	Petrol fuel consumed on all our construction sites including those sites run under our Consult business where Mace acts as Main Contractor or Construction Manager.	Data has been collected via Optimise where site teams upload petrol delivery notes. It is assumed that all petrol has been included in the data provided on Optimise therefore no estimates were made to fill gaps. As a majority of our construction activities, and therefore petrol consumption, occurs in the UK, the carbon factors used to convert petrol consumption into emissions are sourced from DEFRA 2024 GHG Emissions Factors using the 'Petrol (100% Mineral)' category.
LPG Data unit is litres	LPG consumed on all our construction sites including those sites run under our consultancy business where Mace acts as a Main Contractor or Construction Manager.	Data has been collected via Optimise where site teams upload LPG delivery notes. It is assumed that all LPG has been included in the data provided on Optimise therefore no estimates were made to fill gaps. As a majority of our construction activities, and therefore LPG consumption, occurs in the UK the carbon factors used to convert LPG consumption into emissions are sourced from DEFRA 2024 GHG Emissions Factors using the 'Gas (LPG)' category.

Emission	Scope	Method and Data Source
Natural Gas Data unit is m^3	Purchased natural gas on our construction sites including those sites run under our Consult business where Mace acts as a Main Contractor or Construction Manager. Natural gas consumed by Mace offices under our operational control.	Data has been collected through two methods: • Billed natural gas consumption (Mace Energy Hub invoices) where natural gas is consumed in our offices. • Meter reading data uploaded on Optimise for construction projects where natural gas is consumed. Where data for offices or construction sites was not available estimates were made using averaged data from other Mace offices, construction sites and/or industry standards as outlined in the estimations and assumptions section. All our natural gas consumption occurs within our UK offices and construction sites. The carbon factors used to convert gas consumption into emissions are sourced from DEFRA 2024 GHG Emissions Factors using the 'Gas (Natural Gas)' category
Refrigerants Data unit is kg	Refrigerant disposal and leakage from air conditioning systems.	Not currently quantified.
Scope 2		
District heating	Purchased heat from district heating systems	This category has been excluded as Mace does not purchase heat from district heating systems.
Electricity Data unit is kWh	Emissions associated with the electricity consumed on our construction sites. Emissions associated with the electricity consumed on our construction sites run under the consultancy banner where Mace acts as a Construction Manager. Electricity consumed by offices under our operational control.	Data has been collected through the following methods: • Automatic data collection from half-hourly meters on the Stark reporting platform (covering Mace's purchased electricity contracts in the UK). • Meter reading data uploaded on Optimise for construction projects where electricity is not procured by Mace (covering our remaining global construction sites) • Office Managers providing meter readings or utilities bills covering our international offices' electricity consumption. • Data received through billed consumption (Mace Energy Hub invoices). Where data was not available estimates were made using benchmark data from other Mace offices or construction sites as outlined in the estimations and assumptions section of the basis of reporting document. Carbon emissions associated with electricity consumption have been calculated for both market-based and location-based factors. Carbon factors used to convert electricity consumption into emissions are sourced from: Location based factors: • DEFRA 2024 GHG Emissions Factors used for UK emissions. • IEA 2024 (total CO_2 emissions per kWh). • Where country specific conversion factors are available these have been used. Where a country specific factor is not available a global average has been used based on whether a country is a member of the OECD.

