arvato connect

PPN 006 Carbon Reduction Plan

Reporting Periods: 2019 – 2025
Version: 10.0

ArvatoConnect Carbon Reduction Plan

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Document Control

Version	Date	Details of Changes
First Draft	29/07/2021	First quantification of emissions and set of targets.
Second draft	06/08/2021	Refined organisational boundaries. More detailed descriptions on how current and future environmental management measures contribute to reduction targets. Added description of specific emission sources and respective levels of emissions. General formatting
V.1.0	05/10/2021	Emissions figures updated based on new data. Revised estimates for commuting, remote working energy use, waste, and water. Targets recalculated to reflect revised figures.
V.1.1	28/10/2021	Electricity figures for Swansea updated from recorded usage on bills. Updated figure used to inform average kwh/sq. ft and applied to Warwick and Bootle. More accurate conversion factor applied to emissions from hotel stays. Figures amended within report.
V.2.0	04/11/2021	More details included regarding the estimates and assumptions made when calculating emissions. COVID-19 statement added outlining likely rise in emissions in 2021.
V.3.0	18/11/2021	2019 established as base year due to be being a better representation of BAU before COVID-19. New figures added and targets adjusted accordingly. CRP now 2019 – 2025. 2020 data reviewed to enable consistent comparisons between years.
V.3.1	30/11/2021	Document updated to reflect newly available data for 2019 hotel stays. General formatting and addition of updated graphs.
V.4.1	11/03/2022	Document updated with figures based on 2021 data. WFH and commuting emissions reviewed and revised. WFH energy investigated further, new figure of 200W per hour, per person used as this has been shown to be more accurate.
V.4.2	07/04/2022	Document updated with revised figures and targets. Organisational and reporting boundaries reworded for better clarity. Estimates for upstream transportation of purchased goods made and integrated to report
V.4.3	21/04/2022	Additional company vehicle and grey fleet milage has been discovered and added to 2021 figures. Incorrect factor used for 2021 commuting by car. Figures and report updated accordingly. No significant change to overall results

V.5.0	27/03/2023	Document updated with 2022 GHG figures. Organisational boundaries updated to reflect operational sites. Formatting updates. Electricity target increased.
V.5.1	13/04/2023	Formatting updates
V.5.2	02/10/2023	One figure for Scope 2 reported incorrectly so has been updated. Formatting updates.
V.6.0	16/01/2024	Reporting boundaries table updated to include ISO 14064-1 Annex B categories.
V.6.1	21/02/2024	Formatting updated to align with updated company branding. Initial results for 2023 reporting period added. Updated with latest carbon reduction initiatives.
V.6.2	22/02/2024	Finalised results for 2023 reporting period added. Minor formatting updates. Long term emission forecasts updated. Latest reduction initiatives added. Cover page updated.
V.6.3	04/03/2024	Branding updates. Arvato replaced with ArvatoConnect throughout document. Minor change to results for water supply and treatment.
V.7.0	28/01/2025	Results for 2024 added. Results for PG&S added retrospectively to 2019 – 2023 results. Methodologies updated.
V.8.0	11/03/2025	Results for rail travel 2023 updated.
V.9.0	03/02/2026	Results and reduction initiatives for 2025 reporting period added. Minor updates to wording and formatting for PPN 006 requirements. Methodologies updated. Carbon reduction measures updated.
V.10.0	08/09/2026	2025 results for commuting and homeworking updated following additional survey responses.

Supplier name: **Arvato Ltd trading as ArvatoConnect**

Publication date: 30/09/2026

Executive Summary

This Carbon Reduction Plan (CRP) has been produced in response to Procurement Policy Note (PPN) 006 (previously 06/21) which specifies how ArvatoConnect should have a plan to manage greenhouse gas (GHG) emissions and have a commitment to Net Zero emissions by 2050 in order to bid for Government contracts. To meet this overarching requirement, ArvatoConnect are committed to achieving Net Zero by the end of 2050 at the latest and have set the ambitious goal of becoming carbon neutral by 2030 in alignment with ISO 14068-1.

This Carbon Reduction Plan covers the reporting periods 2019 to 2025 (1st January – 31st December) Emissions were quantified using ISO14064-1: 2019 methodology and UK GHG Conversion Factors. 100% of Scope 1, 2 and relevant Scope 3 emissions as defined in the GHG protocol were included. 2019 acts as the base year. Total location and market-based emissions are summarised below:

Emissions Summary – tCO_2e							
	2019	2020	2021	2022	2023	2024	2025
Scope 1	178.26	65.81	70.41	94.84	125.84	167.74	156.78
Scope 2 (Location)	559.94	381.24	312.39	238.16	260.34	260.25	168.44
Scope 2 (Market)	559.94	381.24	286.36	-	-	17.64	-
Scope 3	2,193.02	1,254.67	1,947.30	1,548.08	1,600.07	1,281.42	1,522.31
Total (Location)	**2,931.22**	**1,701.72**	**2,330.11**	**1,881.09**	**1,986.25**	**1,709.40**	**1,847.53**
Total (Market)	**2,931.22**	**1,701.72**	**2,304.07**	**1,642.92**	**1,719.00**	**1,466.79**	**1,679.09**
Change from Previous Year (Location)	-	-41.95%	+36.93%	-19.27%	5.59%	-13.64%	+9.79%
Change From Previous Year (Market)	-	-41.95%	+35.40%	-28.69%	5.05%	-14.67%	+15.29%
Change From Baseline (Location)	-	-41.95%	-20.51%	-35.83%	-32.24%	-41.68%	-36.97%
Change From Baseline (Market)	-	-41.95%	-21.40%	-43.95%	-41.12%	-49.96%	-42.72%

We have set the following annual reduction targets. 2019 acts as the base year:

- Achieve zero leaks from HVAC systems
- Reduce emissions from gas by 10% and phase out gas across the business by 2030
- Reduce emission from company vehicles by 8%, with all vehicles EV by 2033
- Reduce emissions from electricity consumption by 12%
- Reduce emissions from purchased goods and services by 8%
- Reduce emissions from capital goods by 5%
- Reduce emissions from grey fleet business travel by 8%, with all grey fleet EV by 2036

- Reduce emission from air travel by 10%
- Reduce emissions from commuting by 8%
- Reduce emissions from water supply and treatment by 5%

For electricity we had originally aimed for 10% annual reduction. As we have exceeded targets, this has been updated to 12%. An additional target has been added for water consumption and air travel. Dual reporting is used for Scope 2 emissions to reflect our procurement of renewable electricity.

To present a full account of Scope 3 emissions, in 2025 we added results for purchased goods and services from our supply chain using a spend-based approach. For the 2025 reporting period methods were updated and used supplier specific conversion factors to increase the accuracy of reporting and better reflect ArvatoConnect's choice of suppliers.

ArvatoConnect have implemented a series of environmental management measures to reduce its carbon footprint during and prior to the reporting periods. These measures focus on energy reduction and efficiency improvements such as the installation of PIR LEDs. Measures to reduce emissions from travel include supporting staff's ability to work remotely, car sharing schemes and cycling schemes. We have also developed a Low Emissions Vehicle Policy for business travel to prioritise public transport. Remote working and meetings are embraced to reduce the need for commuting and business travel, with many of our staff fully remote now. A certified ISO 14001 Environmental Management System is in place to identify environmental impacts and aspects and improve environmental performance over time. Staff laptops are refurbished in some cases to minimise the need for new devices. No laptops are disposed of via landfill.

