Year 2024

GHG emissions report
Clean Linen & Workwear

greenly 2024
Silver
Climate Strategy Rating
TOP 15%

24/01/2025

Foreword

Congratulations on pursuing your climate journey. Greenly is proud to contribute to Clean Linen & Workwear's climate strategy, and support you on a path towards Net Zero.

This report synthesizes the results of your greenhouse gas (GHG) emissions assessment. It is a first step toward identifying reduction actions and helping you plan for the energy transition.

While offering some benchmarks to compare with other companies, a GHG emissions assessment is mainly used to identify ways to improve your global impact and to help you define a reduction trajectory. Achieving your decarbonization targets involves engaging your ecosystem of employees, customers and suppliers who will need to align with your new targets.

The evaluation of your emissions is in line with carbon accounting international standards as standardized by the GHG Protocol.

We are happy to support you on your journey. The entire Greenly team would like to thank you for your outstanding commitment.

Alexis Normand

CEO of Greenly

Overview

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Why care about the energy transition

Regardless of our management of the environmental crisis, organizations and individuals are heading towards major upheavals that will affect entire ecosystems.

Carbon dioxide (GtCO2/yr)

Temperature change in 2100 relative to 1850-1900

Anthropic emissions, past and projected (GtCO2/y)

SSP5-8.5 ~ + 5°C
SSP3-7.0 ~ + 4°C
SSP2-4.5 ~ + 2.8°C
SSP1-2.6 ~ + 1.9°C
SSP1-1.9 ~ + 1.5°C
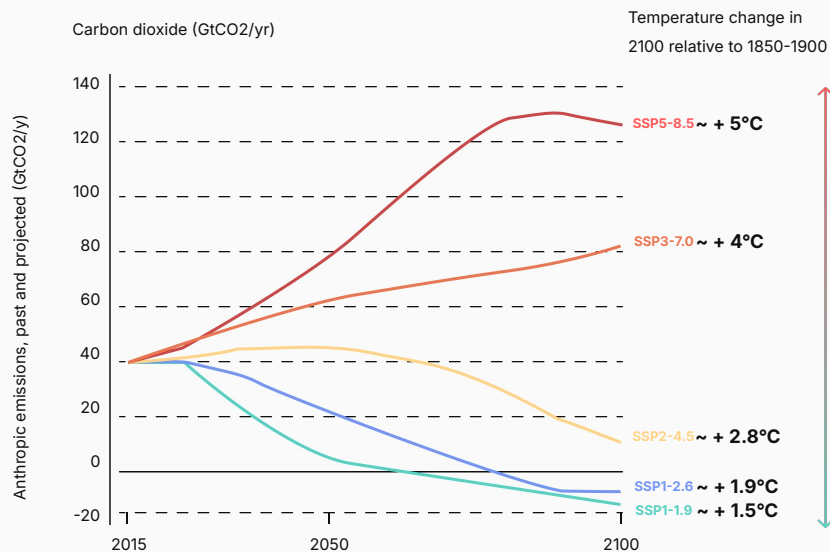
Source: Carbone 4

Two types of disruptions

Physical risks and constraints

Transition risks and opportunities

Impacted sectors

Production

Supply chain

Market

Infrastructure

HR

Legislation

Physical risks...

Definition
Risks related to exposure to the physical consequences of global warming

Average temperature increase and more extreme fluctuation

Intensification of extreme weather events (rain, heat waves/droughts, etc.)

Sea level rise

Scarcity of resources (especially energy), food and water insecurity

Biodiversity collapse

What are the consequences if I don't commit?

1 Deterioration of infrastructure, value chain losses

2 Direct economic consequences

3 Low resilience to future events and physical constraints (e.g. natural disaster)

4 Dependence on an increasingly fragile supply chain (availability and cost of resources, flexibility, fluctuation of fossil fuels)

5 Disruptions in living conditions (housing, food, health, transport, etc.)

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Transition risks (and opportunities)

Definition
Risks related to the transition to a low-carbon economy

Regulatory developments and mitigation policies

Markets and sectors migrating towards promoting low-carbon value creation:
Opportunities to seize
Associated market risks

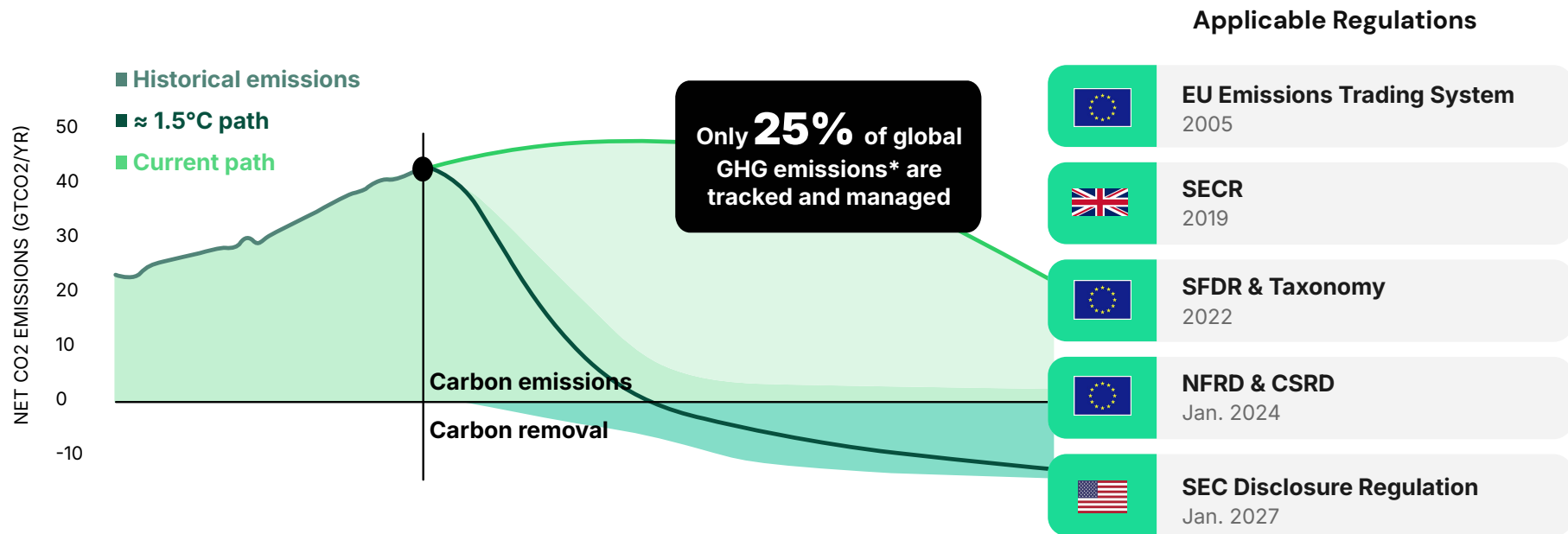Growing stakeholder demands on environmental commitments

Shifting employee mindsets and expectations regarding the environmental reputation of their employer

What are the opportunities if I commit?

1. Optimization of flows and costs

2. More sustainable business activity and corporate strategy

3. Increased competitiveness within my ecosystem

4. Resilience and autonomy of activities in the face of the new socio-economic paradigm

5. Lower exposure to legal and financial constraints and sanctions

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It is critical to set a course for Net Zero

**REACHING PLANETARY DECARBONIZATION GOALS IMPLIES THAT ALL BUSINESSES TRACK THEIR EMISSIONS, REGULATIONS ARE KICKING IN**

Applicable Regulations

- Historical emissions
- ≈ 1.5°C path
- Current path

NET CO2 EMISSIONS (GTCO2/YR)

50
40
30
20
10
0
-10

Carbon emissions

Carbon removal

Only **25%** of global GHG emissions* are tracked and managed

EU Emissions Trading System
2005

SECR
2019

SFDR & Taxonomy
2022

NFRD & CSRD
Jan. 2024

SEC Disclosure Regulation
Jan. 2027

Source: *Carbon Pricing Leadership Report

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Solving the Climate Equation

MEASURING EMISSIONS IS THE FIRST STEP TO SETTING A PATH TOWARDS NET ZERO
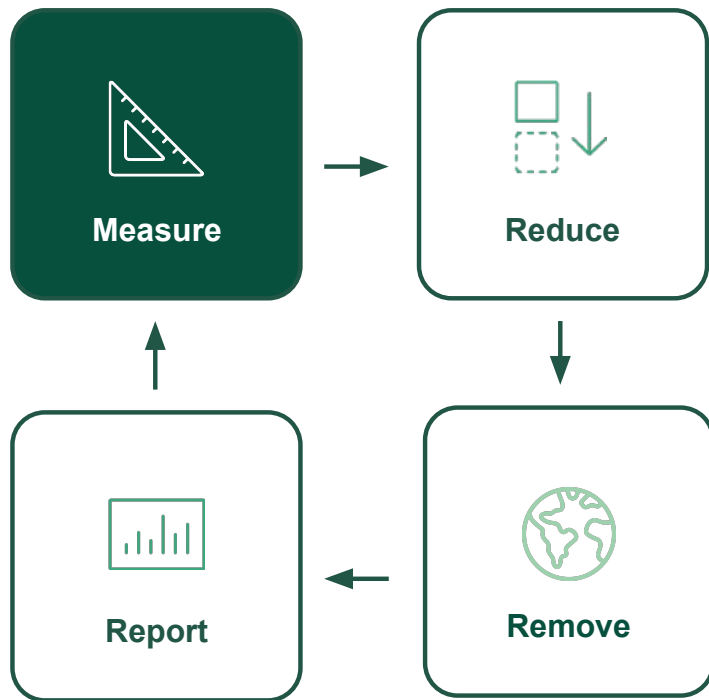
Carbon accounting methodology

Scope 1 | Direct emissions

GHG emissions generated directly by the organization and its activities.

Examples: combustion of fossil fuels, refrigerant leaks, etc.

Scope 2 | Indirect emissions related to energy consumption

Emissions related to the organization's consumption of electricity, heat or steam.

Example: electricity consumption, etc.

Scope 3 | Other indirect emissions

Emissions related to the organization's upstream and downstream operations and activities

Example: transportation, purchased goods and services, sold products, etc.
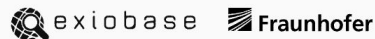
How are emissions computed?

ANALYZING EMISSIONS, AUTOMATING TRACKING

86% of your emissions of 2024 are calculated using activity data

Activity metrics x Emissions factors = CO2 Eq. Emissions

Expense based

💲	**Total Expense** 80 £	**1.75 kgCO2e/£**	**140 kgCO2e**

Increasing Accuracy*

🚕	**Total Distance** 600 miles	**0.2 kgCO2e/mile**	**120 kgCO2e**

Activity based

⛽	**Total Fuel** 40 gallons	**2.8 kgCO2e/gallon**	**112 kgCO2e**

*depending on the availability of data

Emission Factor Sources

ADEME — AGENCE DE LA TRANSITION ÉCOLOGIQUE

CDP

iea — International Energy Agency

eurostat

AGRI BA LYSE

defra — Department for Environment Food and Rural Affairs

exiobase

Fraunhofer

European Commission — JOINT RESEARCH CENTRE

Department for Business, Energy & Industrial Strategy

Methodological reference: ADEME note on the use of accounting data for the GHG Accounting

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GHG emissions assessment scopes

Entity
Clean Linen & Workwear
From January 2024 to December 2025
–

Primary data
Accounting data
Employee survey
Buildings data
Activity data from the following modules: Travels, IT Inventory,
Products, Raw Materials & Packaging Inventory, Vehicle Fleet,
Waste

Methodology
Official and approved GHG Protocol methodology; GWP 100

Emissions generated in and outside the country of operation are accounted for. The methodological details of the calculation of each carbon footprint source are available on the Greenly platform.

Measurement scope
All emissions under operational control

✔ Category included
○ Category excluded
✘ Category irrelevant

Scope 1
✔ 1.1 Generation of electricity, heat or steam
✔ 1.2 Transportation of materials, products, waste, and employees
✘ 1.3 Physical or chemical processing
✔ 1.4 Fugitive emissions

Scope 2
✔ 2.1 Electricity related indirect emissions
✘ 2.2 Steam, heat and cooling related indirect emissions

Scope 3
✔ 3.1 Purchased goods and services
✔ 3.2 Capital goods
✔ 3.3 Fuel– and energy– related activities not included in Scope 1 or Scope 2
✔ 3.4 Upstream transportation and distribution
✔ 3.5 Waste generated in operations
✔ 3.6 Business travel
✔ 3.7 Employee commuting
✘ 3.8 Upstream leased assets
✘ 3.9 Downstream transportation and distribution
✘ 3.10 Processing of sold products
✘ 3.11 Use of sold products
✘ 3.12 End–of–life treatment of sold products
✘ 3.13 Downstream leased assets
✘ 3.14 Franchises
✘ 3.15 Investments
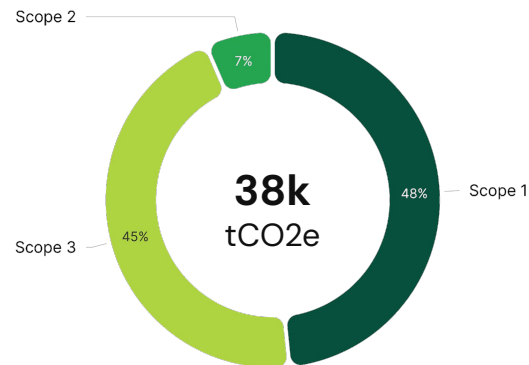
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Executive summary

This report summarizes the results of Clean Linen & Workwear's 2024 GHG emissions assessment based on the information collected and subject to its completeness, correct categorization and validation. **This assessment is useful in identifying the main areas for mitigating your environmental impact.**

Launch — Data Collection — **Carbon Report** — Climate Strategy — Continuous Follow–up

GHG emission assessment result

Scope 1	18ktCO2e	14t/employee	228t/M£
Scope 2	2.5ktCO2e	1.9t/employee	31t/M£
Scope 3	17ktCO2e	13t/employee	213t/M£
Total	**38ktCO2e**	**29t/employee**	**472t/M£**

Scope 2
7%

38k
tCO2e

Scope 1
48%

Scope 3
45%

Results subject to the correct categorization and validation of expenses of Clean Linen & Workwear.