Emission	Scope	Method and Data Source
Electricity (Continued)		Market based factors have been calculated using the market-based method emission factor hierarchy set out in the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Where green or renewable energy has been procured, supplier specific market-based carbon emission factors are used. For this baseline the following have been used: • DEFRA 2024 GHG Emissions Factors used for UK emissions. • IEA 2024 (total CO_2 emissions per kWh). Where country specific conversion factors are available these have been used. Where a country specific factor is not available a global average has been used based on whether a country is a member of the OECD. • AIB European Residual Mix (RE-DISS) of 2023. • EAC certificates.
Scope 3		
1. Purchased goods and services Data unit is m^3	Water consumed on all our construction sites including those sites run under our consultancy business where Mace acts as a Main Contractor or Construction Manager.	Data collected through the following methods: • Meter reading data uploaded on Optimise Where water consumption data was not available estimates were made using averaged data from other Mace construction sites as outlined in the estimations and assumptions section. Carbon emissions associated with water consumption have been calculated using the 2024 DEFRA GHG Emissions Factors carbon factor category '*water supply*'.
2. Capital goods Data unit is GBP (£)	Embodied carbon associated with the materials used on our Mace Development projects.	Carbon factors are calculated using detailed material specifications and quantities, using OneClick LCA as a calculation tool which sources material carbon factors from the ICE v3 Database for Embodied Carbon Factors and product specific Environmental Product Declarations (EPDs). These embodied carbon factors are used to calculate the total tCO_2e of embodied carbon for Mace Developments.
3. Fuel and energy related activities Data unit is kWh	T&D losses associated with global electricity consumption.	T&D losses are calculated using the Scope 2 reporting electricity consumption data. Carbon emissions associated with T&D losses are calculated using the IEA 2024 Emissions Factors (T&D Losses) globally and using DEFRA 2024 GHG Emissions Factors for UK locations.
4. Upstream transportation	N/A	Not Applicable.
5. Waste Data unit is tonnes	Waste consumed on all our construction sites including those sites run under our consultancy business where Mace acts as a Main Contractor or Construction Manager.	Data collected through the following methods: • Waste transfer notes uploaded on Optimise. • Diversion from landfill reports provided by waste destinations. Where waste to landfill data was not available estimates were made using averaged data from other Mace sites. Carbon emissions associated with waste generation are calculated using DEFRA 2024 GHG Emissions Factors carbon factor category '*waste*'.

Emission	Scope	Method and Data Source
6. Business travel Data unit is kilometres (and spend where kilometres is not available)	Emissions associated with business travel across the group.	Data collected through: • Mace's travel provider FCM. • Mace's expenses team. • Addison Lee (UK taxi service provider). • Emails summarising travel from the finance leads across international offices where FCM is not used. Emissions associated with a majority of business travel are calculated using DEFRA 2024 GHG Conversion Factors and a kilometre travelled conversion factor. For a small number of international businesses, travel movements and kilometre travelled data is not available. In these cases, a spend proxy is used. The spend proxy is based on the tCO_2e per km travelled for each mode of transport where both km and spend data are available. This is based on 2024 data.
7. Employee commuting	Emissions associated with working from home.	Working from home calculations include emissions associated with equipment, heating and cooling of home office space using the methodology set out in the EcoAct Home Working Emissions white paper (2020). Emissions associated with employee commuting are calculated using DEFEA 2024 GHG Conversion Factors and IEA 2024 Emissions Factors.
8. Upstream leased assets	N/A	None reported. Emissions associated with international offices which are leased are reported under Scopes 1 and 2.
9. Downstream transportation and distribution of sold products	N/A	Not quantified. Mace's primary products for sale are buildings and consultancy services. The GHG impact of transport and distribution of these services is considered de minimis and has been excluded.
10. Processing of sold products	N/A (Operate & Consult) Not Quantified (Develop & Construct)	Not quantified. Mace's primary products for sale are buildings and consultancy services. The GHG impact of transport and distribution of these services is considered de minimis and has been excluded.
11. Use of sold products	N/A (Operate & Consult) Not Quantified (Develop & Construct)	Not quantified. Mace's primary products for sale are buildings and consultancy services. The GHG impact of transport and distribution of these services is considered de minimis and has been excluded.
12. End-of-life treatment of sold products	N/A (Operate & Consult) Not Quantified (Develop & Construct)	Not quantified. Mace's primary products for sale are buildings and consultancy services. The GHG impact of transport and distribution of these services is considered de minimis and has been excluded.
13. Downstream leased assets	N/A	Not applicable, Mace do not lease any offices to clients or other organisations.
14. Franchises	N/A	Not applicable, Mace do not have any franchises.
15. Investments	N/A	Not applicable to Mace.