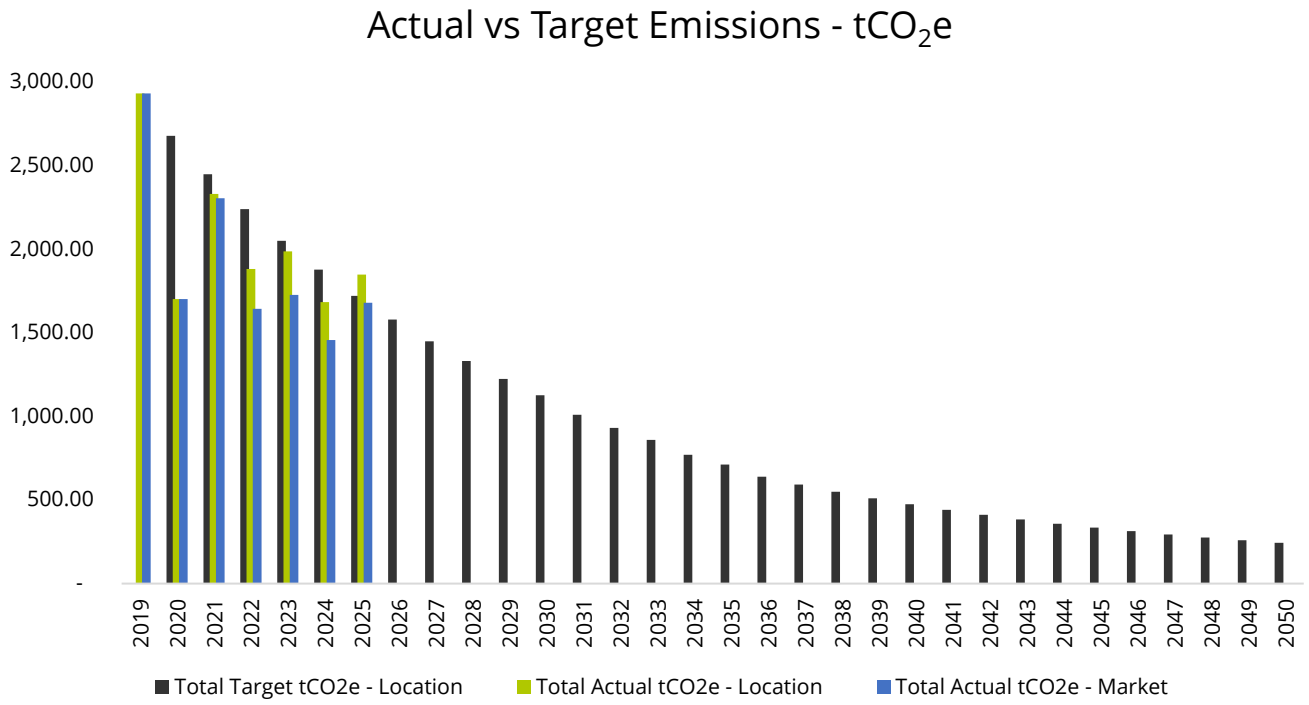
To further reduce its carbon footprint ArvatoConnect have committed to implementing additional environmental management measures in the future. These focus on behaviour and technological changes to avoid leaving electrical items on stand-by and efficiency measures to reduce water consumption and waste production. Emissions associated with commuting and business travel will be reduced by increasing the EV charging capacity at company premises to support staff's switch to EVs over the next decade. We will also continue to embrace technological solutions that support remote working and eliminate the need for unnecessary business travel. All company vehicles are now either hybrid or EV.

ArvatoConnect are also committed to having a sustainable supply chain. This will be achieved via prioritising suppliers with verified sustainability credentials and making sustainability a key consideration in procurement.

We project that location-based carbon emissions will decrease over the next five years (2030) to 1,125.91 tCO_2e, this is a reduction of 61.59% against the 2019 base year.

Despite an increase in 2025 compared to 2024, we are tracking well against our targets. These were amended in 2023 to be more ambitious.

Results of quantification for 2019 – 2025 show we are on track to achieve long-term reduction targets. Progress against targets can be seen in the graph below:



Introduction

Background to ArvatoConnect

ArvatoConnect are a trusted partner to both the private and public sectors, with expertise in delivering award-winning customer services, business process outsourcing (BPO) and public sector and citizen services. With more than 50 years of experience, ArvatoConnect design and deliver innovative, individual solutions for some of the world's most respected consumer brands and UK public sector organisations, through long-term partnerships. Staff are also able to support organisations across 11 countries due to their multi-lingual capabilities

ArvatoConnect currently has 4 operational UK sites and 811 employees. Approximately one-third of staff are now entirely homeworking, with hybrid working offered to most remaining staff. In 2023 we re-located our head office from Slough to a new energy efficient building in Datchet.

Intended Users and Responsible Parties

Intender users are those that rely on GHG results to make decisions:

- **Natalie Molina** (Head of HR Projects and Social Impact) and **Joseph Clark** (Social Impact Specialist) are responsible for ArvatoConnect's GHG reporting and for the provisional of activity data necessary to complete quantification.
- **Richard Parkin** (Chief Financial Officer) is responsible for signing off on this Carbon Reduction Plan as per PPN 006 requirements.
- **David Algar** (Head of Verification, Carbonology® Ltd.) is responsible for preparing this Carbon Reduction Plan and for the quantification of emissions.

Intended Uses

GHG information will be used:

- To meet ArvatoConnect's legal and reporting requirements
- To transparently disclose GHG results to stakeholders
- To inform internal decisions around reduction initiatives
- As part of tender requests and other commercial requirements

Boundaries

Organisational Boundaries

This Carbon Reduction Plan is intended to cover all emissions associated with activities key to ArvatoConnect's success as a business. In line with ISO 14064-1:2019 the control approach has been taken. This covers all facilities and activities that ArvatoConnect has financial control over and aims to include all significant sources. No attempts have been made to intentionally exclude significant sources of emissions.

Emissions are be categorised at the facility level and subdivided where data allows. Below are the specific sites covered by this Carbon Reduction Plan, and for what periods they were operational. No sites have been excluded, and estimates have been performed for sites where data were missing or incomplete. Sites are offices primarily used for desk-based administration and team meetings.

The table below details sites that are currently operational:

Site:	Address:
Datchet	Ditton Park Rd, Riding Ct Rd, Datchet, Slough SL3 9GL
Newcastle	Stockbridge House, Trinity Gardens, Newcastle, NE1 2HJ
Swansea	Sandringham Park, Swansea Vale, SA7 0EA
Willerby	The Boathouse, Albion Mills, Albion Lane, Willerby, HU10 6DN

The table below shows which sites are included within organisational boundaries for each reporting periods, with green cells indicating an operational site:

	2019	2020	2021	2022	2023	2024	2025
Bootle			*Closed late 2021*				
Chesterfield			*Closed mid 2021*				
Datchet					*Opened mid 2023*		
Farnborough					*Closed mid 2023*		
Maple Cross							
Newcastle			*Opened late 2021*				
Slough					*Closed mid 2023*		
Swansea							
Warwick				*Closed mid 2022*			
Willerby							

Reporting Boundaries

100% of direct Scope 1 and indirect Scope 2 emission within organisational boundaries have been quantified and reported on. Indirect Scope 3 inclusions represent a true and fair representation of ArvatoConnect's core operations.

Where possible we have quantified emissions separately for CO_2, CH_4 and N_2O. All emissions reported as tCO_2e. We are continually looking for opportunities to increase the scope of our reporting boundaries.