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Emissions Report

General overview

Total emissions of Clean Linen & Workwear,
by activity (% tCO2e)

Other
Freight
Product purchases

Services purchases — 9%

8%

Assets — 12%

38k
tCO2e

54% Energy

14%
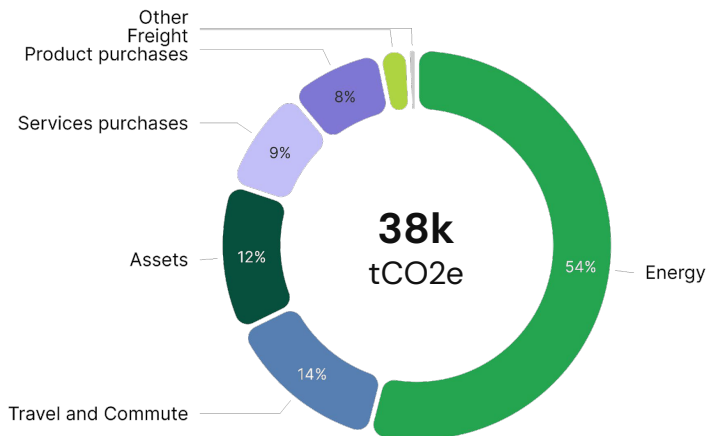
Travel and Commute

Is equivalent to:

The amount of CO2 sequestered annually by **3.4k hectares of growing forest***

The annual emissions of **3.1k British people***

22k London - New York round trips*

	Absolute tCO2e	Per employee tCO2e/employee
Energy	20k	16
Travel and Commute	5.2k	4
Assets	4.7k	3.6
Services purchases	3.3k	2.5
Product purchases	3k	2.3
Freight	907	0.7
Others*	285	0.2

Sources: Labos1Point5, ExioBase, French National Forests Office

**Digital, Waste, Food and drinks*

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Focus on Energy

Energy emissions by category
(% tCO2e)

Heating and cooling
Electricity

16%

20k
tCO2e

84%

Natural gas

54% of total
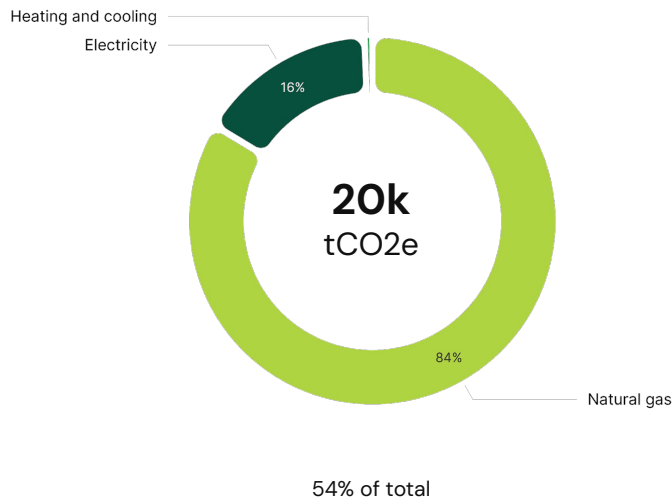
🔍 What is included in this category?

CO2 emissions from energy production and consumption, covering fossil fuels and renewables. Varies by energy source type, efficiency, and carbon intensity.

◎ How to reduce the impact of this category?

You can adopt the following measures:
- Purchase renewable electricity
- Implement energy saving trainings
- Implement an energy savings program

See additional best practices in the action plans section
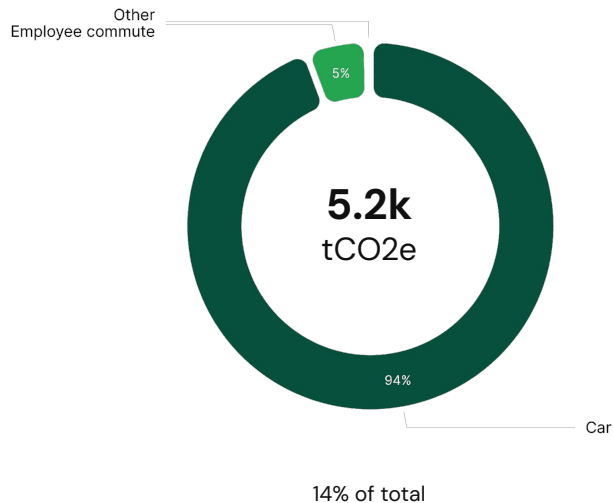
Methodology

1. Emissions calculated using activity data, by multiplying a quantity by an emission factor.
2. The emission factors used for this category come from the following databases: Base Empreinte Ademe 23.4, IEA 2023
3. Details of the methodology used to calculate each carbon footprint source are available on the Greenly platform.

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Focus on Travel and Commute

Travel and Commute emissions by category
(% tCO2e)

Other
Employee commute

5%

5.2k
tCO2e

94%

Car

14% of total

What is included in this category?

CO2 emissions from travel and commuting, covering various transportation modes. Includes direct fuel combustion and indirect fuel production emissions.

How to reduce the impact of this category?

You can adopt the following measures:
• Promote low carbon commuting means
• Offer eco-driving courses
• Reduce the number of people travelling on the same mission
See additional best practices in the action plans section

Methodology

1. Emissions calculated using activity and expense data, by multiplying a quantity by an emission factor.

2. The emission factors used for this category come from the following databases: Base Empreinte Ademe 23.4, Cornell Hotel Sustainability Benchmarking Index 2024, Exiobase 3.8.2, Greenly 1.0, Uk GHG Conversion Factor 2024

3. Details of the methodology used to calculate each carbon footprint source are available on the Greenly platform.

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Focus on Travel and Commute

ACTIVITY DATA ANALYSIS: TRAVELS
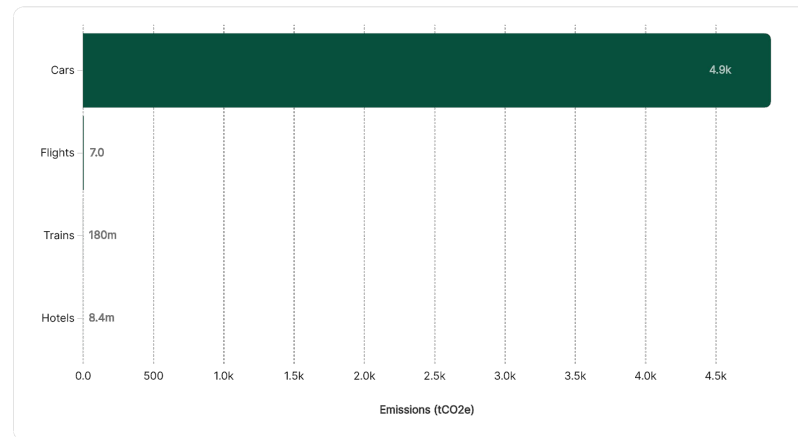
Quantities

Legend:
- gal
- passenger_km
- ROOM_NIGHT_STAY

Category	Given Quantity
Cars	420k
Flights	31k
Trains	4.1k
Hotels	1.0

Emissions

Category	Emissions (tCO2e)
Cars	4.9k
Flights	7.0
Trains	180m
Hotels	8.4m

This module covers 13% of total emissions.

This represents 4.9k tCO2e.

Methodology

1. Emissions are computed by multiplying the physical data with emission factors (in kgCO2e, for instance).

2. Emission factors used for this category come from the following databases: Base Empreinte Ademe 23.4, Cornell Hotel Sustainability Benchmarking Index 2024, Uk GHG Conversion Factor 2024

3. The specific steps involved in calculating the carbon footprint for each source can be found in the methodological details provided on the Greenly platform.

4. To see more visualisations visit Greenly's platform

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Focus on Assets

Assets emissions by category
(% tCO2e)

Other

2%

4.7k
tCO2e

98%

Vehicles

12% of total

What is included in this category?

CO2 emissions from capital assets, covering construction, operation, and maintenance. Excludes energy consumption during use and end-of-life emissions.

How to reduce the impact of this category?

You can adopt the following measures:
• Extend the lifetime of equipment by ensuring maintenance and repair

Methodology

1. Emissions calculated using activity and expense data, by multiplying a quantity by an emission factor.

2. The emission factors used for this category come from the following databases: Exiobase 3.8.2, Greenly 1.0

3. Details of the methodology used to calculate each carbon footprint source are available on the Greenly platform.

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Focus on Assets

Quantities

Emissions
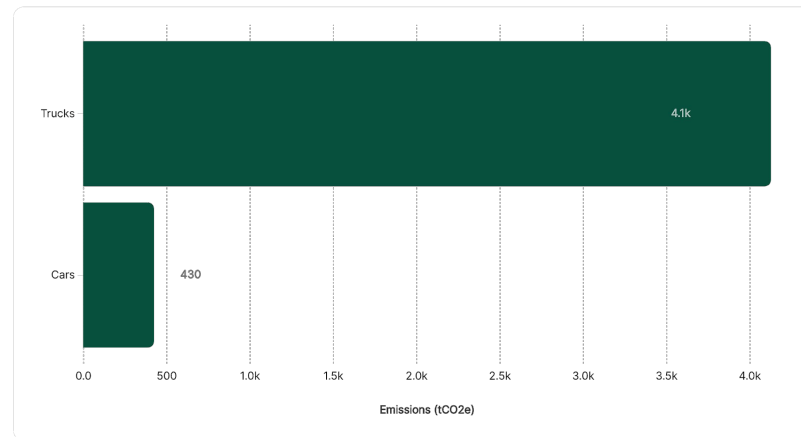
This module covers 12% of total emissions.
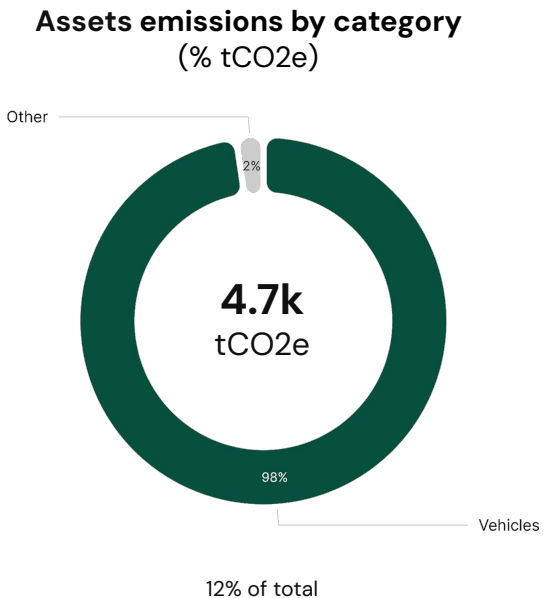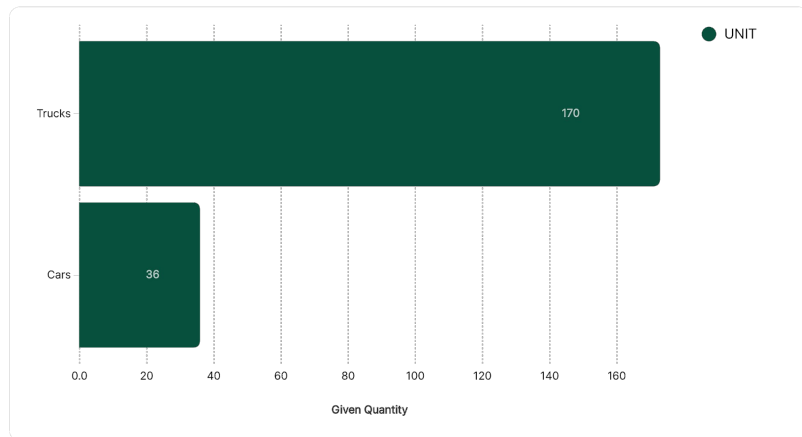
This represents 4.6k tCO2e.

Methodology

1. Emissions are computed by multiplying the physical data with emission factors (in kgCO2e, for instance).

2. Emission factors used for this category come from the following databases: Greenly 1.0

3. The specific steps involved in calculating the carbon footprint for each source can be found in the methodological details provided on the Greenly platform.

4. To see more visualisations visit Greenly's platform

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Focus on Assets

Quantities

Laptop — 200
Workstation — 92
Printer — 77
Smartphone — 180
Thin Client — 64

Given Quantity

UNIT

Emissions

Laptop — 54
Workstation — 25
Printer — 11
Smartphone — 8.8
Thin Client — 4.6
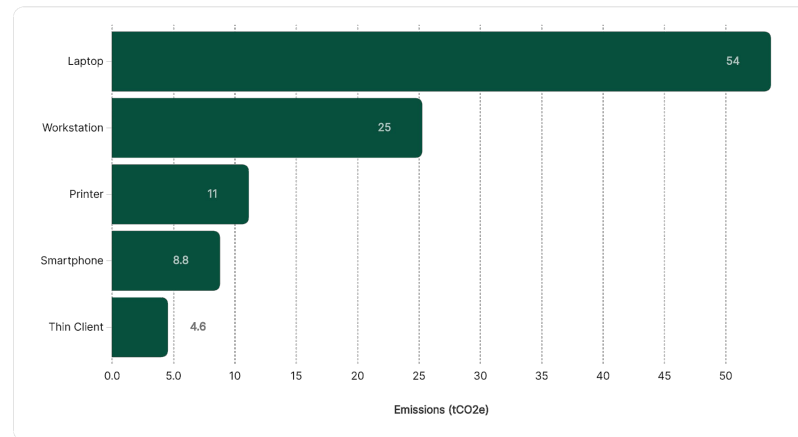
Emissions (tCO2e)

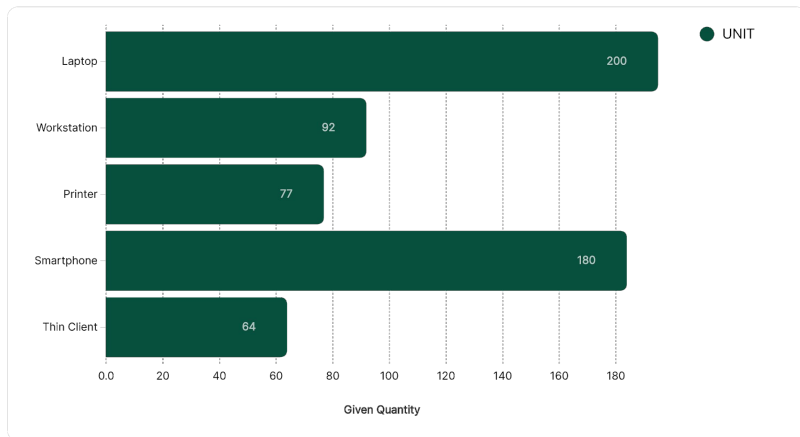**This module covers 0.3% of total emissions.**

This represents 110 tCO2e.

Methodology

1. Emissions are computed by multiplying the physical data with emission factors (in kgCO2e, for instance).

2. Emission factors used for this category come from the following databases: Greenly 1.0

3. The specific steps involved in calculating the carbon footprint for each source can be found in the methodological details provided on the Greenly platform.

4. Only the 5 most emissive categories are displayed. Visit Greenly's platform to view all results.

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Focus on Services purchases

Services purchases emissions by category
(% tCO2e)

Other
Various intellectual Services

13%

3.3k
tCO2e

87%

Maintenance and upkeep

8.8% of total
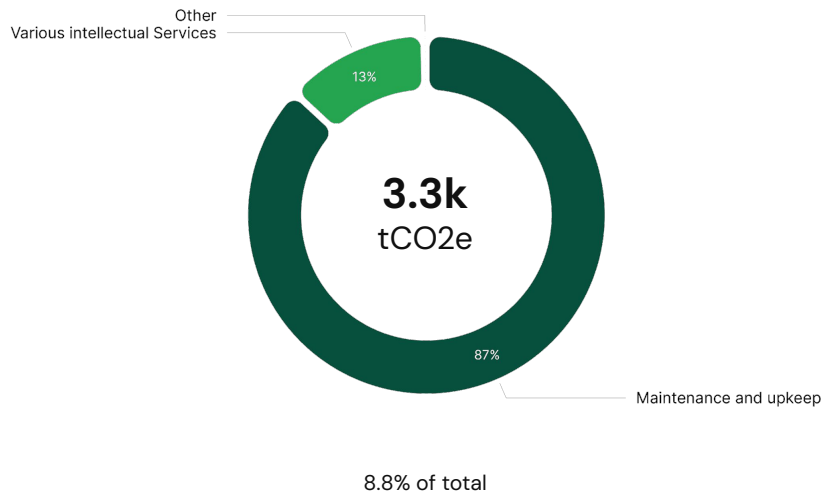
🔍 What is included in this category?

CO2 emissions from service purchases, covering professional services. Primarily from upstream energy/material use and energy consumed during service provision.

◎ How to reduce the impact of this category?