Baseline emissions reporting

Reporting year: Jan – Dec 2020

Emissions	Total (tCO_2e)
Scope 1	4,372.9
Scope 2	565.9 (Market based) 6,611.6 (Location based)
Scope 3 (Included Sources)	9,494.8 **Waste to landfill:** 0.4 (category 5) **T&D Losses:** 549.0 (category 3) **Water consumption:** 39.3 (category 1) **Business Travel:** 3,657.0 (category 6) **Embodied Carbon:** 2,794.0 (category 2) **Working from Home:** 2,500.0 (category 7)
Total Emissions	14,433.6
Total Offsets	14,434.0
Net Emissions	0.0

Current Emissions Reporting

Reporting year: Jan – Dec 2024

Emissions	Total (tCO_2e)
Scope 1	1577.5
Scope 2	970.5 (Market based) 5493.0 (Location based)
Scope 3 (Included Sources)	18,357.9 **Waste to landfill:** 0.6 (category 5) **T&D Losses:** 416.4 (category 3) **Water consumption:** 27.6 (category 1) **Business Travel:** 5,047.5 (category 6) **Embodied Carbon:** 10,606.5 (category 2) **Working from Home:** 2,259.3 (category 7)
Total Emissions	20,905.8
Net Emissions	20,905.8

Emissions reduction targets

To continue our progress to achieving Net Zero, we have adopted a programme of carbon reduction activities and targets.

