



Cabinet Office

CARBON REDUCTION PLAN GUIDANCE

Carbon Reduction Plan

Supplier name: Slalom Consulting Limited (“Slalom”, “we”, “our”)

Publication date: 07/02/2025

Commitment to achieving Net Zero

Slalom has near-term carbon reduction targets for Scope 1, 2, and 3 set and validated by SBTi:

Slalom is committed to reducing absolute scope 1 and 2 GHG emissions 46.2% by 2030, and scope 3 GHG emissions 55% per FTE by 2030, both from a baseline year of 2019. SBTi classifies our scope 1 and 2 target ambition as in line with a 1.5°C trajectory.

Slalom is also a signatory of the [Climate Pledge](#), deepening our commitment to reach net zero carbon by 2040.

Baseline Emissions Footprint

Baseline Year: 2019

Additional Details relating to the Baseline Emissions calculations.

In 2023, Slalom engaged with a 3rd party science-based target advisor to set our near-term carbon reduction targets. Enhancements were made to our previously reported greenhouse gas inventories for our baseline year (2019) and most recent reporting year at the time (2022) based on advisor recommendations. Specifically, we enhanced 2019 methodologies to match 2022 methodologies more closely and included estimated emissions for additional relevant Scope 3 categories.

Organizational Boundary: Operational Control Approach

It is assumed that Slalom has operational control, full authority to introduce and implement its operating policies, in our office spaces with permanent leases. Emissions from our permanent leases are included in our Scope 1 and 2 emissions, including emissions from electricity, district heating/steam, district cooling, on-site heating equipment, and on-site cooling.

It is assumed that Slalom does not have operational control in FLEX, membership, and virtual offices spaces. As a result, only permanent office spaces are included in Scope 1 and 2

calculations. Scope 1 and 2 emissions from our temporary/membership offices are accounted for in Scope 3 Category 8 and emissions from the space we sub-lease are accounted for in Scope 3 Category 13. This is based on guidance from GHG Protocol page 127.

Scope 1: Only fugitive emissions are included in Slalom's Scope 1 emissions. Slalom does not own or operate a fleet of vehicles. As a professional services firm, we do not have emissions from physical or chemical processes (i.e., manufacturing processes). Stationary combustion emissions are accounted for in Scope 2.

Scope 2: With our leases, we have very limited to no operational control over the heat generation equipment or air conditioning equipment in the building. The equipment often sits outside of Slalom's leased office space and is maintained and operated by the building (landlord or property manager). Even temperature is often set by the building (landlord or property manager) using industry standards. We follow GHG Protocol's guidance and report emissions from heat generation and cooling equipment in Scope 2, on-site heat generation equipment, such as a basement boiler, typically falls under the operational control of the landlord or building management company. Slalom, as a tenant, therefore, would report consumption of heat generated on-site as Scope 2.

Baseline year emissions:

EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	2 mt CO ₂ e
Scope 2	Market-based: 2,559 mt CO ₂ e
Scope 3 (Included Sources)	<p>Scope 3 Category 1: 26,441 mt CO₂e.</p> <p>Emissions from this category are relevant and calculated for Slalom. This category includes all expenses of purchased goods and services not already included in Scope 1, 2, or 3. This category excludes expenses charged to clients (outside of our reporting boundary), business travel expenses captured in Category 6, and building leases/utility costs captured in Scope 1 and 2 emissions. Most emissions are calculated using the cost-based method. Cost-based emissions are calculated using emissions factors with margins. Emissions factors with margins include emissions associated with cradle to factory gate and emissions associated with factory gate to shelf, which includes emissions from transportation, wholesale and retail as well as adjustments for price markups</p> <p>Scope 3 Category 2: 4,835 mt CO₂e</p> <p>Emissions from this category are relevant and calculated for Slalom. This category includes all capital good expenses not already included in Scope 1, 2, or 3. All emissions are calculated using the cost-based method. Cost-based emissions are calculated using emissions</p>

factors with margins. Emissions factors with margins include emissions associated with cradle to factory gate and emissions associated with factory gate to shelf, which includes emissions from transportation, wholesale and retail as well as adjustments for price markups

Scope 3 Category 3: 611 mt CO2e

Emissions from this category are relevant and calculated for Slalom. This category includes emissions from WTT-Generation, T&D, WTT-T&D emissions from energy in Scope 1&2.