Reporting boundaries are detailed below:

ISO 14064-1 Annex B Categorisation	Emissions Scope	Included Sources
Category 1: Direct GHG emissions and removals	**1**	**Included** • Gas • Company vehicles • Fugitive emissions
Category 2: Indirect GHG emissions from imported energy	**2**	**Included** • Purchased electricity
Category 3: Indirect GHG emissions from transportation	**3**	**Included** • Business travel – grey fleet • Business travel – air • Business travel – rail • Business travel – taxi • Business travel - hotels • Upstream transportation • Commuting
Category 4: Indirect GHG emissions from services used by organization	**3**	**Included** • Purchased Goods and Services • Capital Goods • Fuel & Energy Related Activities • Waste • Water supply • Water treatment
Category 6: Indirect GHG emissions from other sources	**3**	**Included** • Homeworking

Reporting periods included within this report are 2019 to 2025 (1st January -31st December), with 2019 acting as the base year. Fuel and energy related activities (FERA) refers to transmission and distribution (T&D), and well-to-tank (WTT) for the following sources where applicable:

- Stationary combustion
- Mobile combustion
- Electricity generation
- Electricity transmission and distribution (WTT)
- Business travel

Significance Policy

In order to define which emission are significant, and are therefore included within reporting, we have developed a Significance Policy.

ArvatoConnect consider its significant emission to be:

- Those with the largest contribution to total organisational emissions
- Those required under mandatory legal reporting (SECR/ESOS)
- Those required by stakeholders as part of tendering requirements (PPN 006)
- Those where data are obtainable, and calculations can be completed within a reasonable degree of uncertainty
- Those where we have the ability to achieve the greatest reductions over time

Commitment to Achieving Net Zero

ArvatoConnect is committed to reducing emissions over time to meet the Government Net Zero by 2050 target. Net Zero will be achieved for Scope 1 and 2 emissions via phasing out gas at offices, switching all offices to renewable energy tariffs and implementing a Low Emissions Policy for company vehicles. We are continually looking for ways to reach Net Zero Scope 3 emissions.

ArvatoConnect is committed to reviewing its emissions annually and maintaining its commitment to Net Zero. This commitment will be supported by the consistent quantification of Scope 1, Scope 2, and relevant Scope 3 emissions. Following the quantification and reduction of emissions as a result of the implementation of the Carbon Reduction Plan, ArvatoConnect will purchase carbon credits from a credible source that has been verified by a third-party to offset remaining emissions. ArvatoConnect are aiming to achieve carbon neutrality in line with ISO 14068-1 by 2030.

GHG Results

Below is a summary of emissions from 2019 – 2025 by source and Scope.

Total Emissions – tCO_2e								
		2019	2020	2021	2022	2023	2024	2025
Scope 1	Stationary combustion	96.51	63.60	68.42	42.79	121.65	165.42	153.88
	Mobile combustion	81.74	2.21	1.99	1.52	4.20	2.32	2.91
	Fugitive emissions	-	-	-	50.53	-	-	-
Total Scope 1		**178.26**	**65.81**	**70.41**	**94.84**	**125.84**	**167.74**	**156.78**
Scope 2 location	Electricity - location	559.94	381.24	312.39	238.16	260.34	260.25	168.44
	Purchased heating - location	-	-	-	-	-	-	-
	Purchased cooling - location	-	-	-	-	-	-	-
Scope 2 market	Electricity - market	559.94	381.24	286.36	-	-	17.64	-
	Purchased heating - market	-	-	-	-	-	-	-
	Purchased cooling - market	-	-	-	-	-	-	-
Total Scope 1 & 2 - location		**738.20**	**447.05**	**382.81**	**333.00**	**386.18**	**427.99**	**325.23**
Total Scope 1 & 2 - market		**738.20**	**447.05**	**356.77**	**94.84**	**125.84**	**185.38**	**156.78**
Scope 3	Purchased goods and services	307.63	476.53	826.57	797.31	958.47	729.50	998.20
	Capital goods	210.75	93.40	140.41	135.90	84.03	55.83	17.35
	Business travel - grey fleet	120.92	-	15.29	27.80	33.02	31.45	20.65
	Business travel - air	12.37	0.42	1.22	33.59	58.75	28.40	4.69
	Business travel - rail/other	11.40	0.14	1.33	3.96	5.52	8.65	9.08
	Business travel - hotel stays	41.92	9.18	2.46	7.83	11.55	10.16	10.55
	Commuting	1,282.43	551.68	808.05	389.44	258.15	206.36	229.49
	Upstream transportation	2.06	0.30	0.30	0.29	0.27	0.06	0.22
	Downstream transportation	-	-	-	-	-	-	-
	Fuel & energy related activities (T&D)	47.54	32.79	27.65	21.79	22.52	23.00	17.63
	Fuel & energy related activities (WTT - energy)	93.01	65.41	100.25	69.46	82.79	91.86	72.87
	Fuel & energy related activities (WTT - transport)	54.49	0.56	5.08	15.81	25.72	18.45	10.24
	Waste	1.77	0.48	0.34	0.83	0.62	0.18	5.39
	Waste water	2.93	0.83	2.09	2.21	0.71	0.87	0.65
	Water supply	1.50	0.43	1.21	1.27	0.65	0.58	0.77
	Upstream leased assets	-	-	-	-	-	-	-
	Downstream leased assets	-	-	-	-	-	-	-
	Investments	-	-	-	-	-	-	-
	Homeworking	2.30	22.53	15.04	40.59	57.32	75.88	124.54
Total Scope 3		**2,193.02**	**1,254.67**	**1,947.30**	**1,548.08**	**1,600.07**	**1,281.42**	**1,522.31**
Total emissions - location		**2,931.22**	**1,701.72**	**2,330.11**	**1,881.09**	**1,986.25**	**1,709.40**	**1,847.53**
Total emissions - market		**2,931.22**	**1,701.72**	**2,304.07**	**1,642.92**	**1,725.92**	**1,466.79**	**1,679.09**

Renewable energy tariff came into effect 1st December 2021 across the business. Datchet has a pre-existing renewable energy supply evidenced be a certificate from the energy provider. In 2024 a small amount of energy was procured from non-renewable sources. Blank values above are either 0 tCO_2e or not relevant to ArvatoConnect.

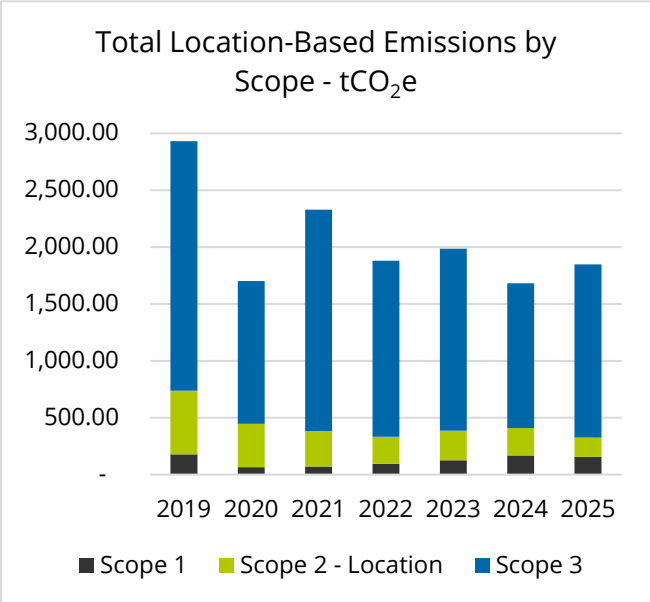
The table below shows change between reporting periods for both location and market-based reporting.