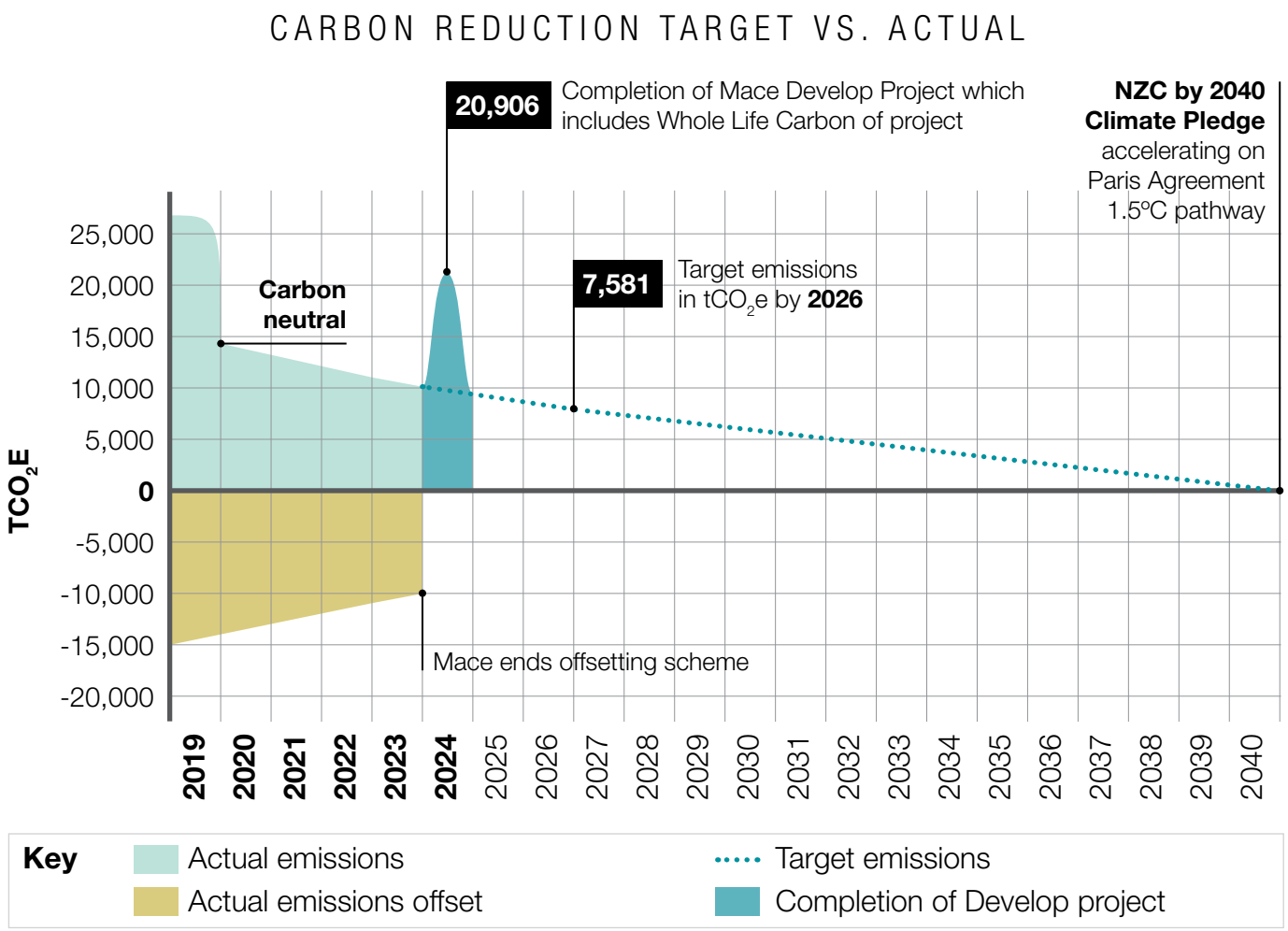
Mace GHG emission targets

The Mace Steps Without Footprints strategy, released in January 2020, included a commitment to achieve carbon neutrality (using offsets) by the end of 2020 (reporting based on our operational control). This was met from 2020, however, Mace, as of 2024, have stopped purchasing offsets and are therefore no longer carbon neutral. This decision was made as Mace has concerns over the credibility of offsets and does not think they provide a reliable solution for reducing our environmental impact.

In our 2026 Business Strategy we committed to a refreshed target to reduce absolute carbon emissions by 10% year on year from 2021-2026, against 2020 data. This represents a decrease to **7,379** tCO_2e by **2026** (a 47% reduction overall).

In 2024 we had a significant increase over the previous year's emissions (94.3%). This is primarily due to the practical completion of a Mace Develop project (Botley), the first to complete since 2020. To align with the Greenhouse Gas Protocol guidance, emissions from the 60-year life of the development and all embodied emissions associated with construction must be reported in the year of completion, which has led to the significant increase in our emissions.

Progress against our targets can be seen in the graph below.



Carbon Reduction Projects

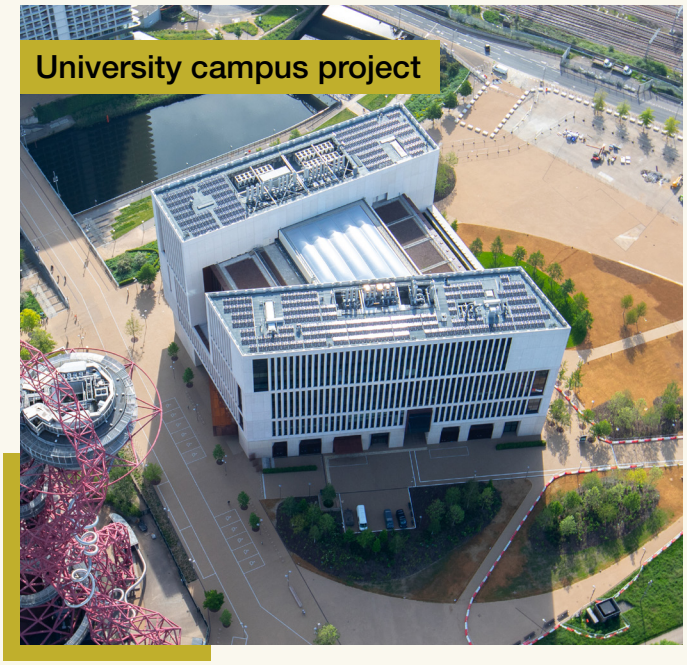
Completed Carbon Reduction Initiatives

The following carbon reduction measures and projects have been completed or implemented during 2024. Whilst market-based emissions have increased by 94.3% compared to the previous year (2023), when excluding the embodied carbon from the Botley development, these carbon reduction initiatives have contributed to a reduction in emissions of 4.3% from the previous year (2023).