Scope 3 Category 4: 35 mt CO2e

Emissions from this category are relevant and calculated for Slalom. This category includes all upstream transportation and distribution from expenses not already included in Scope 1, 2, or 3. All emissions are calculated using the cost-based method. Cost-based emissions are calculated using emissions factors with margins. Emissions factors with margins include emissions associated with cradle to factory gate and emissions associated with factory gate to shelf, which includes emissions from transportation, wholesale and retail as well as adjustments for price markups

Scope 3 Category 5: 732 mt CO2e

Emissions from this category are relevant and calculated for Slalom. This category includes emissions from the disposal of waste generated in the Slalom in the reporting year. The amount of waste generated in Slalom's operations is estimated using regional averages of waste generated per headcount. Headcount includes only estimated in-office headcount (not teleworking). The number of teleworking and in-office headcount is found based on Slalom's annual commuting survey results. This category does not include emissions from transportation of waste.

Scope 3 Category 6: 9,411 mt CO2e

Emissions from this category are relevant and calculated for Slalom. This category includes all business travel activities expensed to Slalom (i.e., car rentals, air travel, expensed rail). This category excludes hotel/lodging. Emissions from this category are well-to-wake (WTW), which includes WTT emissions. WTT emissions estimate the emissions associated with fuel production and distribution, excluding infrastructure and manufacturing of equipment.

Scope 3 Category 7: 9,169 mt CO2e

Emissions from this category are relevant and calculated for Slalom. This category includes all employee commuting emissions not expensed and included in business travel. This includes typical day-to-day commuting to client sites and Slalom offices. This category excludes air travel under the assumption that all air travel is expensed and for business purposes and included in Category 6. It is difficult to disaggregate counting emissions in the business travel and employee commuting categories. It's assumed the activity where the most overlap would occur is rail/subway/train travel. Emissions from this category are well-to-wake (WTT), which includes WTT emissions. WTT emissions estimate the emissions associated with fuel production and distribution, excluding infrastructure and manufacturing of equipment.

Scope 3 Category 8: 16 mt CO2e

Emissions from this category are relevant and calculated for Slalom. This category includes all Scope 1 and 2 emissions from temporary leased office spaces.

Scope 3 Category 9: N/A

Emissions from this category are not relevant to Slalom. This category includes emissions that occur in the reporting year from transportation and distribution of sold products in vehicles and facilities not owned or controlled by Slalom. As a professional services company, we do not manufacture or produce goods, and we do not transport or distribute products. The way our services are delivered is through the transportation of our employees to the office or client site. Both are covered by our Business Travel and Employee Commuting emissions. Therefore, this category is not relevant.

Scope 3 Category 10: N/A

Emissions from this category are not relevant to Slalom. This category includes emissions from the processing of sold intermediate products by third parties (e.g., manufacturers) after sale by the reporting company. Slalom is a service-based company, not a product company. As a professional services company, we do not manufacture or produce goods. The processing of sold products do not constitute a part of Slalom's business operations. Therefore, this category is not relevant.

Scope 3 Category 11: N/A

	<p>Emissions from this category are not relevant to Slalom. This category includes emissions from the use of goods and services sold by the reporting company in the reporting year. Slalom is a service-based company, not a product-producing company. As a professional services company, we do not manufacture or produce goods. The use of sold products does not constitute a part of Slalom’s business operations. Therefore, this category is not relevant.</p> <p>Scope 3 Category 12: N/A</p> <p>Emissions from this category are not relevant to Slalom. This category includes emissions from the waste disposal and treatment of products sold by the reporting company (in the reporting year) at the end of their life. Slalom is a service-based company, not a product company. As a professional services company, we do not manufacture or produce goods. End-of-life treatment of sold products do not constitute a part of Slalom’s business operations. Therefore, this category is not relevant.</p> <p>Scope 3 Category 13: 71 mt CO2e</p> <p>Emissions from this category are relevant and calculated for Slalom. This category includes emissions from the operation of assets that are owned by the reporting company (acting as lessor) and leased to other entities in the reporting year that are not already included in Scope 1 or Scope 2.</p> <p>Scope 3 Category 14: N/A</p> <p>Emissions from this category are not relevant to Slalom.</p> <p>Scope 3 Category 15: N/A</p> <p>Emissions from this category are not relevant to Slalom. This category is designed primarily for private financial institutions (e.g., commercial banks), but is also relevant to public financial institutions (e.g., multilateral development banks, export credit agencies) and other entities with investments not included in Scope 1 and Scope 2. Slalom does not have any investments required by the GHG Protocol Corporate Standard. Therefore, this category is not relevant.</p>
Total Emissions	Total Emissions (market-based): 53,882 mt CO2e