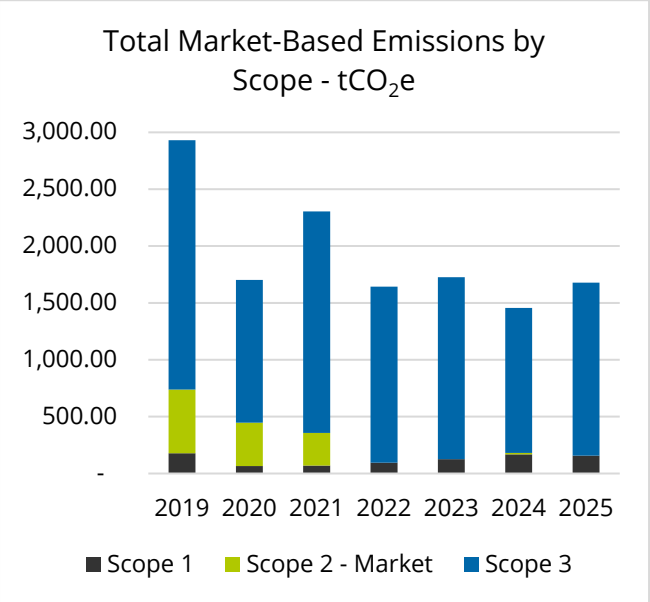
Changes From Baseline							
	2019	2020	2021	2022	2023	2024	2025
Location - Change from Baseline (2019) - tCO_2e	-	-1,229.50	-601.11	-1,050.13	-944.96	-1,221.81	-1,083.69
Location - Change from Baseline (2019) - %	-	-41.95%	-20.51%	-35.83%	-32.24%	-41.68%	-36.97%
Market - Change from Baseline (2019) - tCO_2e	-	-1,229.50	-627.15	-1,288.30	-1,221.89	-1,464.43	-1,252.13
Market - Change from Baseline (2019) - %		-41.95%	-21.40%	-43.95%	-41.12%	-49.96%	-42.72%

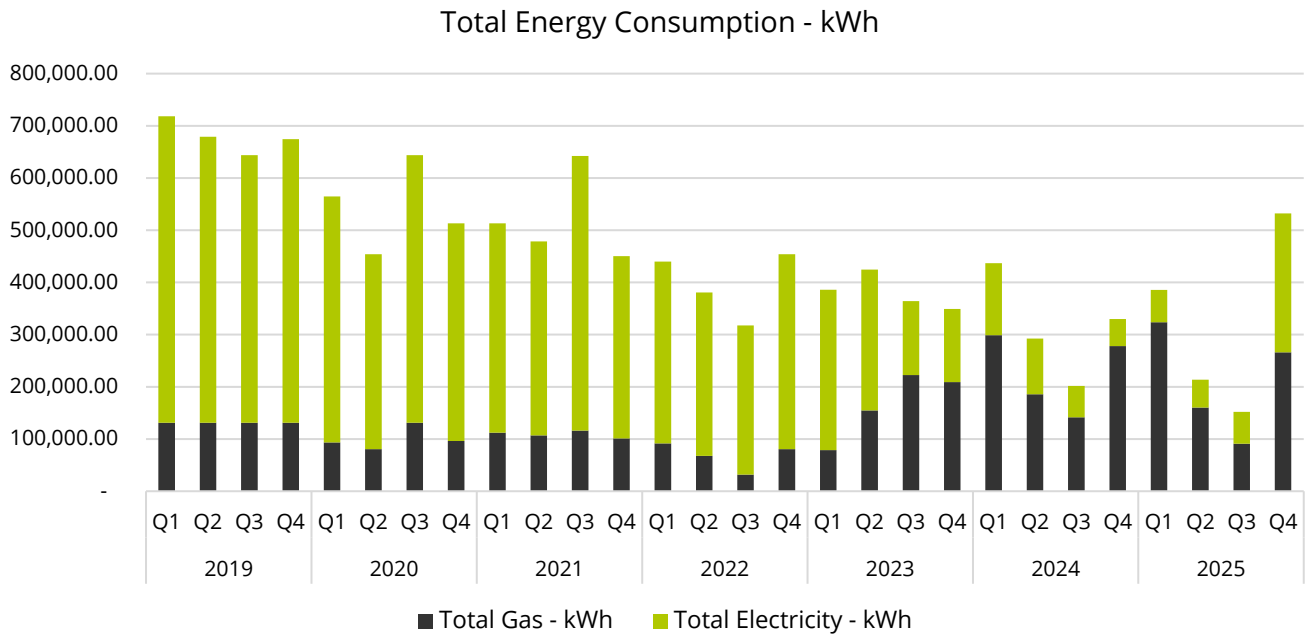
Total location and market-based emissions have significantly reduced since the 2019 baseline. As with most businesses, 2020 was an anomalous year where operations were significantly impacted by COVID-19 restrictions.

Despite a increase in emissions in 2025 compared to 2024, overall, the tCO_2e from most emission sources is decreasing year-on-year. Due to increased remote working, emissions from this source have gone up, but this has resulted in significantly lower emissions from energy and transportation.

Due to the nature of our business, we are continually opening and closing sites which can of course impact overall emissions. The graph below shows that overall, energy consumption (gas and electricity) has decreased year-on-year at all sites. No historic data were available for Chesterfield and Maple Cross. Slough closed Q2 2023, with staff being relocated to a new site in Datchet. Estimates were required for calculate Bootle energy consumption, but this accounts for less than 1% of kWh across the business each year. Estimates also required for Farnborough as no energy data were available. Datchet is now the only site that uses gas.







Datchet is now the only site that utilises gas, with consumption apportioned to ArvatoConnect based off occupied floorspace in the building. Overall total energy consumption is decreasing, largely due to consolidating sites. 2025 saw a minor increase in total kWh compared to 2024.

Emissions for CO_2, CH_4 and N_2O have been quantified individually where emission factors allow.

Baseline Emissions Footprint

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

The period 1st January 2019 to 31st December 2019 acts as the baseline against future Carbon Reduction Plan reporting periods. 2019 has been chosen as a base year as this is more representative of 'normal' operations prior to the COVID-19 pandemic.

GHG emissions were calculated in-line with ISO14064-1:2019 methodology and presented in GHG Inventories for each period, displaying specific sources of emissions. UK Government conversion factors from the Department for Business, Energy and Industrial Strategy and the Office for National Statistics were used to convert activity data into kilograms of carbon dioxide equivalent ($kgCO_2e$) as well as directly into kg of CO_2, CH_4 and N_2O where appropriate. Emissions are reported as tonnes CO_2e.

Emissions are calculated by multiplying activity data (e.g., kWh or km travelled) by the appropriate conversion factor. Conversion factors are based on the IPCC 100-year global warming potential of these gases.

Details of calculations and assumptions associated with specific emission sources are detailed in the following sections. To maintain a commitment to transparency, all decisions regarding calculations and estimates have been recorded to enable an open and objective review of methods. Conservative approach taken where estimates required to avoid under-reporting.

Calculations are subject to continual review as data is collected and methodologies are refined. We are conscious of the fact that 2020 was an abnormal year due to COVID-19 restrictions, hence why this was not chosen as a base year.

Baseline Year: 2019 (1st January 2019 – 31st December 2019)		
2019 established as baseline year due to being more representative of BAU before COVID-19.		
Emissions	**Total (tCO_2e)**	
Scope 1	178.26	
Scope 2	Location: 559.94 Market: 559.94	
Scope 3 (Included Sources)	**Total Scope 3:**	**2,193.02**
	1: Purchased goods and services	309.13
	2: Capital goods	210.75
	3: Fuel and energy related activities	195.04
	4: Upstream transportation and distribution	2.06
	5: Waste generated in operations	4.71
	6: Business travel	186.61
	7: Commuting (inc. homeworking)	1,284.73
Total Emissions	**Location: 2,931.22 tCO_2e** **Market: 2,931.22 tCO_2e**	

Current Reporting Year

Year: 2025 (1st January 2025 – 31st December 2025)		
4 sites operational in 2025. All electricity from renewable sources.		
Emissions	**Total (tCO_2e)**	
Scope 1	156.78	
Scope 2	Location: 168.44 Market: 0.00	
Scope 3 **(Included Sources)**	**Total Scope 3:** 1: Purchased goods and services 2: Capital goods 3: Fuel and energy related activities 4: Upstream transportation and distribution 5: Waste generated in operations 6: Business travel 7: Commuting (inc. homeworking)	**1,522.31** 998.97 17.35 100.74 0.22 6.05 44.96 354.03
Total Emissions	**Location: tCO_2e: 1,847.53** **Market: tCO_2e: 1,679.09**	

Methodologies

GHG emission calculated using DEFRA conversion factors for each reporting period. Since 2019 significant improvements have been named in the accuracy of data and methodologies. Below is a summary of our quantification approach following the requirements of ISO 14064-1.