Waste and water

In scope: the water we use and waste we send to landfill.

Through a reinvigorated waste and circular economy working group, Mace leaders have committed to driving change through internal and external working groups. This includes our plastics working group which continues to push our 'Time to Act' campaign with a focus on further supply chain collaboration and training. Additionally, Mace authored the 'Closing the Circle' report which explores the potential for a circular economy to transform the delivery of the global built environment. This report focusses on how a new market for circular construction could be developed in London.



University campus project

Mace has an ambitious target to achieve 100% diversion of waste from landfill. In 2024, we achieved 99.83% diversion from landfill.

In 2024, we continued our partnership with the social enterprise Community Wood Recycling. By working with them on our construction projects, we diverted 174.9 tonnes of waste timber to other uses, saving 87.0 tCO_2e.

Mace uses the Protec takeback scheme for temporary protection across our construction sites. In 2024 we were able to divert 112.04m^3 of temporary protection sheets from landfill, resulting in an emissions reduction of 73.99 tCO_2e. This reduction would take the equivalent of 3,700 mature trees growing for a year to offset the same amount of GHG emissions. From 2020 to 2024, Mace's work with Protec on construction projects has diverted a total of 510m^3 of plastic temporary protection from landfill, equivalent to saving 337 tCO_2e. Mace continues to encourage this scheme across all our construction projects and lists use of the takeback scheme as a requirement in all new contracts.

Diesel generator ban

In April 2021, Mace introduced a diesel generator ban for new construction sites. This policy was introduced to encourage the uptake of alternative solutions, and to improve safety on site. The new policy has made it much more onerous for project teams to get approval for the use of diesel generators, using an exception only approach. We now require a generator checklist, issued on a 'request only basis' and any use of diesel generators must be formally signed off by the Sustainability Lead and Project Director / Business Unit Lead. The use of a generator will only be approved if there is a clear-cut reason why the project cannot utilise mains electricity or an alternative solution.

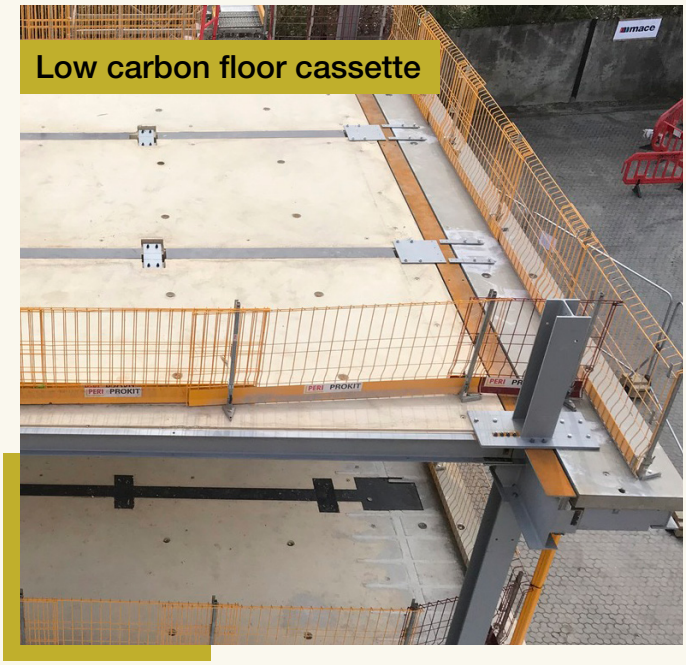
Where a generator must be used, the Sustainability Lead provide guidance on the type of gen-set and fuel type, and in the interest of the Mace Net Zero Carbon commitment, look to have the project use a hybrid set. Mace's Net Zero innovation roadmap group have collated a database of acceptable alternatives and options for projects to use.

Use of hydrotreated vegetable oil (HVO) fuels

From June 2022, our contracts formally stated diesel-use on site is by exception only. Uptake of HVO has therefore been increasing across our construction sites. In 2024, 914,559 litres of HVO sustainable biofuel were used across Mace construction sites. If diesel had been used in its place, this would have led to an increase in emissions of 2,076 tCO_2e, excluding biogenic carbon emissions.