You can adopt the following measures:
• Precise scope 3 emissions with supplier-specific emission factors
• Evaluate your supplier's climate maturity

Methodology

1. Emissions calculated using expense data, by multiplying a quantity by an emission factor.
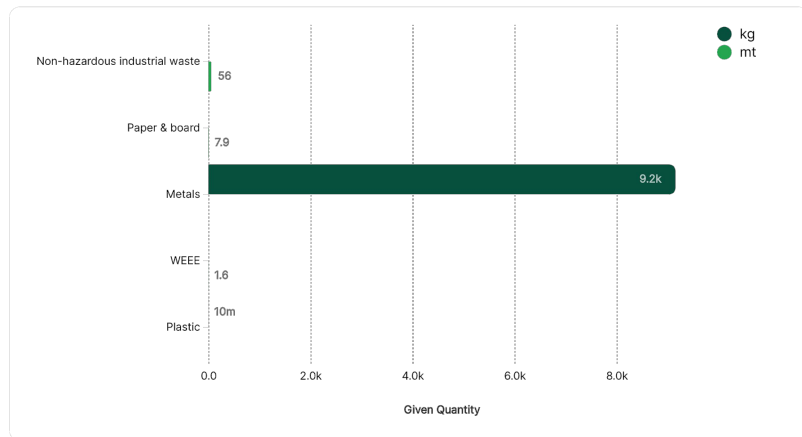
2. The emission factors used for this category come from the following databases: Exiobase 3.8.2

3. Details of the methodology used to calculate each carbon footprint source are available on the Greenly platform.

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Focus on Waste

Quantities

- ● kg
- ● mt

Category	Value
Non-hazardous industrial waste	56
Paper & board	7.9
Metals	9.2k
WEEE	1.6
Plastic	10m

Given Quantity

Emissions

Category	Value
Non-hazardous industrial waste	1.2
Paper & board	200m
Metals	59m
WEEE	10m
Office waste mixed	260μ
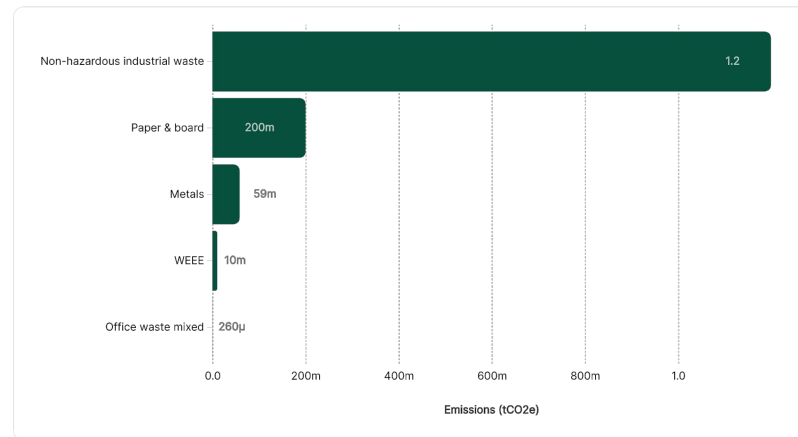
Emissions (tCO2e)

This module covers < 0.1% of total emissions.
This represents 1.5 tCO2e.

Methodology

1. Emissions are computed by multiplying the physical data with emission factors (in kgCO2e, for instance).

2. Emission factors used for this category come from the following databases: Uk GHG Conversion Factor 2024

3. The specific steps involved in calculating the carbon footprint for each source can be found in the methodological details provided on the Greenly platform.

4. Only the 5 most emissive categories are displayed. Visit Greenly's platform to view all results.

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Focus on Product purchases

ACTIVITY DATA ANALYSIS: PRODUCTS, RAW MATERIALS & PACKAGING INVENTORY

Quantities

- 25k
- Isabella Hand Towel — 23k
- Lucia Bath Sheet — 17k
- Oria Super King Duvet Cover — 16k
- Lucia Sheet, Superking Plain — 14k

Given Quantity

Emissions

- 120
- Isabella Hand Towel — 110
- Lucia Bath Sheet — 82
- Oria Super King Duvet Cover — 77
- Lucia Sheet, Superking Plain — 71

Emissions (tCO2e)

This module covers 5.4% of total emissions.
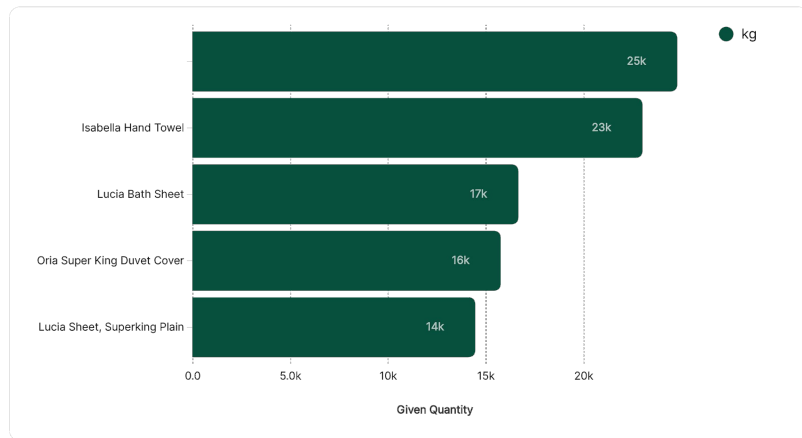
This represents 2k tCO2e.

Methodology

1. Emissions are computed by multiplying the physical data with emission factors (in kgCO2e, for instance).

2. Emission factors used for this category come from the following databases: Ecoinvent 3.7.1

3. The specific steps involved in calculating the carbon footprint for each source can be found in the methodological details provided on the Greenly platform.

4. Only the 5 most emissive categories are displayed. Visit Greenly's platform to view all results.
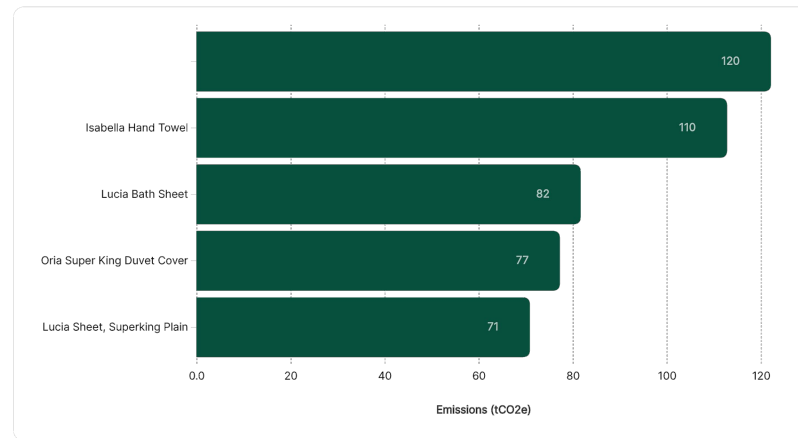
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Focus on Buildings

Focus on buildings

ACTIVITY ANALYSIS

Total emissions per category (tCO2e)

- Air Conditioning
- Electricity
- Heating
- Waste

20k
tCO2e

16%

84%

54% of total

Total emissions per building (tCO2e)

- Air Conditioning
- Electricity
- Heating
- Waste

Camberley
Yeovil
Slough
Nottingham
Cheltenham
Banbury
Ross

0 — 1,000 — 2,000 — 3,000 — 4,000 — 5,000
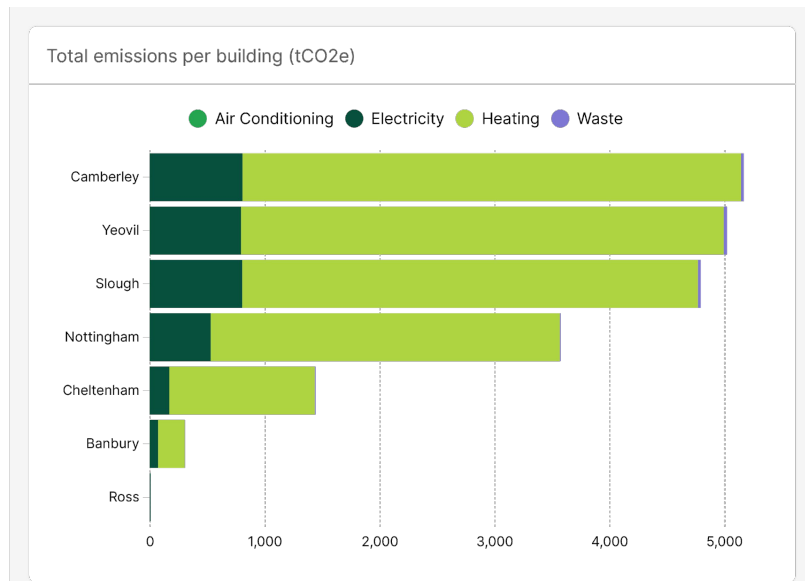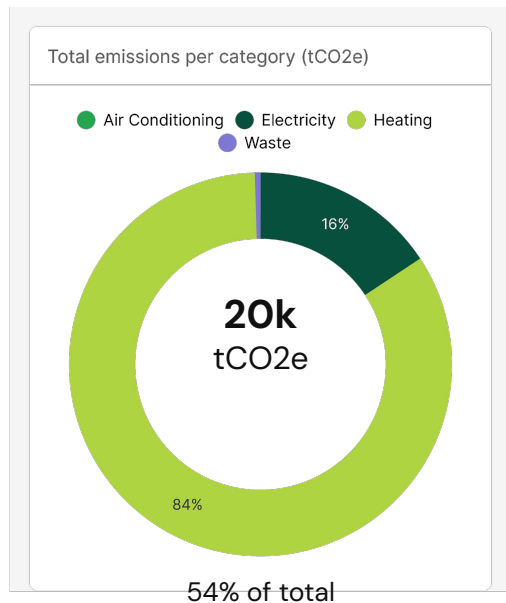
Methodology

1. Emissions linked to heating and energy use are calculated by multiplying (where available) the building's electricity or gas consumption by an emission factor. Failing this, an estimate is calculated on the basis of building surface area, or even the number of employees when surface area is not provided.

2. Waste-related emissions are estimated on the basis of the number of employees.

3. Air-conditioning emissions correspond to refrigerant leaks (average estimate).

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Focus on Employees

Focus on Employee Meals

Number of meals per employee per year
(per diet)

206
meals/year

Fish 12%
Red meat 17%
Vegan 9%
Vegetarian 25%
White meat 37%
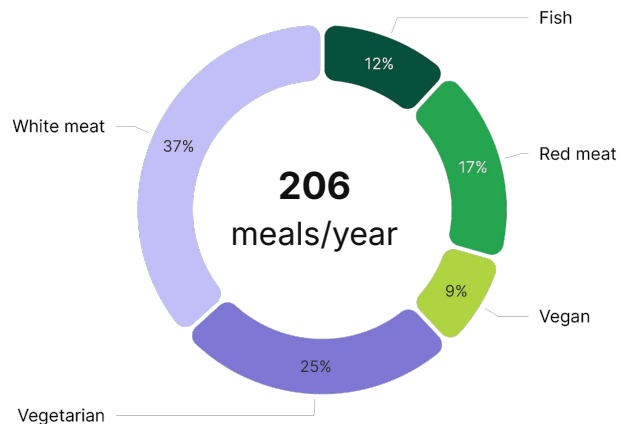
GHG emissions
(tCO2e / employee)
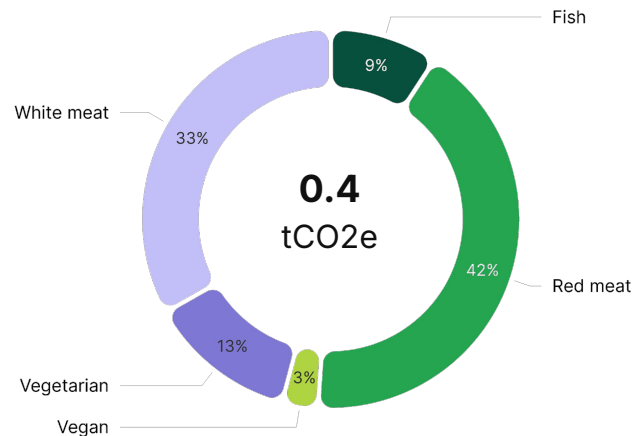
0.4
tCO2e

Fish 9%
Red meat 42%
Vegan 3%
Vegetarian 13%
White meat 33%

Methodology

Analysis is based on the employee survey, which obtained a 86% response from your employees to whom the questionnaire was sent (108 responses).

The data used to calculate meals-related emissions are from the French Agency for Ecological Transition (ADEME).

Meal emissions are not accounted for, this slide is only an analysis of the responses to the employee survey.

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Focus on Employee Commute

Usage of transport modes

Percentage of collaborators using

- 51 — Car
- 22 — None
- 18 — Public tra...
- 6 — Walk
- 3 — Bike
- 1 — Motorbike
- 1 — Scooter

Yearly mean distance distribution

2.8k mi per year

- Other 3%
- Public transport 16%
- Car 81%

GHG emissions (kgCO2e / employee)

625 kgCO2e

- Other
- Public transport 11%
- Car 89%
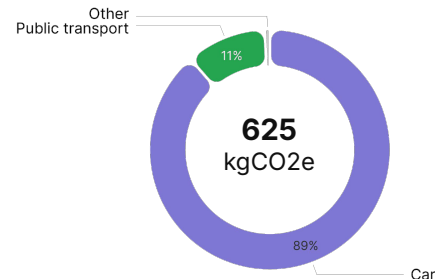
On average, your employees travel 2.8k mi each year, emitting 625 kgCO2e for home-work commuting.

Methodology

Analysis is based on the employee survey, which obtained a 86% response from your employees to whom the questionnaire was sent (108 responses).
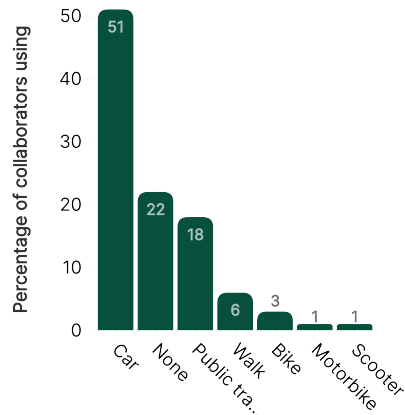The data used to calculate commute-related emissions are from the French Agency for Ecological Transition (ADEME).
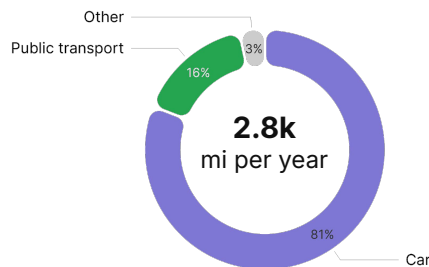More details on the employees page of Greenly

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Focus on Action Plans

How can I implement effective reduction actions?

gr

To meet global targets, emissions will have to fall by **3 to 7% per year***. It's a tough target, but a necessary one!

WHAT ARE THE BEST PRACTICES FOR ACHIEVING THESE OBJECTIVES?

| Communicate | Involve | Engage | Raise awareness |

COMMUNICATE the results of your GHG assessment to all your teams so that they are on board with the process of reducing emissions.

INVOLVE management and find internal sponsors responsible for implementing reduction actions.

ENGAGE your ecosystem (suppliers and customers) and ask about their reduction strategy, in order to prioritise virtuous suppliers.

INCREASE your teams' awareness of climate change using our platform to alert and facilitate the implementation of your reduction actions.

These first steps will enable you to maximise your chances of success in implementing reduction actions.

WHAT REDUCTION MEASURES CAN MY COMPANY TAKE?

The reduction actions we recommend are selected with:

AMBITION

Some actions involve major changes, but they will bring you closer to achieving the global climate targets.

REALISM

The action plans are based on practical examples already implemented in other pioneering companies.

EFFICIENCY

Implementing them will have a real impact on your emissions in the short and long term.