All emissions are contained within a GHG Inventory and categorised using Scopes 1,2,3 as defined in the GHG Protocol and categories as defined in ISO 14064-1 Annex-B.

Quantification Process Overview

Below is a high-level overview of our quantification approach.

- Define organisational (sites) and reporting (sources) boundaries
- Determine if emission sources are significant and if data are realistically obtainable
- Collect data from required sources (utilities invoices, travel claims, Commuting Survey, etc.)
- Save data in electronic format and give the file an appropriate reference and version number
- Check data for anomalies
- Based on the completeness of data and significance of anomalies, either discount the data entirely and substitute with an appropriate benchmark/average, or make a reasonable judgement on the anomaly and correct for this

- Confirm units of measurement to enable factor selection
- Add data to Emissions Monitoring System and multiply by corresponding conversion factor(s)
- Spot checks on data and results to check for discrepancies across or between reporting periods

'Average' factors (or equivalent) may be used where the selection of a specific factor is not possible. All methods should be conservative to avoid underestimation. Where monthly data are missing, appropriate averages should be used to fill in blanks.

Emissions from activity data are calculating using the formula below:

$$tCO_2e = \frac{activity\ data\ \times conversion\ factor}{1000}$$

Updates in Methodologies

In line with ISO 14064-1, if new data or methods arise that yield more accurate and reliable results, we will quantify emissions. The following updates have occurred since the initial issue of the CRP:

Energy

New methodology for Farnborough energy consumption used based on estimated energy consumption per workstation.

Homeworking

In previous reporting periods we had manually calculated homeworking emissions assuming that staff consume 200W per hour while working from home. As new emissions factors for homeworking were released in 2022 these have been retrospectively applied based on the total estimated homeworking hours across the business. This has resulted in slightly lower homeworking emissions, but this has not made a significant result on overall emissions.

Commuting

An out-of-date conversion factor had been incorrectly applied to 2021 commuting via car. This has been rectified and has reduced 2021 commuting emissions by approximately 6% for the period.

The methodology for commuting emission has been updated. A survey is now used to collect detail data from staff. Results from the 2023 survey showed average distances travelled by staff, these average distances were used to update commuting estimates for 2022 and increase accuracy. Despite an improvement to the 2022 methodology, results are still deemed uncertain due to the lack of supporting data that were available at the time of calculation. A survey will be used moving forward.

Capital Goods

Conversion factors from product carbon footprints (PCFs) were used where possible instead of solely using DEFRA conversion factors. Historic figures were recalculated to improve accuracy.

Purchased Goods and Services

In 2025 an activity data from suppliers were used. This involved using published emission figures from suppliers and apportion emissions to ArvatoConnect based off spend and supplier revenue. Further information on methodologies below.

Assumptions and Estimates

Relevant UK Government emission conversion factors have been used for all reporting periods. $kgCO_2e$ divided by 1000 to calculate tCO_2e.

As per the requirements of ISO 14064-1, quantification has been completed to minimise uncertainty, and yield accurate, consistent, and replicable results. Estimates have been made in a manner that precludes underestimations.

We are committed to gathering more detailed data where required to enable accurate estimations and reduce uncertainty. No emission sources have been intentionally excluded. All available data has been utilised, either to report directly or to support proxy calculations and estimates.

Fugitive Emissions

No estimates or assumptions required as kg of leaks of specific gases evidenced in maintenance records. Kg of gas multiplied by corresponding DEFRA conversion factor. The only occurrence of fugitive emissions was in 2022. The issue has since been rectified and no leaks occurred since.

Utilities

Majority of utilities data were available from meter readings or invoices. Where direct electricity usage data was not available, proxy calculations have been using the floor space of offices and the average kWh per square foot at offices where electricity was recorded. Floor space is not known for every office. A lack of operational control has prohibited data collection at offices where no electricity has been reported.

Farnborough energy consumption estimated based on estimated energy per workstation, per year. Calculations assumed 0.2kWh per workstation (i.e., staff) per hour. This is based on typical electronic items staff use (laptop, monitor, phone, etc) plus intermittent use of a kettle. Conservative approach taken but overall emissions were less than 1%.

Electricity transmission and distribution (T&D) reported separately as Scope 3.

Water data collected from internal Green Screen records. Data on wastewater not available for all sites so we have assumed that 95% of water supplied to buildings by volume was disposed of via drains.

Utilities data for Datchet are only available for the entire building. Consumption that ArvatoConnect are responsible for has been estimated based on occupied floor space. As of 2023 all gas, electricity and water data were available for operational sites and minimal estimates or assumptions were required.

Purchased Goods and Services

A spend based approach was taken using ONS conversion factors for $kgCO_2e$ per £ spent. Financial data were used to categorise suppliers based on their SIC 07 code which corresponded specific conversion factors. If a SIC 07 code could not be located, the most appropriate factor was selected based off the activities of the suppliers.

Where factors were not available for reporting periods, the most recent factors were corrected for inflation using Bank of England rates. Spend that was already accounted for using activity data, such as utilities and waste, was excluded from PG&S calculations. For practical reasons it was not possible to categorise each supplier individually. Approximately 90% of spend was categorised for each reporting period, this was then extrapolated up to estimate emission from 100% of spend.

In 2025 calculations utilised published emissions results from 16 suppliers, equating to approximately 30% of total included spend. This method better reflects ArvatoConnect's supply chain emissions, rather than relying on industry average emission factors. Total location-based emissions where apportioned to ArvatoConnect based of suppliers' revenue and ArvatoConnect's spend with them. The latest published GHG and financial results were used for all suppliers. Not all suppliers had figures available for 2025. Suppliers were only included if published inventories were comprehensive, included all relevant Scope 3s and ideally externally verified.

Capital Goods

Where possible emissions were calculated using PCFs for specific physical goods, primarily I.T. equipment. PCFs were located rom supplier websites. If a specific model was unavailable the closest one available based on the product description was selected. For goods that consume electricity the use-phase was excluded from results as this has already been accounted for via electricity or homeworking calculations.

Company Vehicles and Business Travel

Company vehicles' emissions calculated from a mixture of distance and volumetric fuel consumption data. Business travel including flights, rail, grey fleet and hotels calculated from expense claims. Average car factors used where engine size not known.

Data showed hotel stays in Germany and South Africa, but the majority of hotel stays are within the UK. Country specific conversion factors applied for each period.

Air travel calculated on a passenger.km basis with radiative forcing (RF) included to account for indirect non-CO_2 impacts. Class specific factors for flights applied where flight where flight class was known. Average passenger factor used where flight class was not confirmed.

Rail data from expense claims. Assumed all to be national rail as it was not possible to split data by national rail and London Underground.

Commuting

For the 2023 and 2024 reporting period an in-depth electronic survey was used to support commuting calculations. This requested staff to provide information on number commuting days per week, distance travelled, and mode of transport. Calculations considered annual leave and bank holidays. For practical reasons it was assumed that staff all have the same number of days off .

Results from the survey were extrapolated to estimate emissions from all relevant staff. Historic calculations for commuting were then amended where possible based on the average distances per mode of transport indicated within the surveys. Extrapolation not applied to staff who are entirely remote workers.

The electronic survey will be used moving forward to increase the accuracy of commuting calculations. Limited information was available to support commuting calculations previously and these were largely based on estimates for office attendance, mode of transport and distances.

Homeworking

Total number of home working hours calculated based on office attendance records, assuming that staff work standard 8-hour days. Methodology has been updated from previous years. 2022 conversion factors for homeworking applied retrospectively as equivalent ones for do not exist for previous years.