Low Carbon Floor Cassette

We work with our supply chain partners to develop innovative solutions that enhance sustainability, such as adopting new materials and processes that reduce environmental impact. This year Mace's low carbon cassette (LCC) was installed on several projects. This offsite manufacturing technology significantly reduces embodied carbon, the use of structural steel, the number of deliveries to site and the volume of waste that is produced.



Low carbon floor cassette

Low Carbon Steel

For all steel frame schemes, we offer a low carbon solution, in line with our SteelZero commitment. The process starts with a detailed review of steel volumes, followed by an assessment of supply options to maximise the supply from low carbon Electric Furnaces (EAF) utilising a high proportion of recycled materials. This lowers the embodied carbon of the project and supports circular economy principles.

EP100

We have made great progress in moving the business over to renewable energy sources, but we also recognise that we have a commercial and moral responsibility to manage our energy demand. Going forward, the pressure on the UK's electrical energy generation infrastructure will increase and we have an obligation to proportion the finite renewable element fairly.

As a result, in 2022, Mace Construct were the first tier 1 contractor to sign up to EP100, a challenging commitment to double our energy productivity within the next 25 years, starting from a baseline year of 2021. We are aiming to use half the amount of energy to produce the same level of output in our construction business. This will be achieved via off site manufacture (C2P), the reduction in liquid fuels (including diesel replacements), right first-time quality and energy efficient plant & method of work.

UK Government department

Since 2020 we have managed the delivery of a major solar farm and electric vehicle charging point programme for a UK Government department. Over the course of three years, we managed installation of 6 ground mounted and 45 roof mounted solar arrays, and 250 electric vehicle charging points across 56 sites enabling a move to electric fleet vehicles. The solar panel interventions will save 5,000 tonnes of carbon emissions over their lifespan (25 years) and generate 42 GWh of energy.

London Development

This London development is a mixed development in Battersea, including student accommodation and a 6,100 m^2 commercial building as well as retail spaces and cafes. Mace as a company has invested heavily in Modern Methods of Construction (MMC). On this project the team has managed to reduce the embodied carbon by 50% through using the Low Carbon Cassette prefabricated floorplate solution. This solution reduced carbon by 790 tCO_2e. The use of the Low Carbon Cassette highlights the benefits of building in these C2P solutions.

London Development

At this project, the project team have been working towards achieving a 35% reduction in embodied carbon. During the construction stage, our sustainability team have been working in collaboration with the design and commercial teams to review and approve material specification changes. Each design decision has been considered to minimise carbon in construction with our sustainability team reviewing the impact of material and design changes by updating and monitoring the Lifecycle Assessment (LCA). Through the optimisation of concrete mixes, use of Cross Laminated Timber (CLT) slabs, procurement of low carbon steel, aluminium and raised access floors and a lean-optimised structural design we have, to date, achieved a saving of 4,943 tCO_2e.

Oxford Development

At this project, early collaboration enabled us to re-engineer the foundation solution, delivering significant savings in carbon, cost, and programme duration. By moving from a traditional piled foundation to a post-tensioned raft design, we not only addressed variable ground conditions and mitigated flood risks but also reduced the use of concrete and steel reinforcement by thousands of tonnes.

This innovative approach resulted in a carbon reduction of approximately 3,000 tCO_2e, while maintaining the project's structural integrity and performance. Success was achieved by working collaboratively with the design team and the build contractor, to validate and implement these changes before construction even began.

Building Management System (BMS)

Mace is working with a key client to upgrade their building management system in a drive to improve compliance and energy efficiency. The project was to remove and replace old BMS controllers across the building and install new Trend BMS controllers to numerous locations. The resulting efficiencies through the ability to manage the building air handling units more efficiently is estimated to save more than 370 tCO_2e in operational carbon every year.