*Source: IPCC

Energy

Reduce air conditioning

Energy

Reducing air conditioning usage is a simple and effective way to save energy. By setting the thermostat a few degrees higher in summer and using AC only when necessary, you can significantly cut energy consumption. Limiting AC use in unoccupied spaces and maximizing natural ventilation also helps reduce the strain on cooling systems, leading to lower energy bills and a more sustainable energy footprint.

Benchmark

Schneider Electric implemented sufficiency actions for their heating systems. For example, the indoor temperature in buildings has been reduced a few degrees, with ventilation and heating start times adjusted. They also maintain their heating systems regularly to ensure that they are operating efficiently.

Estimated Impact

Emissions from heating represent roughly 40% of a typical office building consumption. Each action (closing doors, adjusting temperature by programming equipment, maintaining your heat pump or RAC) can help you save up to 20% of your emissions from heating.

Estimated Cost

Savings typically outweigh investment costs thanks to lower electricity bills. Ex. save up to 100 $ / year by closing windows and doors, insulating pipes and draught-proof around windows, chimneys and other gaps.

Implementation

1 CONDUCT an energy audit of the heating system to quantify energy usage and areas for improvements / potential savings

2 DEVELOP a heating plan and KPIs such as heating consumption (kWh) per square foot or average inside temperature

3 IMPLEMENT the plan and follow the KPIs as well as the returns on investment

Turn off the lights at night

Energy

Keep illuminated signs and displays turned off as long as possible to limit GHG emissions associated with the use of electricity as well as massive impacts on nocturnal biodiversity (disruption of reproduction cycles, fragmentation of migration corridors and disruption of physiological cycles of flora).

Benchmark

Since October 2022, Valentino decided to switch off the lights at 10 p.m., estimating a daily decrease in energy consumption of over 800 kWh.

Estimated Impact

The reduction in electricity consumption is proportional to the reduction in lighting time.
Emissions from electricity usage vary based on the carbon intensity of the country.

Estimated Cost

Only cost savings (reduced electricity consumption).

Implementation

1 ESTABLISH and start monitoring your KPIs (such as percentage reduction in electricity consumption and costs), and engage with relevant internal stakeholders to ensure effective implementation and monitoring.

2 RAISE awareness (ex. through training sessions) on the environmental and biodiversity impacts of illuminated signs and displays to all employees.

3 DEVELOP a clear and comprehensive policy that outlines guidelines and specific measures. Specify the permitted operating hours, ensuring they align with sustainability goals.

Implement an energy savings program

Energy

Quick and without major investments, actions such as turning off lighting during periods of closure and improving lighting efficiency by deploying LED or low-energy lighting, as well as presence-based management, will allow for an immediate reduction of your electricity consumption and expenditure.

Benchmark

IKEA implemented a comprehensive lighting efficiency program in stores and distribution centers, including the use of LEDs, motion sensors, and daylight harvesting to reduce energy consumption and improve the shopping experience for customers. Hilton implemented both a lighting control system in hotels that automatically turns off lights in unoccupied rooms and LED lighting throughout their properties to reduce energy use.

Estimated Impact

Lighting represents on av. 20% of the energy consumption of a typical office building.
Turning-off lighting: impact equivalent to the % reduction in lighting time.
Deploying LEDs: 50-70% emission reduction compared to traditional lighting technos.

Estimated Cost

Average of 5 $ per LED light bulb, save 10 $ per LED light bulb per year, as savings typically outweigh investment costs (lower electricity bills). Presence-based light management: price can range between 100 to several K$ depending on space covered. Energy savings help mitigating costs after a few years.

Implementation

1 CONDUCT an energy audit of the lighting system to quantify energy usage and areas for improvements / potential savings

2 DEVELOP a lighting plan and KPIs such as Lighting hours per day and Number of LED lights / Total lights

3 IMPLEMENT the plan and follow the KPIs as well as the returns on investment

Implement energy saving trainings
Energy

People consumption has a great influence on the carbon footprint of a building. Therefore, using messages to influence residents. According to Pegels, Figueroa and Never, ""Using less energy" as such is hardly ever the main motivation for investing in new technology or engaging in energy-saving behavior. In contrast, if people are particularly motivated by competition, status, or helping others, they are likely to react favorably to respective interventions.".

Benchmark

Schneider electric implements various programs for its employees to limit their energy consumption.

Estimated Impact

According to Sun&Hung, in the US, the austerity behavior style employee consumes 17.8-32.1% less energy than the "normal" employee. The estimated CO2 impact will depend on the energy source and usual consumption

Estimated Cost

Prices depend on the length of the training, the number of employees.

Implementation

1 TRACK consumption of different items (water, electricity etc.).

2 IDENTIFY on which aspects employees might need training.

3 REQUEST training services from external provider.

Reuse the thermal energy from your waste heat

Energy

Between 20 and 50% of the energy used in industrial processes is lost as hot exhaust gases, cooling water, and heat losses from equipment and products. In order to fully exploit the energy losses of your production, it is possible to reuse the heat produced instead of venting it into the atmosphere. Waste heat could help to heat nearby commercial and residential buildings or be applied to industrial uses, reducing energy use from other sources.

Benchmark

PRECICAST BILBAO (PCB)'s SUSPIRE project, funded by the EU, developed novel, highly efficient heat exchangers and integrated them into a system to create long term storage and facilitate reuse or redistribution. Currently, a pilot project is being carried out. It aims at saving 20% of the global energy consumption rates. The results of the project will be applicable to other energy intensive manufacturing companies at international level.

Estimated Impact

According to the EU, energy savings can be up to 15%.
Variable carbon impact (depends on which fuel and technology are replaced by waste heat, among other considerations).

Estimated Cost

Variable infrastructure investment costs. The initial investment costs can be offset by the savings achieved through the reuse or sale of the recovered energy.

Recommended Service Providers

Ecotechceram
Siemens

Implementation

1 ESTABLISH and start monitoring your KPIs (ex. percentage of waste heat recovered, percentage utilization by heat users, overall energy and cost savings achieved).

2 CONDUCT a feasibility assessment to evaluate the technical and economic viability of heat reuse in the local context.

3 DESIGN and install an efficient heat recovery system that captures and channels the waste heat, collaborate with relevant stakeholders such as your company's operators, heat users (which might be you), experts...

Set up on–site solar energy production
Energy

Renewable energy can be produced on-site through various installations, and solar panels are the most common in office buildings. These panels offer the advantage of being adaptable to different environments, allowing for direct integration on roofs or façades. The decision to install solar panels can be influenced by several factors, such as available space, sun exposure, and architectural constraints. Solar panels provide a reliable and sustainable solution to reduce dependence on fossil fuels, while being tailored to the specific needs of your building.

Benchmark

Lidl : Since March 2018, Lidl Ireland and Northern Ireland converted to using only renewable electricity.
Adobe : Adobe has committed to 100% of their operations with renewable electricity from 2035.

Estimated Impact

Producing renewable energy on-site allows you to reduce your energy consumption impact significantly, with some variability depending on the renewable energy chosen (as emissions linked to the manufacturing of the production facilities vary), and the initial carbon intensity of your electricity.

Estimated Cost

In the case of on-site production, the installation and maintenance costs vary based on the chosen technology and scale. However, ongoing energy costs will be substantially reduced or eliminated. Contact a renewable energy provider to get a more precise quote.

Recommended Service Providers

Energy&+
Apex energies
Wind my roof
Contactez votre fournisseur d'énergie actuel ou votre commune pour avoir une vue d'ensemble de vos options locales.

Implementation

1 EVALUATE the feasibility of replacing your current energy systems with a on-site renewable one (infrastructure, resources, ...).

2 DEVELOP a comprehensive implementation strategy (detailed plan with steps, timelines, resource allocation, relevant stakeholders).

3 IMPLEMENT monitoring solutions to track energy consumption and cost savings.

Reuse the thermal energy produced by your data centers

Energy

In order to fully exploit the energy losses of your data centers (ex. servers, storage bays, etc.), it is possible to reuse the heat produced instead of venting it into the atmosphere. Waste heat from data centres could help to heat nearby commercial and residential buildings or supply industrial heat users, reducing energy use from other sources.

Benchmark

Microsoft has partnered with the Finnish company Fortum to heat thousands of homes in Helsinki with waste heat from its data center.
In Sweden, an initiative called Stockholm Data Parks uses the energy production of the largest data centers to power 80k homes, according to the think tank Energy Innovation.

Estimated Impact

Variable carbon impact (depends on which fuel and technology are replaced by waste heat, among other considerations).

Estimated Cost

Variable initial infrastructure investment costs. Savings generated through the reuse or sale of recovered energy.

Recommended Service Providers

Sesterce
Ecotechceram
Siemens

Implementation

1 ESTABLISH and start monitoring your KPIs (ex. percentage of waste heat recovered).

2 CONDUCT a feasibility assessment to evaluate the technical and economic viability of heat reuse in the local context.

3 FIND a contractor to design and install an efficient heat recovery system that captures and channels the waste heat from the data center.

Purchase renewable electricity

Energy

A Power Purchase Agreement (PPA) commits the buyer to purchase a specific amount of electricity from the producer over a set period at a fixed price. PPAs help finance renewable energy projects and reduce the carbon intensity of the supplied energy. Meanwhile, certificates of origin (RECs or GOs) certify the renewable source of electricity. They provide less stable revenue for suppliers and encourage renewable energy investments to a lesser extent.

Benchmark

Lidl : Since March 2018, Lidl Ireland and Northern Ireland converted to using only renewable electricity.
Adobe : Adobe has committed to 100% of their operations with renewable electricity from 2035.

Estimated Impact

PPAs or RECs allow you to reduce to the same extent as installing renewable energy sources on your premises, but only if you account energy related emissions using the market-based method.

Estimated Cost

In the case of PPAs and RECs, energy prices might be higher than conventional electricity production. Contact a renewable energy provider to get a more precise quote.

Recommended Service Providers

Ekwateur
Eneercoop

Implementation

1 BENCHMARK the different energy providers to determine which offers the most interesting offer from a techno-economic perspective.

2 DEVELOP a comprehensive implementation strategy (detailed plan with steps, timelines, resource allocation, relevant stakeholders).

3 IMPLEMENT monitoring solutions to track green energy consumption and cost / CO2e savings.

Travel and Commute

Favor flights in economy

Travel

The carbon footprint per passenger of a flight increases when the occupancy rate of the plane decreases. The larger the seat, the more space it takes up in the aircraft cabin, contributing to a decrease in the number of passengers allowed on a plane. Additionally, direct flights emit less carbon than flights with stopovers because they don't require the plane to take off and land multiple times.

Benchmark

The sustainable travel policy of the United Nations outlines sustainable travel measures for their employees, including choosing the most direct route with no stop-over and systematically choosing economy class for employees for trips of less than 9 hours.

Estimated Impact

Reduction of emissions by a factor of 3 when traveling in economy rather than business class, and by a factor of 6 when traveling in economy rather than in first class.

Estimated Cost

This action plan only results in cost savings as economy class tickets are less expensive.

Implementation

1 DEVELOP a Sustainable Travel Policy in which you include guidelines and criteria for employees to travel in economy class.

2 PROMOTE awareness and employee engagement on the importance of sustainable travel and the rationale behind favoring economy class travel.

3 ESTABLISH and monitor your KPIs (example: Economy class travel rate, GHG emissions per employee or per kilometer traveled).

Renew your gas vehicle fleet with electric vehicles

Travel

Even though the manufacturing of an electric vehicle causes more emissions than a thermal one, in the long term, the CO2 emitted by the combustion of fuel by thermal cars are significantly greater than those from the production of electricity for the electrical car. However, this conclusion depends on the carbon intensity of the country you're located in and the usage of the vehicule. To check the carbon intensity of electricity in your country, use the website electricity maps. Hybrid vehicles can be an option too, under the condition that their electric functionalities are used as much as possible in a country with a low carbon energy mix: otherwise, they can actually have higher emissions than their thermal counterparts.

Benchmark

UPS has been transitioning its delivery fleet to electric vehicles. The company has set a target of having 40% of its ground fleet be electric by 2025 and aims to achieve 100% alternative fuel vehicles by 2040. UPS has communicated extensively about its EV adoption plans, highlighting the environmental benefits and showcasing its EV deployments in various cities.

Estimated Impact

In the worst case; the battery is produced in China and is powered with a very emitting energy mix. It then can reduce emissions by 20 to 30% compared to an equivalent thermal model. In the best case, the battery is produced and powered using a green energy mix; emissions reduction over the complete lifecycle can then reach up to 80%.

Estimated Cost

Although electric cars have a higher upfront cost, their recharging costs are far lower than those of a conventional car. Throughout their complete lifecycle, their costs become similar.

Implementation

1 IDENTIFY the thermal vehicles that are used in a context where they can be gradually be replaced by electric vehicles.

2 MAKE a benchmark of the possible electrical vehicles to buy.

3 ROLLOUT the change progressively through your vehicle fleet, and gather feedback from end-users.

Replace part of your business travel with video conferencing

Travel

By promoting the use of video conferencing instead of direct travel, your business travel CO2 emissions will be significantly reduced. This is the main reason why overall emissions were particularly low during the COVID period!

Benchmark

Microsoft has been actively promoting the use of video conferencing and reducing business travel. In a blog post, they shared that they have saved millions of dollars in travel expenses and reduced carbon emissions by using Microsoft Teams for meetings and collaborations instead of traveling to different locations.

Accenture, a global professional services company, has recognized the environmental impact of business travel and actively encourages the use of virtual meetings.

Estimated Impact

While the costs of these meeting forms depend on many factors such as distance traveled, meeting duration, and the technologies used, we find that video conferencing takes at most 7% of the energy/carbon of an in-person meeting. Emissions are thus reduced by more than 90%.

Estimated Cost

Given online meeting solutions are already in place for most companies, no additional cost comes from this measure.

Recommended Service Providers

Your current video conferencing provider

Implementation

1 IDENTIFY the routes that can be avoided and agree with the different actors of the meetings on a video conferencing solution.

2 ESTIMATE the carbon and monetary savings from avoiding transportation.

3 AGREE with partners/colleagues who usually meet in person to schedule the video conference meeting.

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Reduce the number of people travelling on the same mission

Travel

Reducing the number of people involved in business travel can reduce the carbon footprint of your activities. By optimising the number of employees sent on business trips, it is possible to significantly reduce the CO2 emissions associated with travel and keep costs down. What's more, better planning can improve overall efficiency.

Benchmark

Schneider Electric: The company has reduced its business travel by encouraging virtual meetings and rationalising necessary travel. When travel is unavoidable, Schneider Electric limits the number of participants.

SAP: Software publisher SAP has also reviewed its travel policy, introducing measures to reduce the number of people travelling on similar assignments. SAP prioritises essential travel and makes extensive use of videoconferencing technologies for internal and external meetings.

Estimated Impact

Having two people instead of four on the same business trip reduces the emissions linked to that trip by 50%. You can estimate the total impact of this action by assessing how much of your business travel can be optimised in this way.

Estimated Cost

Reduction in travel costs, including tickets, accommodation and living expenses, proportional to the number of people not sent.
50% of the costs with the impact estimate assumptions above.

Recommended Service Providers

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Implementation

1 ASSESS all assignments requiring business travel. Identify missions where the number of participants can be reduced.

2 DEVELOP and apply a clear travel policy to ensure that the minimum number of people required for missions is kept to a minimum.

3 ESTABLISH and monitor your KPIs (e.g. percentage reduction in the number of passengers per mission) and the associated reduction in emissions.

Offer eco-driving courses

Travel

Eco-driving is a socially responsible way of driving that reduces fuel consumption, cuts GHG emissions, and reduces the risk of accidents. It includes, but is not limited to: starting and moving forward moderately, voluntarily limiting speed; thinking ahead to avoid unnecessary harsh accelerations and decelerations, driving in the highest gear possible, using engine brakes as much as possible, using auxiliary equipment in moderation to avoid additional fuel consumption, checking your tire tread and tire pressures, removing unnecessary roof racks, and avoiding any unnecessary weights.