As with commuting, an electronic survey has been used to calculate homeworking for 2023 onwards. This was not previously used so historic calculations are based off estimates with a higher degree of uncertainty.

Calculations used DEFRA conversion factors for *office equipment* and *heating*, with the assumption heating is used for 4 months of the year. Reported results from surveys were extrapolated to estimate homeworking emissions for 100% of staff.

Upstream Transportation

Emissions from upstream transportation has been estimated based on the weights of purchased goods (I.T. equipment and paper) multiplied by 150km to identify tonne.km. 150km has been used as a conservative estimate to cover a large portion of England, we are collecting information to enable a more accurate estimate. *Average diesel van* conversion factor for tonne.km. Data for 2022 were not available so 2021 figures used as a proxy.

Fuel & Energy Related Activities

DEFRA conversion factors for T&D and WTT applied to relevant activity data and reported as Scope 3. FERA emissions includes:

Waste

Site specific data available for Datchet and Swansea. Estimates performed at some sites where data were only available for the entire building that ArvatoConnect share occupancy with other tenants in. Waste was apportioned based on occupied floor space within buildings.

Emissions Reduction Targets

Quantitative targets have only been set for emission sources where there is sufficient data to enable quantification with an acceptable level of uncertainty. Part of ArvatoConnect's overall sustainability goal is to collect more data on emission sources to improve the reliability of quantifications and reduction predictions.

Below is a summary of emission reduction targets. Quantitative targets have been set for over 90% of base year emissions. In order to continue our progress towards Net Zero, we have adopted the following annual reduction targets. Savings mentioned below are against the 2019 base year.

- Achieve zero leaks from HVAC systems
- Reduce emissions from gas by 10% and phase out gas across the business by 2030
- Reduce emission from company vehicles by 8%, with all vehicles EV by 2033

- Reduce emissions from electricity consumption by 12%
- Reduce emissions from purchased goods and services by 8%
- Reduce emissions from capital goods by 5%
- Reduce emissions from grey fleet business travel by 8%, with all grey fleet EV by 2036
- Reduce emission from air travel by 10%
- Reduce emissions from commuting by 8%
- Reduce emissions from water supply and treatment by 5%

We project that location-based carbon emissions will decrease over the next five years (2030) to 1,125.91 tCO_2e, this is a reduction of 61.59% against the 2019 base year.

Despite a minor increase in 2025 compared to 2024, we are tracking well against our targets. These were amended in 2023 to be more ambitious.

Additional to this we are also aiming to divert 100% of waste from landfill and are reviewing opportunities to increase reduce waste levels and increase recycling. Over 50% of our waste by weight is currently recycled with the majority of the remaining waste sent for energy recovery. Recycling rates will be improved via behavioural changes in offices and evidenced in waste transfer notes from authorised waste management companies. WEEE is minimised via our specialist I.T supplier. Goods are often refurbished to minimise the need for new equipment. Where goods must be disposed there are diverted from landfill and donated in some cases.

We recognise that passive reductions in emissions will occur over time but are committed to going beyond this and making pre-active reductions where practical.

Our Environmental Policy can be found here and is reflective of the following quantifiable targets. Below are some further details on key targets.

- **Reduce emissions from purchased goods and services by 8%**
- **Reduce emissions from capital goods by 5%**

In 2025 we quantified emission for purchased goods and services and retrospectively added them to results to paint a full picture of ArvatoConnect's emissions. An objective for future reporting periods is to move away from an entirely spend-based approach and to use activity data provided by suppliers to give a more accurate depiction of ArvatoConnect's supply chain. For the 2025 reporting period we used supplier-specific conversion factors for the first time. This method was used for 16 of our top suppliers, representing approximately 30% of spend for the period. As a large amount of our supply chain are SMEs, not all have published full GHG inventories. Part of our strategy is to encourage suppliers to fully report on their emissions and provide details to us at the procurement stage.

- **Achieve zero leaks from HVAC systems**

HVAC systems are regularly maintained by qualified individuals. From 2019 to 2021 we had no recorded leaks but due to a malfunction with equipment a leak occurred in 2022. This has since been rectified and no leaks have occurred since. We recognise the small leaks will occur over time but via preventative maintenance we aim to achieve zero avoidable leaks.

- **Reduce emissions from gas by 10% and phase out gas across the business by 2030**
- **Reduce emission from electricity consumption by 12%**

Gas and electricity consumption, and associated emissions, have reduced significantly overall sites since 2019, largely due to consolidating sites and increasing remote working.

We are gradually phasing gas out across the business and aim to have it completely removed by 2030. We have already achieved this at the Newcastle office and replaced gas with a renewable electricity supply. Our new office in Datchet is now the only site that uses gas.

Electricity targets based on the potential savings from ArvatoConnect's most recent ESOS report. Originally, we had set a target to reduce emissions from electricity (including T&D) by 10%, but as we have exceeded targets this has been raised to 12%.

Key measures that are being taken to reduce energy consumption include prioritising the purchase of low energy equipment where possible and regularly replacing old equipment with more energy efficient models. Electrical equipment will be turned off when not in use, either by in-built low-energy use settings or behaviour changes from staff.

Analysis of electricity usage at the Swansea office showed consumption remained relatively high despite low attended to the office after March 2020. It was also identified that approximately 9% of electricity usage was attributed to nighttime use when staff are not working. We are investigating the feasibility to install smart meters to track energy usage and identify the source of this use overnight. An energy audit will also be performed to identify the amount of equipment left on overnight and opportunities for behaviour changes that will reduce energy consumption.

- **Reduce emission from company vehicles by 8%, with all vehicles EV by 2033**
- **Reduce emissions from grey fleet business travel by 8%, with all grey fleet EV by 2036**
- **Reduce emissions from commuting by 8%**
- **Reduce emission from air travel by 10%**

As with business travel, commuting is being eliminated/reduced via remote working and virtual meetings. All business travel will be reviewed to identify it has to take place, or if a virtual meeting can be used as a substitute. In some cases, we must travel internationally but this is in in frequent across the year. Overall, our business travel emissions are relatively low.

We are working on implementing a formal policy for business travel to conferences and other events that prioritises public transport and car sharing over individual car journeys. This was trialled for an event in 2023 and estimates show approximately 60% lower emissions due to the high uptake of trains and car sharing, compared to if all staff we to individually drive. Scaling up this initiative is expected to significantly reduce emission from business travel.

Emissions from commuting via car travel will be reduced in the long term via increasing the charging capacity at all offices. This enables staff to switch to EVs and plug-in hybrids.

This will be further supported by the introduction of a Low Emissions Vehicle Policy for company vehicles prioritising hybrids and electric vehicles over petrol/diesel where not entailing excessive costs or impracticality. This will apply to all future purchases, hires and leases. This assumes a gradual transition to hybrids/EVs for staff commuting (grey fleet) before 2030.