London Development

This project is an ongoing commercial office refurbishment with a strong focus on sustainability and circular economy. Key actions include repurposing existing façade granite into internal wall cladding and reuse of existing steelwork. The team used One Click LCA to estimate the total carbon impacts and potential savings for the project. The total carbon savings from implementing these measures equates to 1,795 tCO_2e. The reuse of materials onsite significantly reduced the need for new raw materials, highlighting the importance of circular measures through responsible reuse of materials.

London Development

This project is a major project aiming to deliver 33,910 m^2 of net zero carbon work-space and retail spaces for the client. The project has an overall embodied carbon target of 522 $kgCO_2e/m^2$ however the team are aiming to remain below this. To reduce carbon, the project reused 115 tonnes of structural steel in the building, equating to 8% of the total structural steel on the project, including beams and columns from deconstructed buildings. This resulted in a carbon saving of 276 tCO_2e.

Future Carbon Reduction Initiatives

In the future we will deliver further outcomes and measures such as:

Reduction of our clients' carbon by ten million tonnes

Mace's scope of influence is significant. As a global business, providing property and infrastructure to communities, we have a responsibility to lead sustainable construction from the front, be a voice for change and share our knowledge to help our clients realise and achieve their ambitions.

By looking at whole lifecycle) carbon (WLC) emissions, which result from the construction and use of a building over its entire life, including its demolition and disposal, we have been able to build a true picture of a building's carbon impact on the environment and identify where the industry generates the highest amount of carbon emissions.

Between 2021 and 2026 we have committed to reduce our global clients' carbon by ten million tonnes through transformational change programmes that look at education, behaviours, procurement, and the latest innovations. So far, we have secured a programme of work that, once delivered, will save our clients 3,402,156 tonnes of carbon.

PAS2080 certification

Mace became PAS2080:2023 certified, as a constructor in February 2025. This is the leading standard for carbon management in buildings and infrastructure and certification of this standard demonstrates that Mace considers the carbon footprint across the entire lifecycle. The continued application of our PAS2080 compliant management systems will further drive carbon reductions across all of our projects.

Reading Development

This project will deliver the client's new headquarters located in Reading. The building is being designed as a Net Zero Carbon development, and as such, there is a contractual embodied carbon target of 500 $kgCO_2e/m^2$ (A1 – A5). Our RIBA Stage 4 embodied carbon figure stands at 521 $kgCO_2e/m^2$ following a process of collaboration, knowledge sharing and learning. We plan to reduce this number further by implementing the following design changes:

- Switching to a greener steel reinforcement option
- Steel parapet to RC upstand change
- Pile reduction
- Low carbon raised access flooring

Education is key

Our people are the driving force behind such bold ambitions, but the world of climate change is complex, and our success will depend on our people really understanding the breadth of opportunity and feeling empowered to lead the way. We want our leaders to be courageous disruptors for our industry. And we want our entire workforce to be part of the transformation. Over the next year we will continue to upskill our workforce on the importance of pursuing a sustainable world and how everyone at Mace can support our ambitions.

Another aspect of our responsibility is to keep providing opportunities for people to get involved and have their voices heard, especially where working from home is considered. None of what we want to achieve is going to be possible without the support of our supply chain, designers and clients. The Mace Business School will continue to play a significant role over the next few years in creating a platform for greater support and collaboration.

Climate change remains the number one priority and the number one opportunity to bring our industry together as we all strive to create better places for people to live, work and play sustainably.

Declaration and Sign Off

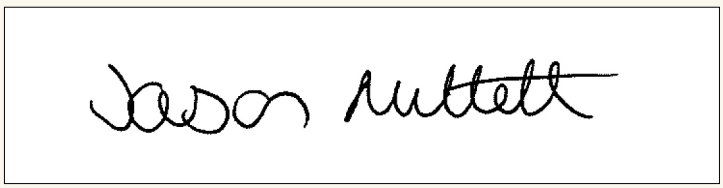
This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard[3] and uses the appropriate Government emission conversion factors for greenhouse gas company reporting[4].

Scope 1 and 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[5].

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier:



Jason Millett

Mace Group Chief Executive

Date: 30 June 2025

[3] https://ghgprotocol.org/corporate-standard

[4] https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting

[5] https://ghgprotocol.org/standards/scope-3-standard

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