Benchmark

Michelin : Tire manufacturer Michelin has developed eco-driving training programs for its employees as part of their sustainability policy. These training programs aim to raise awareness among drivers about good practices for fuel-efficient and eco-friendly driving.
La Poste : The French postal service, La Poste, has also adopted eco-driving training for its delivery vehicle drivers. These training programs aim to promote eco-friendly driving by emphasizing the reduction of fuel consumption and CO2 emissions.

Estimated Impact

The average reduction achieved is included between 5 and 10%. Reducing the speed can yield even greater savings (20% fuel consumption reduction by switching from 130 km/h to 110).

Estimated Cost

100-500 € per employee for a professional training session.

Recommended Service Providers

Nouvelle route
Formation sécurité routière
CER
Votre auto-école locale
I am commercial
Ecodriving

Implementation

1 FIND a partner that offers eco-driving formation or raise awareness internally around sustainability practices while driving.

2 ROLLOUT the training sessions or awareness raising content by focusing first on the teams travelling the most by car (sales, typically).

3 FOLLOW individual fuel consumptions to ensure the actions are applied.

Promote low carbon commuting means

Travel

Private transport associated with daily commuting is one of the world's biggest sources of GHG emissions. To deal with this issue, individual car use must be limited. Active modes of transport (walking and cycling), public transport, and shared mobility (carpooling and car-sharing) should be prioritized. To encourage it, you can raise awareness about alternative transportation options and provide infrastructure, facilities, and financial incentives to support these modes. Consider the possibility of your employees commuting responsibly to work when changing locations of workplace.

Benchmark

Arcadis has implemented a comprehensive strategy to address mobility, focusing on six key areas. This approach has resulted in a 49% reduction in carbon emissions related to transportation within a span of nine years. The company relocated all of its offices to main train stations, enabling easy access to public transport for employees. Additionally, every employee received a mobility card, which facilitates the use of public transport and shared bike and car services.

Estimated Impact

Using a bike instead of a car for short trips reduce travel emissions by ~75%.
Taking a train instead of a car for medium-length distances cut emissions by ~80%.

Estimated Cost

Potential costs associated with investment in infrastructures and subsidies.
Savings from lower reimbursement levels for fuel commuting.

Recommended Service Providers

Flynch mobility
Commute
Green commuter

Implementation

1 ESTABLISH and start monitoring your KPIs (ex. percentage decrease in individual car usage, percentage reduction in carbon emissions from commuting).

2 Develop and implement a mobility plan (draw on successful case studies such as Arcadis, read recommendations such as this guide, or work with a service provider). https://www.mass.gov/doc/guidebook/download

3 SOLICIT employees feedback through surveys, suggestion boxes, or dedicated feedback sessions to gather insights and address concerns.

Assets
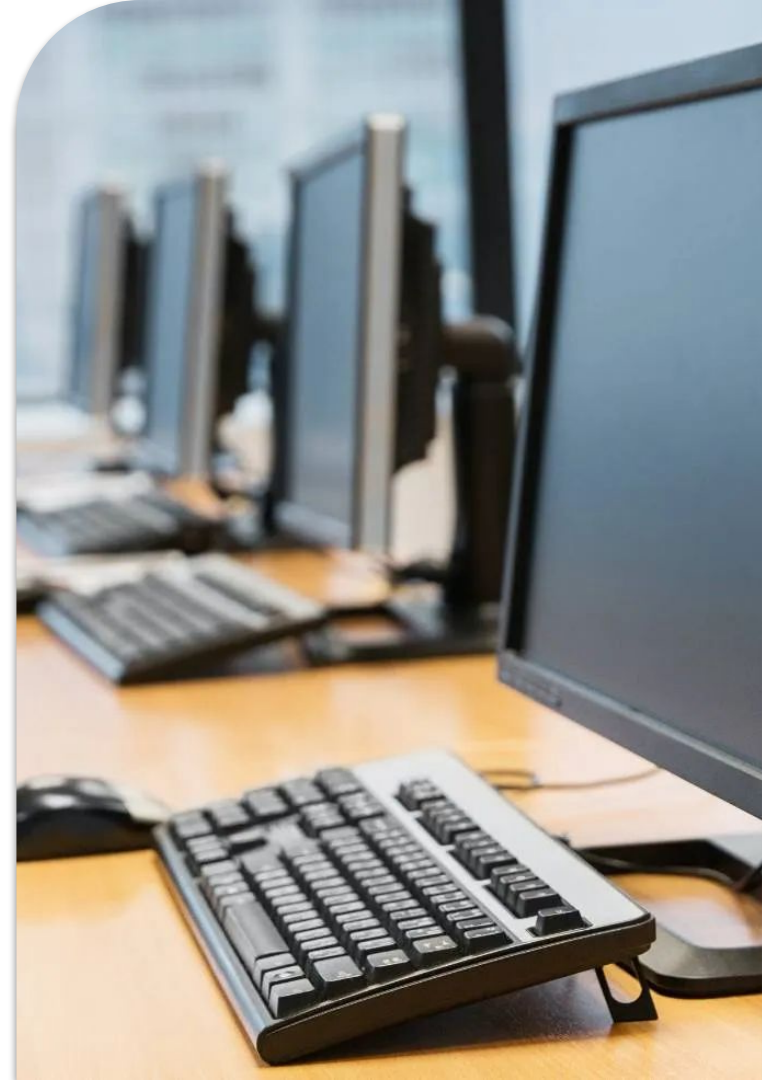
Extend the lifetime of equipment by ensuring maintenance and repair

Asset

For any equipment, the most emitting part of its life is the manufacture. Indeed, the raw materials needed, their extraction, and the process to assemble represent a major part of the total emissions. By extending the lifetime of your equipment, you prevent the manufacture of new ones (so the use of new raw materials) and by extension, reduce the total greenhouse gas emissions.

Benchmark

IBM, a tech company, has adopted an approach focused on extending the life of its computer servers. Using regular upgrades and refurbishments, IBM has managed to extend the life of this equipment while reducing electronic waste.
Caterpillar, a manufacturer of heavy equipment, encourages the extension of product life by providing high-quality spare parts and certified repair services. This enables customers to keep their equipment in good condition for longer.

Estimated Impact

Extending the service life of machinery and equipment can reduce the carbon emissions associated with their manufacture by 20% to 30%, or even more, depending on the frequency of replacement.

Estimated Cost

Preventive maintenance, repair and refurbishment costs depend on the initial condition of the equipment. However, they are generally lower than the cost of acquiring new equipment.

Recommended Service Providers

To implement this action, you can rely on specialized equipment maintenance and repair services. This can include certified spare parts suppliers and qualified technicians.

Implementation

1 CONDUCT an inventory of all your company's machinery and equipment to assess their current condition and determine which of them can benefit from a life extension.

2 ELABORATE a preventive maintenance plan for each piece of equipment, taking into account the manufacturer's recommendations and including regular inspections, replacement of worn parts and necessary repairs.

3 TRAIN your staff in good maintenance and repair practices, and encourage communication so that potential problems can be reported quickly.

Services Purchases

Evaluate your supplier's climate maturity

Services Purchases

The first step to creating a sustainable purchase strategy is engaging suppliers, which is crucial for reducing Scope 3 emissions. This addresses significant environmental impacts throughout the supply chain. By collaborating to improve supplier sustainability practices, companies can effectively lower their overall carbon footprint. Aligning with global climate goals through supplier engagement enhances corporate reputation and prepares businesses for evolving regulatory landscapes. This proactive strategy ensures comprehensive emissions reduction and promotes sustainable business practices

Benchmark

In 2020, several companies joined forces to launch the 1.5°C Supply Chain Leaders with the Exponential Roadmap initiative. It involves management commitment to work with suppliers to halve their GHG emissions before 2030, establishing public targets, and supply chain GHG mapping and prioritization.

Estimated Impact

Enhancing visibility into the carbon footprint of your suppliers and integrating diverse eco-conditions into your purchasing policy can significantly reduce Scope 3 emissions over time. This approach can also serve as a catalyst, encouraging other industries to embark on their own decarbonization efforts.

Estimated Cost

Variable depending on the resulting changes in the supply chain.

Recommended Service Providers

Map the climate maturity of your supply chain: Understand your supplier climate actions and maturity with the Greenly Sustainable Procurement module

Implementation

1 LAUNCH the Greenly Sustainable Survey to assess suppliers' climate maturity and align their practices with your sustainability goals

2 USE Greenly dashboards to track KPIs like supplier carbon assessments, alignment with Paris 2030 goals, and SBTi certification.

3 SUPPORT suppliers with tools, training, and resources. Recognize efforts and report their progress toward achieving objectives.

Precise scope 3 emissions with supplier–specific emission factors

Services Purchases

Enhancing GHG emission precision is crucial. By adopting supplier-specific emission factors and GHG transaction-based approaches, companies can accurately measure and reduce Scope 3 emissions. This method ensures detailed emission data, supporting informed decision-making and environmental accountability. Benefits include fostering sustainable practices, enhancing supply chain resilience, and bolstering corporate reputation. Use the Greenly tool to engage suppliers and obtain data for tailored emission factors. Precise GHG data empowers ambitious reduction targets, aligning with global climate goals, and leading in sustainability practices.

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Benchmark

Livent emphasizes the monitoring and reduction of GHG emissions by its suppliers. As part of the pre-qualification process, Livent assesses suppliers' willingness and ability to meet their requirements through a survey, and reviews answers periodically to ensure adherence.

Estimated Impact

Enhancing visibility into the carbon footprint of your suppliers and integrating diverse eco-conditions into your purchasing policy can significantly reduce Scope 3 emissions over time. This approach can also serve as a catalyst, encouraging other industries to embark on their own decarbonization efforts.

Estimated Cost

Variable depending on the resulting changes in the supply chain.

Recommended Service Providers

Map the climate maturity of your Service Providers: Understand your supplier climate actions and maturity with the Greenly procurement module

Implementation

1 USE Greenly's Sustainable Procurement Tool to IDENTIFY suppliers. Access our Supplier-Specific EF database for precise GHG Scope 3.

2 ENGAGE YOUR SUPPLIERS: If specific EFs aren't available, the tool helps request this crucial information (Exclusively for Service Providers).

3 VERIFICATION & AUDITABILITY: After obtaining supplier information, we conduct an audit to verify data. Approved audits integrate EF into the GHG

Product purchases

Reduce the weight of your packaging

Product purchases

Reducing the weight of your packaging will have a relevant impact on your emissions. Not only the use of raw materials will be reduced, but it will also reduce waste and freight-related emissions. The goal is to aim for minimalism while preserving the packaging's functionality.

Benchmark

Seventh Generation, a company specializing in eco-friendly household and personal care products, has prioritized lightweight packaging. They have made efforts to reduce the weight of their packaging materials while maintaining product integrity, resulting in lower carbon emissions.
Lush is a cosmetics company known for its commitment to sustainability. They have introduced 'naked packaging', where products like shampoo bars and solid shower gels are sold without any packaging or with minimal packaging.

Estimated Impact

The impact of this option depends on your current packaging and its potential for weight reduction. Usually, reduction opportunities range for 5 to 20% of the total packaging's impact.

Estimated Cost

This action typically results on in cost savings as less material is purchase.

Implementation

1 ASSESS the current packaging system, identify areas of inefficiency and importance, and analyze the carbon emissions associated with packaging waste.

2 STREAMLINE packaging to minimize weight, volume, and material usage while ensuring product protection and integrity.

3 INVOLVE internal and external stakeholders, raise awareness about the project's goals, and communicate the importance of sustainable packaging practices in reducing carbon emissions.

Buy recycled material – Cardboard

Product purchases

Buying recycled or second-hand material allows you to give those a second life. By doing that, you prevent the extraction/production of new raw materials which is usually a significant part of the impact throughout the value chain.

Benchmark

Dell : The computer technology company, has launched a program called 'Closed Loop Recycling' to recover plastics from recycled electronics. These plastics are then used to make new computers and other electronic products.

Estimated Impact

Up to 90% depending on the materials and the maturity of their current recycling chain (loss rates, energy inputs).

Estimated Cost

The cost of recycled materials compared to raw ones can be higher due to a limited supply. Price differences is dropping as the markets develop and recycling processes mature.

Recommended Service Providers

Get in touch with your current material providers or other local providers to scout for options.

Implementation

1 EVALUATE the raw materials used in your products. Take into account their volume, the associated emissions and the market sensitivity.

2 CONDUCT a study to see which materials you can replace according to your current operational constraints.

3 LOOK for sustainable suppliers that could supply you with the corresponding raw materials and meet your needs.

Buy recycled material – Textil

Product purchases

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3 LOOK for sustainable suppliers that could supply you with the corresponding raw materials and meet your needs.

Choose packaging made from recycled raw materials – Plastic

Product purchases

Choosing packaging from recycled materials offers key environmental benefits. It conserves natural resources by reducing the need for raw materials, cuts energy use in manufacturing, and lowers greenhouse gas emissions. It also helps reduce waste by diverting materials from landfills, supports recycling infrastructure, and meets consumer demand for eco-friendly products. This sustainable choice boosts a company's reputation and fosters a more circular, environmentally conscious economy.

Benchmark

This outdoor clothing company uses recycled materials for its packaging to minimize environmental impact.
IKEA strives to use renewable and recycled materials in its packaging, and they aim to use 100% renewable or recycled materials by 2030.

Estimated Impact

Up to 90% of the packaging related emissions depending on the materials and the maturity of their current recycling chain (loss rates, energy inputs).

Estimated Cost

The cost of recycled materials compared to raw ones can be higher due to a limited supply. Price differences is dropping as the markets develop and recycling processes mature.

Recommended Service Providers

Get in touch with your current material providers or other local providers to scout for options.

Implementation

1 EVALUATE the raw materials used in your packaging. Take into account their volume, the associated emissions and the possible impact on market.

2 CONDUCT a study to see which materials you can replace according to your current operational constraints.

3 LOOK for sustainable suppliers that could supply you with the corresponding raw materials and meet your needs.

Choose packaging made from recycled raw materials – Textile

Product purchases

Choosing packaging from recycled materials offers key environmental benefits. It conserves natural resources by reducing the need for raw materials, cuts energy use in manufacturing, and lowers greenhouse gas emissions. It also helps reduce waste by diverting materials from landfills, supports recycling infrastructure, and meets consumer demand for eco-friendly products. This sustainable choice boosts a company's reputation and fosters a more circular, environmentally conscious economy.

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The cost of recycled materials compared to raw ones can be higher due to a limited supply. Price differences is dropping as the markets develop and recycling processes mature.

Recommended Service Providers

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Implementation

1 EVALUATE the raw materials used in your packaging. Take into account their volume, the associated emissions and the possible impact on market.

2 CONDUCT a study to see which materials you can replace according to your current operational constraints.

3 LOOK for sustainable suppliers that could supply you with the corresponding raw materials and meet your needs.

Freight

Implement a Stop & Start system

Freight

The choice of drivetrain is made at the time of purchase. Two alternatives to conventional diesel engines are currently available, for a limited range of applications: hybrid and electric power. These engines can also be fitted with Stop & Start systems.

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Benchmark

Tesla: Tesla is at the forefront of the adoption of electric propulsion with its all-electric cars and trucks. Their vehicles offer a clean, efficient alternative to traditional combustion engines.

Estimated Impact

According to an ADEME study:
Choice of engine with Stop & Start system: 1% to 5%.

Estimated Cost

A return on investment of less than 1 year for the stop & start system.
More than 3 years for hybrid and electric vehicles.

Recommended Service Providers

Consult professional associations in the transport or logistics sector in your country. They may have lists of suppliers or recommendations.