- **Switch to 100% renewable energy sources for electricity consumed by company premises**

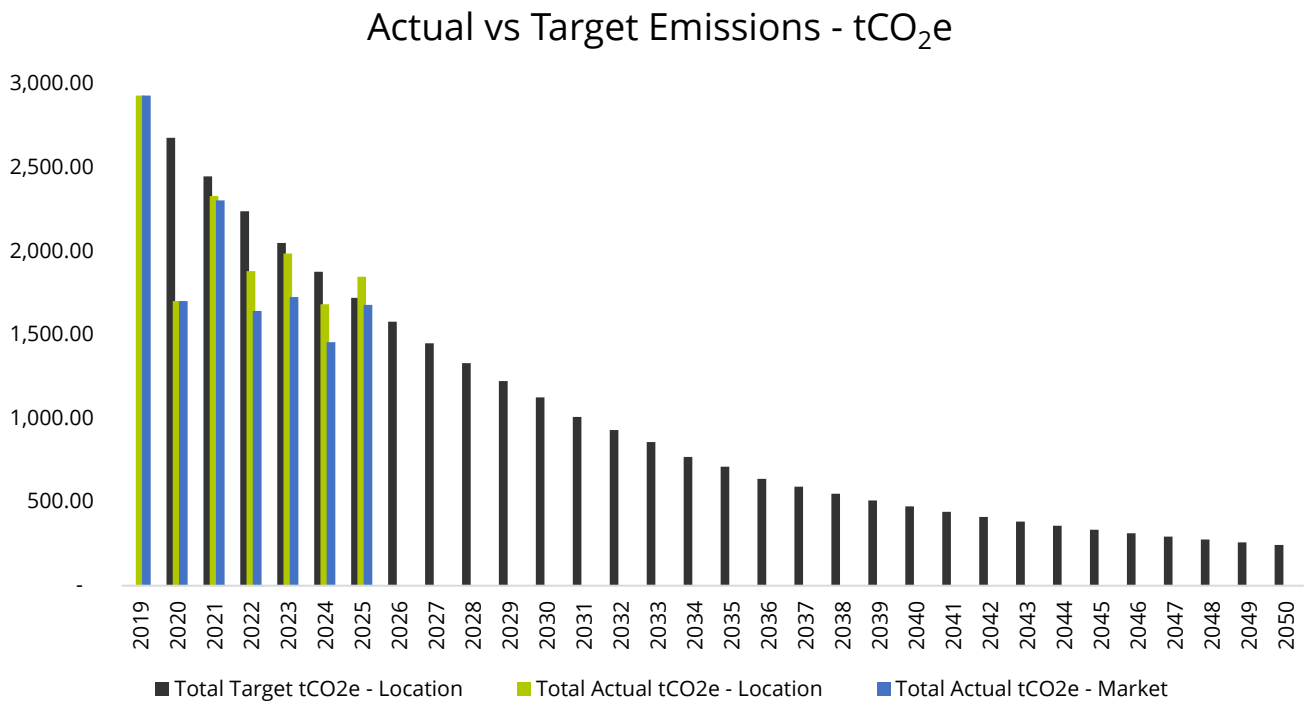
For 2022 and 2023 we had a 100% renewable energy supply. In 2024 a small proportion of our energy was from non-renewable energies, but from October 2024 onwards this changed back to an entirely renewable supply.

Another vehicle for success is regular and documented environmental awareness training for all staff across the company hierarchy. This helps influence behavioural changes that contribute towards ArvatoConnect reducing its emissions, such as saving energy and a better understanding of waste management. This environmental awareness training is planned to start in September 2021.

ArvatoConnect is committing to quantifying its emissions each year in order to gauge the success of its Carbon Reduction Plan. Remaining emission will then be offset with credible and third-party verified carbon credits in order to achieve and maintain carbon neutrality for each reporting period.

Quantifiable reduction targets have not been set for every area as sufficient data is not currently available to enable the creation of an accurate target. Although quantifiable targets have not been set for every area, the following sections outlines how ArvatoConnect have introduced environmental management measures to reduce emissions associated with areas such as gas, water, and waste

Results of quantification for 2019 – 2025 show we are exceeding reduction targets, with 2025 location-based emissions 36.97% lower than the 2019 base year. Progress against these targets can be seen in the graph below:



Carbon Reduction Projects

Completed Carbon Reduction Initiatives

The following environmental management measures and projects were implemented before or during the 2019 baseline reporting period.

The following environmental management measures and projects have been completed or implemented since the 2019 baseline. The carbon emission reduction achieved by these schemes equate to 1,210.35 tCO_2e (-36.97%) reduction against the 2019 baseline for location-based emissions. A 1,252.13 tCO_2e (-42.72%) saving has been achieved for market-based emissions. Measures will be in effect when in the delivery of contracts.

Energy:

- Installation of LED low energy lights with PIR systems
- Eco Hot energy efficient water boilers
- Manual hand dryers

- ESOS 3 energy audits
- Up-to-date building energy performance certificates
- 100% of office electricity supply from renewable energy

Waste:

- Recycling infrastructure in place
- Zero waste to landfill at the new Newcastle office
- Waterless urinals at the Swansea office
- Recycle paper and cardboard
- Toner cartridges recycled
- Purchase and use of energy efficient IT equipment
- Zero WEEE to landfill and some I.T. equipment refurbished or donated
- Green waste disposed off at local recycling centre
- Office furniture recycled and/or re-used

Travel:

- Car sharing and cycle to work scheme
- Hybrid working; supporting staff's choice to work remotely where possible and using technology to enable this
- Virtual meetings prioritised to eliminate unnecessary business travel
- Engaging with clients remotely to reduce the need for visitors to company premises
- Introducing updated travel policy to prioritise public transport and car sharing
- Minimising domestic flights and using public transport where possible

Water:

- Water based chemicals used internally and externally (grounds maintenance)

To track the success of these environmental management measures ArvatoConnect use an environmental monitoring system provided by our parent company Bertelsmann called Green Screen. This environmental reporting software provided data used to quantify emissions included in this reporting period and will be utilised in future reporting periods.

Direct data from utilities meters at company premises will also be included, along with bills associated with utilities where available.

In line with ArvatoConnect's Environmental Policy, the company is committed to fulfilling all its compliance obligations including any mandatory reporting of environmental performance and an overall commitment to meeting the Government's Net Zero by 2050 target.

Future Environmental Initiatives

In the future ArvatoConnect plan to implement further environmental management measures to reduce its emissions such as:

Energy:

- Replace appliances such as vending machines, photocopies and printers with low energy models
- Voltage optimisation
- LED/low energy lighting surveys at all buildings to ensure all lights in operation (internally and externally) are using the optimum energy efficient lighting
- Ensure all vending machines, photo copiers, hot water boilers, and all other relevant appliances are on timers to ensure they are turned off during the quiet hours of the building
- Behavioural changes to ensure all IT equipment is not left on stand-by – various options available to achieve this objective
- Promote the use of green energy procurement at offices not under operational control
- Liaise with landlords to install metering options including smart meters to enable better data collection.

Waste:

- All food waste sent to anaerobic digestive plants to create biogas
- Server room/comms room temperature optimisation
- Battery recycling scheme
- Objective for all sites to achieve zero waste to landfill

Travel:

- Formal policy to be introduced to only allow the purchase of hybrids and EVs for company cars
- Support staff's ability to switch to EVs by increasing charging capacity at company premises
- Formally implement low emissions business travel policy to prioritise public transport

Water:

- Reduce litres of water used to flush toilets
- Reduced water flow taps/tap aerators
- Rainwater harvesting systems
- Various urinal water reduction systems available

Other:

- Staff environmental awareness training and suggestion schemes
- Further efficiency savings available via BMS optimisation
- Thermostatic radiator valves
- Liaise with landlord to review insulation quality of buildings, HVAC pipework and draught proofing where necessary
- Increased tree planting and creation/enhancement of green spaces on company premises where practical
- Develop a procurement policy focusing on sustainable and transparent supply chains that have Net Zero goals aligned with ArvatoConnect's

Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 006 and associated guidance and reporting standard for Carbon Reduction Plans.

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

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

This Carbon Reduction Plan has been reviewed and signed off by The Chief People Officer.