Implementation

1 Evaluate current vehicle propulsion systems.

2 Research available alternatives (hybrid, electric).

3 Opt for the most suitable propulsion system and make the necessary modifications.

Use computerized route optimization tools

Freight

Computerized operating tools available on the market enable better organization of freight traffic, and can consequently limit fuel consumption and CO2 emissions. We can distinguish between two types of tools: those for creating central transport plans, and those for geo-locating vehicles. The first type of tool is used upstream to fine-tune the organization of routes, while the second is an operating tool that can be used to adapt routes in real time.

Benchmark

UPS: UPS uses sophisticated software called ORION to optimize the routes of its delivery drivers, thus reducing mileage and emissions.

Estimated Impact

According to an ADEME study:
Acquisition of a tool for creating transport plans: 5% to 15%.
Acquisition of a vehicle geolocation tool: 1% to 10%.

Estimated Cost

A return on investment of less than 1 year for the transport plan creation tool. Between 1 and 3 years for the geolocation tool.

Recommended Service Providers

Consult professional associations in the transport or logistics sector in your country. They may have lists of suppliers or recommendations.

Implementation

1 Study current routes and associated emissions.

2 Research and evaluate available IT tools for route optimization.

3 Implement the chosen tool to optimize routes and reduce emissions.

Modernize and adjust the fleet to its intended use

Freight

When it comes to fleet renewal, there are three main elements that determine the vehicle's dimensions: power, gearbox and axle. These elements must be adapted to the vehicle's type of use. This action must be implemented as soon as the vehicle is purchased, in close interaction with the manufacturers: it is of vital importance, as it involves the vehicle fleet over its lifetime.

Benchmark

Walmart: Walmart has upgraded its truck fleet to more efficient models, reducing fuel consumption and CO2 emissions.

Estimated Impact

According to an ADEME study:
Optimizing power: 3% to 5%.
Choice of robotized gearbox: 3% to 7%.
Axle optimization: 2.50%.

Estimated Cost

A return on investment of between 1 and 3 years, depending on the solution.

Recommended Service Providers

Consult professional associations in the transport or logistics sector in your country. They may have lists of suppliers or recommendations.

Implementation

1 Carry out an analysis of consumption as a function of vehicle power, for equivalent loads and usage.

2 Choose the power best suited to the specific nature of the carrier's activities and the vehicle's missions, with the help of the manufacturers.

3 Set up indicators to monitor renewed vehicles and measure the difference in consumption.

Ensure optimal routing and loading of your trucks

Freight

Ensuring optimal routing allows for reducing of traveled distance for freight, therefore reducing the carbon emissions of fuel combustion. Further, the optimization in loading your truck can have a significant impact on your emissions, as the truck also has to transport its own weight. Avoiding empty returns and making sure to load the truck at its maximal capacity are thus also important criteria to take into account.
This can be facilitated by the mutualization of freight services between services, and the lengthening of delivery periods (empowered by differentiated pricing or new agreements between you and your clients).

Benchmark

IKEA, the furniture retailer, has implemented routing and loading optimization measures to reduce carbon emissions in their delivery operations. They use advanced routing algorithms and loading optimization techniques to minimize the number of trips, maximize truck capacity, and reduce fuel consumption.

Estimated Impact

Typically, 25% to 30% of reduction in emissions. However, this depends highly on the initial loading rates and routings.

Estimated Cost

Reduction in average cost of freight of 10%.

Recommended Service Providers

Get in touch with your current freight providers to learn about what they can offer.

Implementation

1 IMPLEMENT advanced route planning software to optimize delivery routes based on factors like distance, traffic, and fuel efficiency.

2 OPTIMIZE load consolidation techniques to maximize the use of available space in the truck, minimizing empty space and reducing the number of trips required.

3 COLLECT and analyze data on fuel consumption, delivery times, and vehicle performance to identify areas for improvement and continuously optimize your routing and loading processes.

Implementation of an eco-driving program

Freight

The main aim of an eco-driving program is to change drivers' behavior so that they adopt fuel-efficient driving habits in the long term. An eco-driving program can take several forms: initial training in eco-driving principles (initial training), regular updating of this training (regular training), and finally the integration of eco-driving objectives into the driver management system (eco-driving management system).

Benchmark

Michelin: Michelin has initiated eco-driving training programs for its drivers to reduce fuel consumption and emissions.

Estimated Impact

According to an ADEME study:
Initial eco-driving training: 3%.
Regular training in eco-driving: 6%.
Eco-driving performance management system: 10%

Estimated Cost

A return on investment of less than 1 year.

Recommended Service Providers

Consult professional associations in the transport or logistics sector in your country. They may have lists of suppliers or recommendations.

Implementation

1 Identify drivers' current driving behaviors.

2 Organize initial and regular eco-driving training courses.

3 Integrate an eco-driving management system for continuous monitoring.

gr

Improve consumption monitoring

Freight

Knowing how to precisely measure and monitor fuel consumption (by vehicle and by driver) enables the company to define an initial inventory and set a realistic, quantified reduction target, as well as targeted actions (anything that can be measured can be improved!). Three solutions are proposed: the collection of consumption data, on-board telematics (which is a specific type of data collection) and the management and use of consumption data.

gr

Benchmark

DHL: DHL uses advanced telemetry to monitor the fuel consumption of its fleet, enabling them to identify fuel-saving opportunities.

Estimated Impact

According to an ADEME study:
Information gathering: Indirect
On-board telematics: 5%
Management and use of information: Indirect

Estimated Cost

A return on investment of less than 1 year for on-board telematics.

Recommended Service Providers

Consult professional associations in the transport or logistics sector in your country. They may have lists of suppliers or recommendations.

Implementation

1 Set up detailed monitoring of consumption per vehicle and per driver.

2 Collect and analyze data using tools such as on-board telemetry.

3 Implement targeted actions to reduce consumption based on the information gathered.

Implement speed clamping and automatic engine shutdown at idle

Freight

Speed clamping consists in limiting/locking the vehicle's speed to a given maximum value. This value must offer the best compromise between consumption and operating constraints (delivery time). A series of tests must be carried out before selecting the clamping speed. The speed must be defined to the nearest km/h, between 80 and 90 km/h for heavy goods vehicles and 110 km/h for light transport vehicles. Automatic engine cut-off at idling speed consists in fitting the vehicle with a system that automatically cuts off the engine after an adjustable period (a few minutes) after the vehicle has come to a halt and the parking brake has been applied.

Benchmark

Volvo Trucks: Volvo introduced trucks equipped with idle cut-off and speed-limiting systems, reducing fuel consumption and increasing road safety.

Estimated Impact

According to an ADEME study:
Speed limiter: 1.2% to 5% carbon reduction
Automatic engine cut-off at idle: 1% to 6%

Estimated Cost

A return on investment of less than 1 year.

Recommended Service Providers

Consult professional associations in the transport or logistics sector in your country. They may have lists of suppliers or recommendations.

Implementation

1 Identify/choose the optimum clamping speed.

2 Install speed clamping system.

3 Implement an automatic idle cut-off system.

Replace air freight with sea freight
Freight

Sea freight, while still emitting CO2, offers a lower carbon footprint per ton of transported goods compared to air freight. This is due to the higher transportable load on ships than on cargo planes. Air freight emits 1.08 kgCO2e/t.km, whereas sea freight emits only 0.008 kgCO2/t.km.

Benchmark

In 2018, Ikea announced its decision to replace air freight with sea freight for transporting products from suppliers to stores. The multinational consumer goods company Unilever, has replaced air freight with sea freight for certain products as part of its sustainability efforts.

Estimated Impact

90-95% reduction, depending on the precise initial route and its sea alternatives

Estimated Cost

Sea freight is usually cheaper than air freight. However, shipping times are significantly extended, and this must be anticipated to avoid any significative disruption in your activity.

Recommended Service Providers

Get in touch with your current freight providers to learn about what they can offer.

Implementation

1 ANALYSE your transportation needs (ex. volume, distances, frequency of deliveries, nature of the goods, required delivery times, etc.).

2 MAKE a benchmark of the different carriers offering the alternative of sea freight, and meeting your transport criteria.

3

Use alternative fuels

Freight

A diesel fuel that does not require a radical change in energy mode is currently available in your country for freight transport. This is B30, containing 30% methyl esters of vegetable oils (compared with a maximum of 7% by volume for current standard diesel) or esters of used edible oils (EMHAU). The use of this biofuel helps to reduce CO2 emissions from diesel.

Benchmark

Shell: Shell invests in the research and development of alternative fuels, including liquefied natural gas (LNG) and hydrogen, to offer cleaner transportation solutions.

Estimated Impact

According to an ADEME study:
Use of B30: < 13.6%

Estimated Cost

A return on investment of over 3 years.

Recommended Service Providers

Consult professional associations in the transport or logistics sector in your country. They may have lists of suppliers or recommendations.

Implementation

1 Study the fuels currently used for transportation.

2 Research available alternatives (B30 diesel, EMAH2, etc.).

3 Adopt and implement the use of suitable alternative fuels.

Waste

Reduce waste at the source

Waste

Reducing waste at the source addresses the problem of waste generation directly, preventing the need for later stages of waste management such as collection, transportation, and disposal. This helps in significantly cutting down CO2 emissions and other environmental impacts. For instance, excessive packaging contributes to large amounts of waste and higher carbon footprints due to the energy required for its production and disposal. By implementing strategies like using minimal and sustainable packaging, encouraging reusable products, and optimizing manufacturing processes, companies can greatly reduce the volume of waste produced.

Benchmark

IKEA has implemented strategies to reduce packaging and promote reusable products. They have also optimized their supply chain to minimize waste at every stage.

Unilever has adopted a sustainable design approach, reducing packaging and increasing the use of recycled materials in their products.

Estimated Impact

Can reduce CO2 emissions by 20 to 50% depending on the effectiveness of waste reduction strategies.

Estimated Cost

Initial costs may include investments in production technologies and sustainable materials, but long-term savings on raw materials and waste management can offset these costs.

Recommended Service Providers

TerraCycle

Loop

Implementation

1 ANALYSE the waste flows. Identify the main sources of waste within the company.

2 IMPLEMENT strategies to reduce waste at the source, such as reducing packaging and using reusable materials.

3 EVALUATE the effectiveness of the implemented strategies and adjust processes for continuous reduction.

Conduct awareness campaigns on waste impact for employees

Waste

Raising awareness about the environmental impact of waste empowers employees to adopt more sustainable practices, leading to a reduction in waste generation and promoting a culture of environmental responsibility.

Benchmark

Danone has set up an awareness programme in its factories, reducing waste by 15%.

IKEA ran workshops and informational sessions for employees, leading to significant reductions in plastic waste.

Estimated Impact

An awareness-raising campaign, if it leads to changes in employee behaviour, could reduce the amount of waste generated in the workplace by 5 to 10%.

Estimated Cost

The cost of an awareness-raising session using an external service provider can vary depending on the size of your company

Recommended Service Providers

Zero Waste France

TerraCycle

Implementation

1 IDENTIFY target behaviours and define waste reduction targets.

2 ORGANISE workshops and distribute educational material. Use various media (posters, videos) to reach all employees.

3 MEASURE the impact of actions on waste reduction.
Adjust the awareness programme according to the results.

Implementing a comprehensive recycling program

Waste

A comprehensive recycling program helps reduce the waste sent to landfills, thereby decreasing methane and CO2 emissions associated with waste decomposition.

Benchmark

Google has implemented a comprehensive recycling program in its offices, achieving a recycling rate of 91%. They have also partnered with local recycling companies to process their waste.
Starbucks has deployed recycling programs in its stores, focusing on recycling cups, cartons, and plastics, and collaborating with municipalities to improve recycling infrastructure.

Estimated Impact

A well-managed recycling program can reduce CO2 emissions by up to 60% compared to sending waste to landfills.

Estimated Cost

Costs vary depending on the size of the company and the types of materials recycled, but significant savings can be achieved on landfill fees.

Recommended Service Providers

Rubicon
Waste Management

Implementation

1 ANALYZE the types and volumes of waste produced by the company.

2 SELECT recycling service providers that meet the company's needs.

3 TRAIN employees on sorting and recycling practices, and implement tracking systems to ensure the program's success.

Conclusion

Conclusion

The GHG assessment made it possible to identify Clean Linen & Workwear's main GHG emission sources so as to frame the company's carbon strategy and identify the items that need to be studied in greater depth with the aim of continuously improving the company's environmental impact.
It has been established that direct emissions (Scope 1) and energy-related indirect emissions (Scope 2) represent a small part of a company's impact. It is therefore essential to mobilize our company's suppliers and employees.

To meet the 2015 Paris Agreement target of a 50% reduction in GHG emissions between 2020 and 2030, we need to achieve a 6.3% reduction in emissions within one year (-2.4k tCO2e).

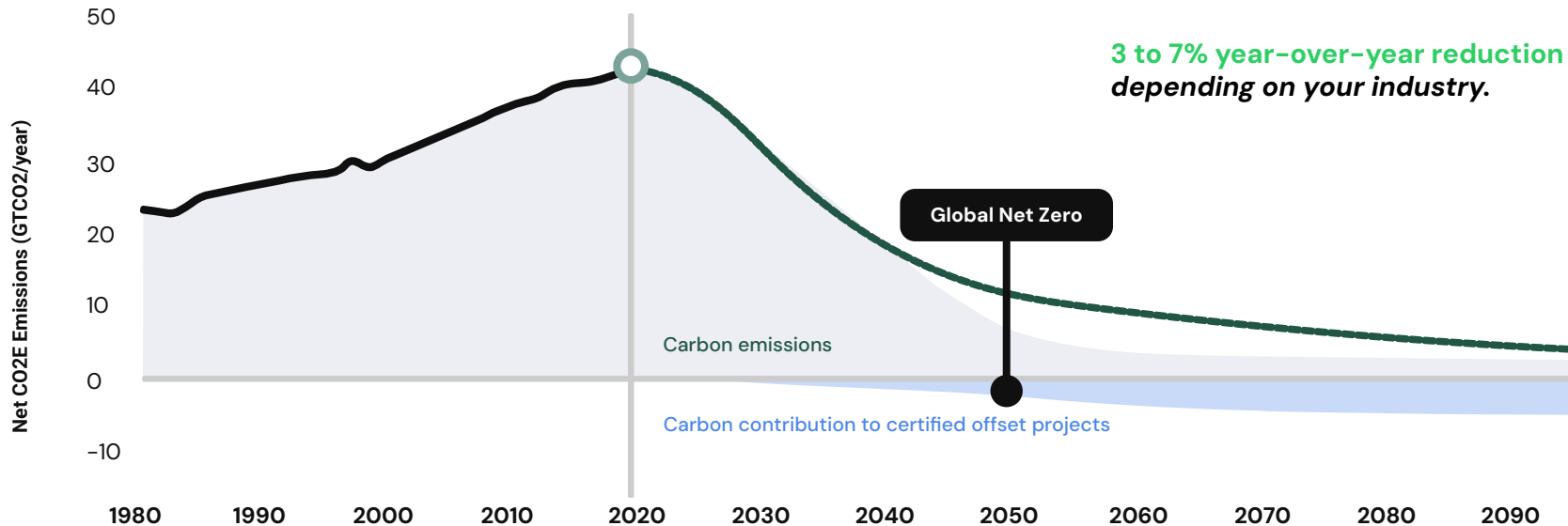**The recommended next steps in Clean Linen & Workwear's carbon strategy are:**

1   **Study key emission sources in greater depth,** if you opt for that. Your Climate Expert can help you decide between the different options available!

2   **Establish GHG emission reduction targets and implement an action plan** in order to achieve these targets.

3   **Engage your suppliers** using the Greenly supplier engagement tool.

4   **Engage your employees** using the interactive Greenly training quizzes.