Signed on behalf of the Supplier:

Sally Neale – Chief People Officer

Date: 30/09/2026

Annex

Table 1. Features a Carbon Reduction Plan must contain as specified in Guidance on taking account of carbon reduction plans table 1

	Requirement	ArvatoConnect Connect Response
1	Carbon Reduction Plan submitted which; confirms the supplier's commitment to achieving Net Zero by 2050	ArvatoConnect is committed to achieving Net Zero by 2050 at the latest and is aiming to achieve carbon neutrality by 2030 in alignment with ISO 14068-1, and to maintain this state of carbon neutrality for subsequent reporting periods. ArvatoConnect is committed to implementing this CRP as part of its business operations and quantifying emissions annually to gauge its success. In order to meet the Net Zero target ArvatoConnect will offset remaining emission with credible and third-party verified carbon credits.
2	Carbon Reduction Plan submitted which contains emissions reported for all required Scopes (in accordance with the required methodology),	ArvatoConnect has quantified Scope 1 and Scope 2 emissions as part of its SECR reporting. Where practical estimates have been performed to provide proxy figures of electricity consumption at offices. Scope 3 emissions have also been quantified and included in this Carbon Reduction Plan where data allows. No sources have been intentionally excluded and proxy calculations have taken place where possible. Scope 3 emissions quantified and included are: - Upstream transportation - Waste generated in operations. - Business travel (road, rail, air) - Employee Commuting - Transmission and distribution losses (T&D) - Water supply - Water treatment - Material use in purchased goods - Homeworking
3	Carbon Reduction Plan submitted which details environmental management and carbon reduction measures in effect during the delivery of the contract and	This Carbon Reduction Plan outlines numerous environmental management and carbon reduction measures. Quantitative targets have been set. These are realistic and achievable targets and have been assigned expected completion dates. Targets for electricity have been increased since previous version as they have been exceeded. Results show we are on exceeding targets overall but are conscious of the uncertainty COVID-19 still poses and that emissions may unpredictably fluctuate.
4	Reporting period falls no more than 12 months prior to the date of commencement of the procurement	Emissions have been quantified for 2019 – 2025 (1st January – 31st December) and will be re-quantified using consistent methodologies for following years. Environmental initiatives detailed in this Carbon Reduction Plan will be in effect until stated otherwise.

		This Carbon Reduction Plan will be reviewed annually. Necessary updates will be made prior to it being applied to contacts starting 12 months after the most recent reporting period.
5	Carbon Reduction Plan not submitted	Carbon Reduction Plan will be submitted upon request for relevant contracts. If Carbon Reduction Plan requires updates or amendments as a result of feedback from tendering process, they will be made in time for submission deadlines. This Carbon Reduction Plan will be signed off by top management (or equivalent) and published on the ArvatoConnect website. A summary version may be made public, but no key information will be excluded in attempt to present results in misleading manner. Updates will be made each year to reflect each reporting periods' emissions and the effectiveness of environmental initiatives.
6	Carbon Reduction Plan fails to confirm supplier's commitment to achieving Net Zero by 2050	See row 1.
7	Emissions in the Carbon Reduction Plan are not reported for any Scopes or only for some Scopes without explanation why	Emissions have been reported for Scope 1, 2 and 3 sources. Data for emissions were from primary sources including utilities bills and invoices, staff commuting survey, and Bertelsmann's Green Screen environmental reporting software. The only Scope 3 category that has not been included is downstream transportation. Due to the nature of the business, we do not undertake any downstream transportation.
8	Emissions in the Carbon Reduction Plan not reported for any Scopes or only for some Scopes, but supplier provides an acceptable explanation why	All available data has been quantified. Exclusions are detailed in Table 2 in the Annex. Details of assumptions and estimates can be found within the body of this report.
9	Reporting period is more than 12 months from the date of commencement of the procurement	See row 5
10	Reporting period is more than 12 months from the date of commencement of the procurement, **but provides an acceptable explanation why**	See row 5 If reporting period for contracts exceeds allowable time period, an acceptable explanation will be provided. This is a 'live' document. When new data arises, it will be added in as soon as practically possible. Quantification of 2026 emissions will begin in early 2027 when relevant data has been collated.
11	Supplier **fails to detail the environmental management measures in effect**, including certification schemes or specific	Environmental management measures are detailed in the main body of this Carbon Reduction Plan. This includes current and future initiatives. Initiatives are realistic and not based on speculative technologies.

	carbon reduction measures that will be in effect during the performance of the contract	

Annex A: Conditions of Participation

Conditions of participation		
1	Please confirm that you have detailed your environmental management measures by completing and publishing a Carbon Reduction Plan which meets the required reporting standard.	Yes
	Provide a link to your most recently published Carbon Reduction Plan here: LINK TO BE UPDATED	
2	Please confirm that your organisation is taking steps to reduce your GHG emissions over time and is publicly committed to achieving net zero by 2050.	Yes
	Please confirm your net zero target date (e.g. 2050): 2050	
3	**Baseline year: 2019**	
	Scope 1:	178.26
	Scope 2:	559.94
	Scope 3:	2,193.02
4	**Reporting year: 2025**	
	Scope 1:	156.78
	Scope 2:	168.44
	Scope 3:	1,522.31

Table 2. Scope 3 emissions. Table adapted from Technical standard for Completion of Carbon Reduction Plans . Full details of category descriptions can be found within this link. Scope 3 emissions are defined in the GHG Protocol.

Scope 3 Category	Minimum Boundary	Included / Excluded	Justification for Exclusion
4. Upstream transportation and distribution	The scope 1 and scope 2 emissions of transportation and distribution providers that occur during use of vehicles and facilities (e.g., from energy use) Optional: The life cycle emissions associated with manufacturing vehicles, facilities, or infrastructure	Included	Primary data on upstream transportation not available but has been estimated based on recorded purchases of paper and I.T equipment for the year. Weights of paper are recorded as primary data but weights of I.T, equipment has been estimated based on information online. tonne.km estimated on a 150km journey for goods. We are working to collect more information on Upstream transportation to enable more accurate calculations. A conservative distance has been used to

			estimate upstream transportation emissions.
5.Waste generated in operations	The scope 1 and scope 2 emissions of waste management suppliers that occur during disposal or treatment Optional: Emissions from transportation of waste	Included	Waste data for recycling, general, confidential and hazardous waste available for Slough, Swansea, Willerby, Warwick, and Newcastle. Waste production was significantly reduced due to low / no attendance to offices over 2020 due to COVID – 19 restrictions. Appropriate conversion factors used for each waste stream.
6. Business travel	The scope 1 and scope 2 emissions of transportation carriers that occur during use of vehicles (e.g., from energy use) Optional: The life cycle emissions associated with manufacturing vehicles or infrastructure	Included	Included. Data provided from Green Screen and expense reports. Data for grey fleet, flights and rail included and quantified. Scope 1 company vehicles use reported separately.
7. Employee commuting	The scope 1 and scope 2 emissions of employees and transportation providers that occur during use of vehicles (e.g., from energy use) Optional: Emissions from employee teleworking	Included	Total commuting and homeworking emissions estimated and included based on data collected in staff all operational offices in each period. 2023 and 2024 estimates from survey. Results from survey used to updated estimates for historic commuting emission where minimal data were available. Since the publication of the previous CRP, the methodology for homeworking emissions has been updated. This has been applied retrospectively to obtain more accurate results but has not made a significant difference.
9. Downstream transportation and distribution	The scope 1 and scope 2 emissions of transportation providers, distributors, and retailers that occur during use of vehicles and facilities (e.g., from energy use) Optional: The life cycle emissions associated with manufacturing vehicles, facilities, or infrastructure	Excluded	ArvatoConnect do not produce or distribute any physical products or raw materials. Emissions from manufacture of purchased goods included (I.T. equipment, paper)
Other exclusions	Scope 3 emission of water use and wastewater treatment	Included	Scope 3 emissions from water supply and treatment included for Slough, Swansea, and Willerby. Primary data was used for these sites. Data unavailable for other sites due to lack of control. Emissions from water are not significant in relation to the total footprint of each reporting period

[i] https://ghgprotocol.org/corporate-standard
[ii] https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting
[iii] https://ghgprotocol.org/standards/scope-3-standard