5   **Communicate with your stakeholders** about your commitment and carbon footprint, your reduction targets and the action plan considered.

6   **Contribute to certified GHG reduction / sequestration projects** available on the Greenly platform.

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What's next?

Committing to a multi-year decarbonization strategy

**A SUSTAINED EMISSIONS REDUCTION BASED ON THE LEVELS REQUIRED BY THE PARIS AGREEMENT**

3 to 7% year-over-year reduction *depending on your industry.*

Global Net Zero

Carbon emissions

Carbon contribution to certified offset projects

Net CO2E Emissions (GTCO2/year)

50
40
30
20
10
0
−10

1980 1990 2000 2010 2020 2030 2040 2050 2060 2070 2080 2090

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How can I build my reduction trajectory?

THE 4 KEY STAGES IN DEFINING AND FOLLOWING YOUR TRAJECTORY

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Refine your greenhouse gas emissions assessment

Your 2024 assessment is based on **86%** of physical data, the rest being financial data. We recommend that you regularly improve the accuracy of your greenhouse gas assessment by adding more physical data. You will be able to quantify and monitor your reductions with precise targets in km, kg, kWh, etc.

Prioritize your actions

Feasible

P2   P1

Low impact   High impact

P4   P3

Difficult
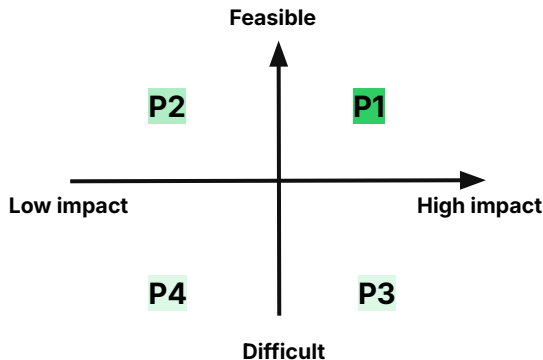
Place your actions on the matrix after identifying operational constraints in consultation with your teams.

Calculate their reduction potential

-60%

220 kg CO2e

88 kg CO2e

Current scenario (ex: 1 000 kWh)

Future scenario (ex: 400 kWh)
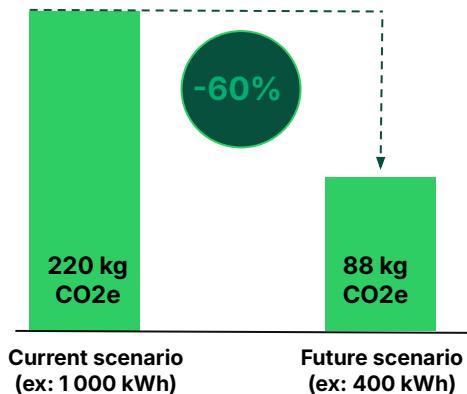
Select the right KPIs before you start, then calculate the reduction potential.

Monitor your results

■ Past emissions
■ Your trajectory without actions
■ Your trajectory with actions

Y1 Y2 Y3
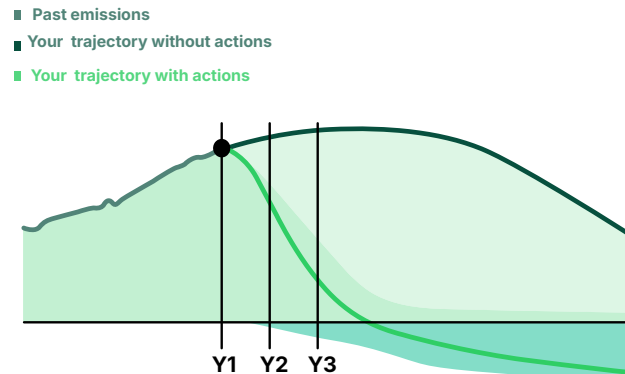
Monitor your progress regularly and measure your results during your annual GHG assessment.

The 5 Pillars of a Climate Strategy

DISCOVER THE 5 PILLARS BASED ON THE NET ZERO INITIATIVE

1. Measure

- Track emissions annually
- Go deeper in the analysis of your main emission sources

Carbon data analysis

CSRD

LCA

2. Reduce

- Choose an action plan in line with the Paris Agreement
- Quantify your action plan to build a carbon trajectory

Action Plan Tab

3. Educate

- Engage your suppliers in your strategy
- Train your employees

Supplier engagement

Employee training

4. Commit

- Commit to an objective
- Communicate transparently

Communication kit

5. Contribute

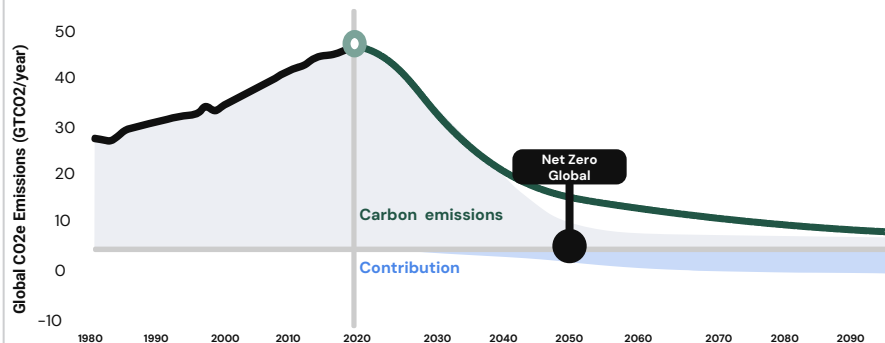- Contribute in carbon sequestration & avoidance projects to cover non compressive emissions

Carbon contribution

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Commit to a Multi-year Carbon Trajectory

A LONG-TERM REDUCTION IN EMISSIONS IN LINE WITH THE OBJECTIVES OF THE PARIS AGREEMENT OR YOUR PERSONAL OBJECTIVES
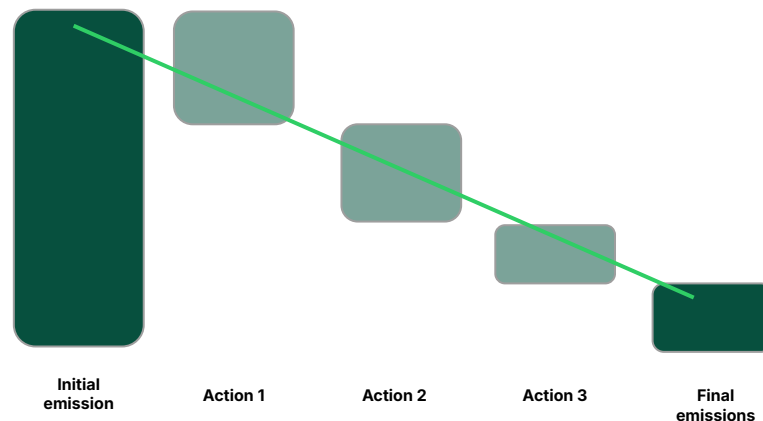
Paris Agreement Objective

-3% to -7% reduction annually

Global CO2e Emissions (GTCO2/year)

Carbon emissions

Net Zero Global

Contribution

1980 1990 2000 2010 2020 2030 2040 2050 2060 2070 2080 2090

Objective Based on your Actions

Define your reduction objective based on facilitating actions

Initial emission | Action 1 | Action 2 | Action 3 | Final emissions

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Build Your Carbon Reduction Trajectory

3 KEY STEPS TO BUILD YOUR TRAJECTORY

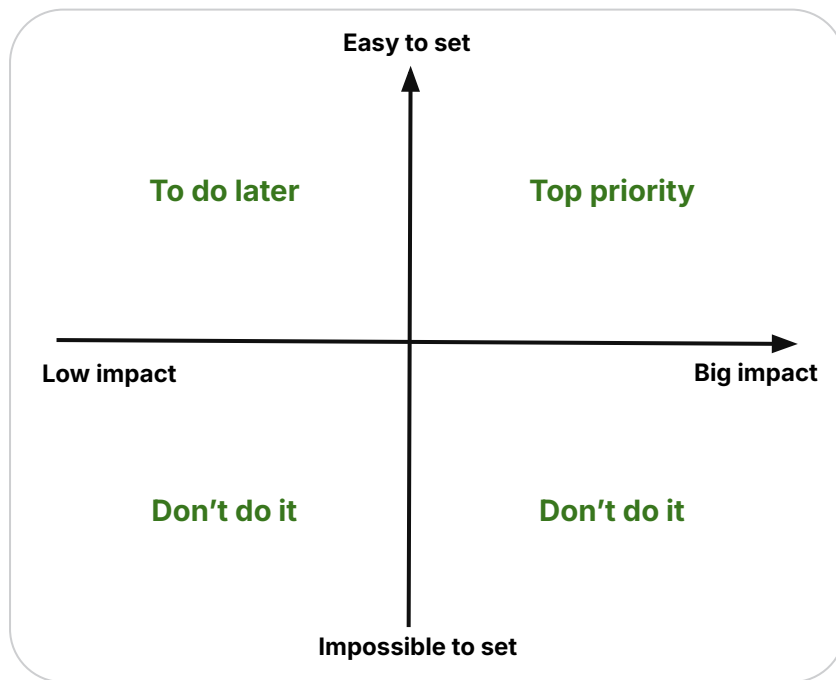| **Prioritize your actions** | Calculate their reduction potential | Optimize your trajectory |

1   Bring together the stakeholders in your climate strategy

2   Place the action suggestions from the Greenly report on the matrix after identifying their constraints

3   Keep all feasible actions and prioritize those with the greatest impact

Easy to set

To do later   **Top priority**

Low impact   **Big impact**

Don't do it   **Don't do it**

Impossible to set

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Build Your Carbon Reduction Trajectory

3 KEY STEPS TO BUILD YOUR TRAJECTORY
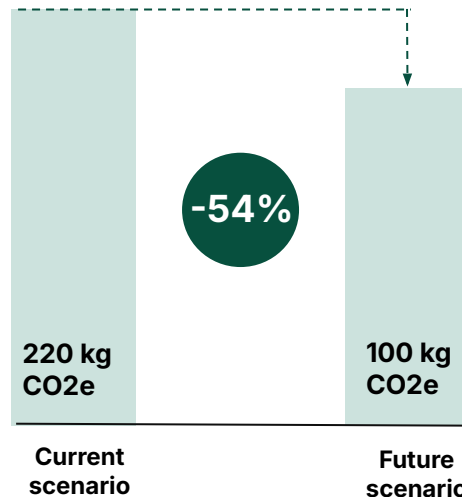
| Prioritize your actions | **Calculate their reduction potential** | Optimize your trajectory |

Current scenario	1,000 km per year with thermal cars	1,000 km per year with electric cars	Future scenario
Emission Factor	0.22 kg CO2e/km	0.1 kg CO2e/km	Emission Factor
Total Emissions	220 kg CO2e	100 kg CO2e	Total Emissions

Potential reduction
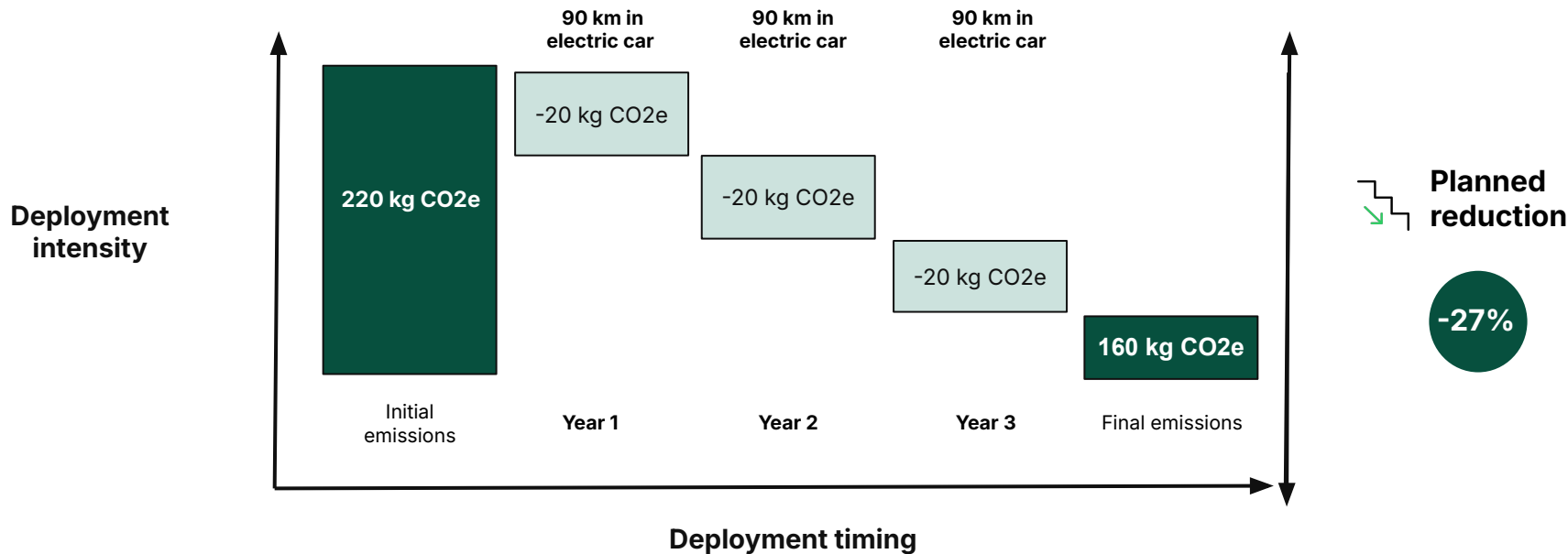
-54%

220 kg CO2e

100 kg CO2e

Current scenario

Future scenario

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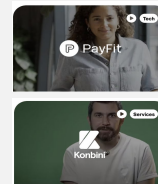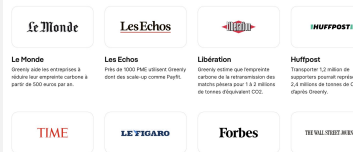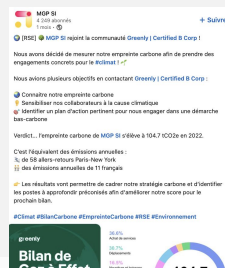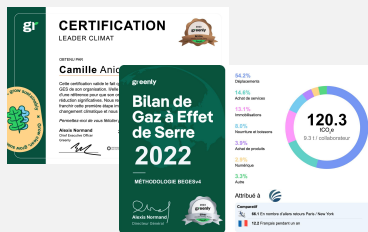
Build Your Carbon Reduction Trajectory

3 KEY STEPS TO BUILD YOUR TRAJECTORY

| Prioritize your actions | Calculate their reduction potential | **Optimize your trajectory** |

Deployment intensity

90 km in electric car

-20 kg CO2e

90 km in electric car

-20 kg CO2e

90 km in electric car

-20 kg CO2e

220 kg CO2e

160 kg CO2e

Initial emissions

Year 1

Year 2

Year 3

Final emissions

Deployment timing

Planned reduction

-27%

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Greenly's communication support to highlight commitment

Company & Personal Certificates

Social Networks

PR

Communicate on media

Customer Video Testimonials

Testimonials showcasing the work done with Greenly

Premium

Join our community: ESG Connect

Slack Channel, afterwork, Events, Webinars
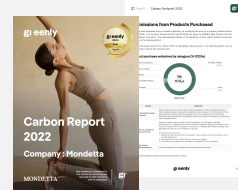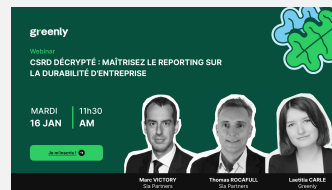
350k Members
As of August 2023

10+ Countries
including USA, UK, France, Australia etc.

Case studies

Webinar

Communicate on your results in a Webinar with a Greenly expert!

Extended Report

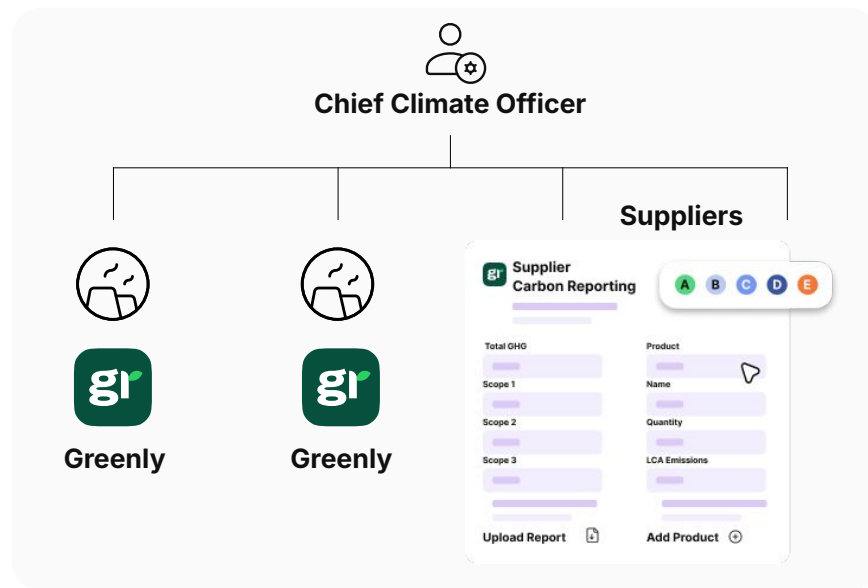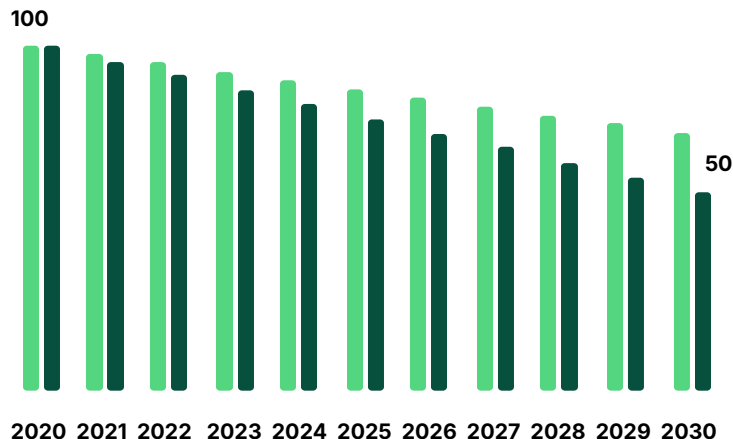Get your report formatted by our marketing team

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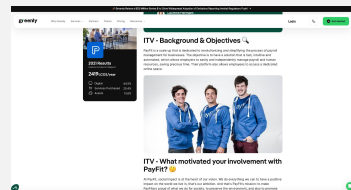
Engaging suppliers to align with the company's Net Zero targets

ENGAGE SUPPLY CHAIN VIA A DEDICATED SUSTAINABLE PROCUREMENT STRATEGY

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Reduction Trajectory Science Based Targets
Aligned with 1.5°C & Well below 2.0°C

100

50

2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030

Chief Climate Officer

Suppliers

Greenly

Greenly

Supplier Carbon Reporting A B C D E

Total GHG · Product

Scope 1 · Name

Scope 2 · Quantity

Scope 3 · LCA Emissions

Upload Report · Add Product

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Maturity of climate strategy

YOUR GREENLY CLIMATE SCORE

Greenly score criteria

Pioneers in the climate transition
< 1% of companies (Score ≥ 75)

Responsible companies
5% of companies (Score 55 - 74)

Building a company in transition
15% of companies (Score 30 - 54)

Beginners committed to the transition
30% of companies (Score 5 - 29)

Enthusiasts to awaken
10% of companies (Score 0 - 4)

Lack of interest in the climate
40% of companies

The statistics are drawn from the Greenly supplier and customer database, which includes several thousand companies of all sizes, sectors and geographies. For more similar statistics, consult the CDP corporate climate tracker.

The intermediate Greenly Climate Score of Clean Linen & Workwear is 37 points

Points are distributed as follows:

Creating & fine-tuning the Greenhouse Gas report: **37**/40
Action plans: **0**/36
Climate targets: **0**/4
Involving your teams: **0**/10
Carbon contributions: **0**/10

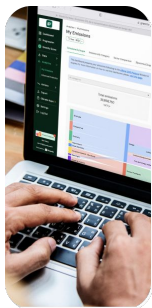**The Score will be updated at the Climate Strategy follow-up meeting.**

More information on the Score calculation method here
Statistics were computed on the Greenly supplier database

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Engaging employees on Climate Change

OUR MONTHLY TRAININGS

Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 12
Onboarding	Quiz 1 Climate Science	Quiz 2 IT	Quiz 3 Food	Quiz 4 Transport	Quiz 5 Energy	And more..	A look back on the year

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Net Zero Contribution – What to Expect

SOURCING ONLY VERIFIED & CERTIFIED PROJECTS

Offset projects
Overview

Bus Rapid Transit Project

Afforestation Project

Iris Project

Hydroelectric Project
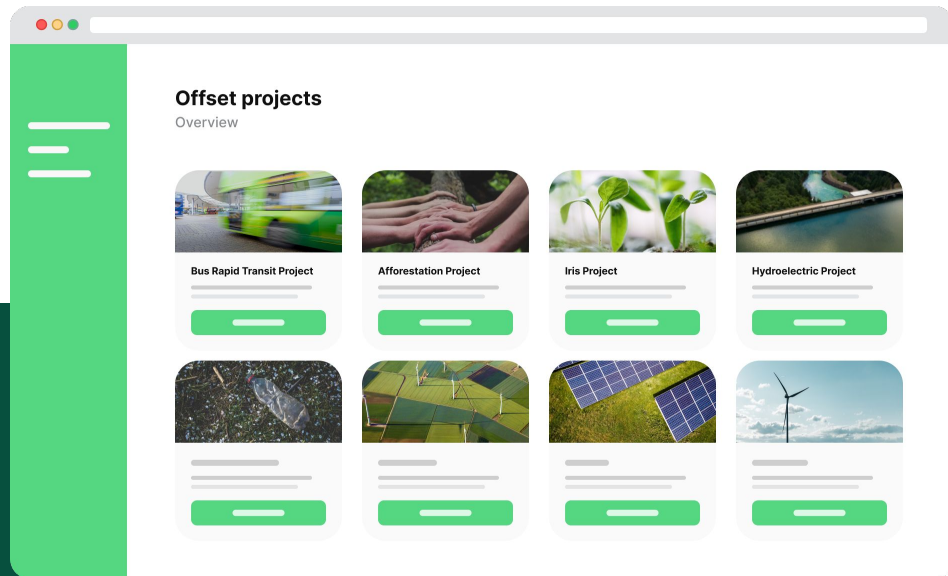
Ensure projects are certified

We source projects that meet criteria of additionality, permanence, auditability and measurability

Contribute to Net Zero

Ensure you are responsible for more emissions capture that what your organization is emitting

LABEL BAS CARBONE   r:verse   Gold Standard

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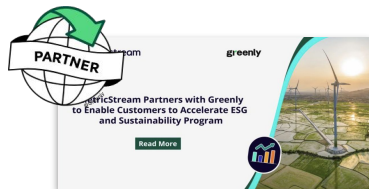greenly

Become a Referral Partner

Refer customers to Greenly and use your commissions to reduce the cost of your future GHG reports.
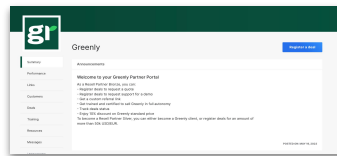
1

2

3

COMMUNICATE

Leverage our resources to communicate to your network

REFER LEADS

Send leads to the Greenly Sales Team

EARN REVENUE

Receive quarterly payments for your business and amortize the cost of your future reports
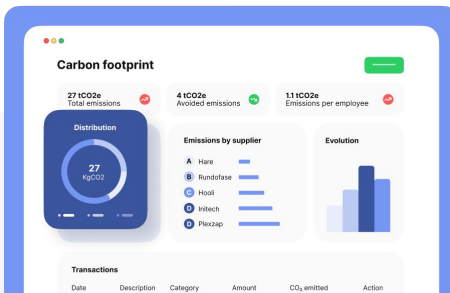

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About Greenly

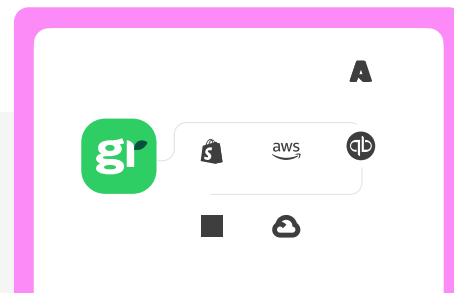# The Greenly Vision

MAKING CARBON ANALYTICS UNIVERSAL

CARBON FOOTPRINT APP & API

First carbon fintech app launched

CARBON ACCOUNTING SOFTWARE

Launch B2B SaaS for SME Carbon Footprint (GHG Protocol)

CLIMATE APP STORE

Introducing the first Climate App Store in 2023

Building up a global tech leader to scale carbon accounting

FOUNDER VISION: HELPING ALL COMPANIES START THEIR CLIMATE JOURNEY TO FAST–TRACK THE ENERGY TRANSITION

Arnaud Delubac
CMO & Co-Founder

INSEEC, Essec - Centrale
Digital Comm at Prime Minister
Office, & Ministry of Digital

SECRÉTARIAT D'ÉTAT
CHARGÉ DE LA
TRANSITION NUMÉRIQUE   2018-2019

Alexis Normand
CEO & Co-Founder

HEC, Sciences-Po
Ex Head of B2B & Boston
Office at Withings, Techstar
w/Embleema

withings 2013-2018

Matthieu Vegreville
CTO & Co-Founder

Ecole Polytechnique -
Telecom
Ex Data Science
& B2B SaaS at Withings

techstars_ 2018-2019

Everyone should strive to achieve Net-Zero, not just the elite. Consumers want all companies to implement sustainable changes

Greenly is instigating a bottom-up climate revolution making it simple for all companies & employees to start their climate journey

Working with our initial 1,000 customers, we see that early adoption of carbon initiatives boosts growth and profitability, while helping companies start their climate journey

As regulations make carbon disclosure mandatory, Greenly is building highly-scalable tech to address the enormous influx of mid-market businesses joining the energy transition.

Greenly's product-led growth rests on three pillars: 1- a tech-enabled end-to-end carbon platform ; 2- an outstanding UX to cultivate a growing community of climate leaders: 3- Lastly, a global ecosystem of partners who leverage Greenly to scale carbon accounting over their network.

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Greenly is the world's fastest growing carbon management platform

WE ARE SCALING OUR TECH, OUR CUSTOMERS BASE & CLIMATE TEAM

150+
Team with Climate Experts Data Scientists, Data analysts, Data Engineers, DevOps Engineers

1000+
Customers in Tech, Industry, Energy, Logistics, Construction, Real Estate etc.

50k
Emissions sources aggregated from customers & industry databases

10+
Geographies covered with customers in the US, UK, France, Italy, Germany, Nordics...

These companies are tracking their carbon footprint with Greenly

Industries — faurecia · HUTCHINSON · RENAULT · TEVVA · Schlumberger

Tech — alma · ZOOPLA · Tripadvisor · PayFit · Konbini

Retail — bel for all for good · COURIR · LVMH · PETRUS · Pernod Ricard

Services — ACCOR · Capgemini · Kéa Partners for transformation · Mediametrie · econocom

Finance — COATUE · Shell Ventures · AXA · EIFFEL INVESTMENT GROUP · BNP PARIBAS

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Scientific council
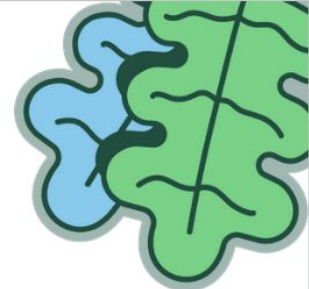
Pr. Michel BAUER	**Nicolas HOUDANT**	**Peter FOXPENNER**	**Pr. Yann LEROY**	**Pr.Antoine DECHEZLEPRÊTRE**	**Pr. Rodolphe DURAND**
Sociologist HEC – Corporate organisation	**CEO** Énergies demain **Ex** GreenNext	**Professor** BU University – Electricity grids & Carbon expert	**Professeur** Centrale-Supelec – Carbon Product Life–Cycle	**Professeur** LSE – Climate change policies	**Professeur** HEC – Corporation transformation

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Appendix

Scope 1&2

Scope	Name	tCO2e	
1.1	Generation of electricity, heat or steam	14319	
1.2	Transportation of materials, products, waste, and employees	3944	
1.3	Physical or chemical processing	-	EXCLUDED : Category is not relevant for the company
1.4	Fugitive emissions	2	
2.1	Electricity related indirect emissions	2467	
2.2	Steam, heat and cooling related indirect emissions	-	EXCLUDED : Category is not relevant for the company

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Scope 3

100% accounted

Scope	Name	tCO2e	
3.1	Purchased goods and services	6493	
3.2	Capital goods	4665	
3.3	Fuel- and energy- related activities not included in Scope 1 or Scope 2	4402	
3.4	Upstream transportation and distribution	907	
3.5	Waste generated in operations	99	
3.6	Business travel	16	
3.7	Employee commuting	418	
3.8	Upstream leased assets	-	EXCLUDED : Category is not relevant for the company
3.9	Downstream transportation and distribution	-	EXCLUDED : Category is not relevant for the company
3.10	Processing of sold products	-	EXCLUDED : Category is not relevant for the company
3.11	Use of sold products	-	EXCLUDED : Category is not relevant for the company
3.12	End-of-life treatment of sold products	-	EXCLUDED : Category is not relevant for the company
3.13	Downstream leased assets	-	EXCLUDED : Category is not relevant for the company
3.14	Franchises	-	EXCLUDED : Category is not relevant for the company
3.15	Investments	-	EXCLUDED : Category is not relevant for the company
4.1	Other emissions - Emissions from biomass (soil and forests)	-	EXCLUDED : Category is not relevant for the company

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Scope 1&2

Scope	tCO2e	tCO2b	CO2f*	CH4f*	CH4b*	N2O*	Other GHGs*
1.1	14319	0	9786	896	380	3258	0
1.2	3944	0	2695	247	105	897	0
1.3	-	-	-	-	-	-	-
1.4	2	0	0	0	0	0	2
2.1	2467	0	2097	129	123	118	0
2.2	-	-	-	-	-	-	-

* Results expressed in tons of CO2e

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Scope 3

Scope	tCO2e	tCO2b	CO2f*	CH4f*	CH4b*	N2O*	Other GHGs*
3.1	6493	0	5620	576	0	214	83
3.2	4665	0	4665	0	0	0	0
3.3	4402	0	3016	403	105	879	0
3.4	907	0	788	62	0	57	0
3.5	99	0	72	8	0	19	0
3.6	16	0	14	1	0	1	0
3.7	418	0	368	10	4	30	7
3.8	-	-	-	-	-	-	-
3.9	-	-	-	-	-	-	-
3.10	-	-	-	-	-	-	-
3.11	-	-	-	-	-	-	-
3.12	-	-	-	-	-	-	-
3.13	-	-	-	-	-	-	-
3.14	-	-	-	-	-	-	-
3.15	-	-	-	-	-	-	-
4.1	-	-	-	-	-	-	-

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* Results expressed in tons of CO2e

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