Current Emissions Reporting

Reporting Year: 2023	
EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	<1 mt CO ₂ e
Scope 2	Market-based: 4,225 mt CO ₂ e
Scope 3 (Included Sources)	<p>Scope 3 Category 1: 20,762 mt CO₂e</p> <p>Emissions from this category are relevant and calculated for Slalom. This category includes all expenses of purchased goods and services not already included in Scope 1, 2, or 3. This category excludes expenses charged to clients (outside of our reporting boundary), business travel expenses captured in Category 6, and building leases/utility costs captured in Scope 1 and 2 emissions. Most emissions are calculated using the cost-based method. Cost-based emissions are calculated using emissions factors with margins. Emissions factors with margins include emissions associated with cradle to factory gate and emissions associated with factory gate to shelf, which includes emissions from transportation, wholesale and retail as well as adjustments for price markups. 2023 emissions from this category have been verified by a 3rd party, KERAMIDA, with limited assurance.</p> <p>Scope 3 Category 2: 2,569 mt CO₂e</p> <p>Emissions from this category are relevant and calculated for Slalom. This category includes all capital good expenses not already included in Scope 1, 2, or 3. All emissions are calculated using the cost-based method. Cost-based emissions are calculated using emissions factors with margins. Emissions factors with margins include emissions associated with cradle to factory gate and emissions associated with factory gate to shelf, which includes emissions from transportation, wholesale and retail as well as adjustments for price markups</p> <p>Scope 3 Category 3: 1,006 mt CO₂e</p> <p>Emissions from this category are relevant and calculated for Slalom. This category includes emissions from WTT-Generation, T&D, WTT-T&D emissions from energy in Scope 1&2.</p>

Scope 3 Category 4: 17 mt CO₂e

Emissions from this category are relevant and calculated for Slalom. This category includes all upstream transportation and distribution from expenses not already included in Scope 1, 2, or 3. All emissions are calculated using the cost-based method. Cost-based emissions are calculated using emissions factors with margins. Emissions factors with margins include emissions associated with cradle to factory gate and emissions associated with factory gate to shelf, which includes emissions from transportation, wholesale and retail as well as adjustments for price markups.

Scope 3 Category 5: 220 mt CO₂e

Emissions from this category are relevant and calculated for Slalom. This category includes emissions from the disposal of waste generated in the Slalom in the reporting year. The amount of waste generated in Slalom's operations is estimated using regional averages of waste generated per headcount. Headcount includes only estimated in-office headcount (not teleworking). The number of teleworking and in-office headcount is found based on Slalom's annual commuting survey results. This category does not include emissions from transportation of waste.

Scope 3 Category 6: 9,817 mt CO₂e

Emissions from this category are relevant and calculated for Slalom. This category includes all business travel activities expensed to Slalom (i.e., car rentals, air travel, expensed rail). This category excludes hotel/lodging. Emissions from this category are well-to-wake (WTT), which includes WTT emissions. WTT emissions estimate the emissions associated with fuel production and distribution, excluding infrastructure and manufacturing of equipment. 2023 emissions from this category have been verified by a 3rd party, KERAMIDA, with limited assurance.

Scope 3 Category 7: 12,497 mt CO₂e

Emissions from this category are relevant and calculated for Slalom. This category includes all employee commuting emissions not expensed and included in business travel. This includes typical day-to-day commuting to client sites and Slalom offices. This category excludes air travel under the assumption that all air travel is expensed for business purposes and included in Category 6. It is difficult to disaggregate counting emissions in the business travel and employee commuting categories. It's assumed the activity where the most

overlap would occur is rail/subway/train travel. Emissions from this category are well-to-wake (WTT), which includes WTT emissions. WTT emissions estimate the emissions associated with fuel production and distribution, excluding infrastructure and manufacturing of equipment. 2023 emissions from this category have been verified by a 3rd party, KERAMIDA, with limited assurance.

Scope 3 Category 8: 107 mt CO₂e

Emissions from this category are relevant and calculated for Slalom. This category includes all Scope 1 and 2 emissions from temporary leased office spaces.

Scope 3 Category 9: N/A

Emissions from this category are not relevant to Slalom. This category includes emissions that occur in the reporting year from transportation and distribution of sold products in vehicles and facilities not owned or controlled by Slalom. As a professional services company, we do not manufacture or produce goods, and we do not transport or distribute products. The way our services are delivered is through the transportation of our employees to the office or client site. Both are covered by our Business Travel and Employee Commuting emissions. Therefore, this category is not relevant.

Scope 3 Category 10: N/A

Emissions from this category are not relevant to Slalom. This category includes emissions from the processing of sold intermediate products by third parties (e.g., manufacturers) after sale by the reporting company. Slalom is a service-based company, not a product company. As a professional services company, we do not manufacture or produce goods. The processing of sold products do not constitute a part of Slalom's business operations. Therefore, this category is not relevant.

Scope 3 Category 11: N/A

Emissions from this category are not relevant to Slalom. This category includes emissions from the use of goods and services sold by the reporting company in the reporting year. Slalom is a service-based company, not a product-producing company. As a professional services company, we do not manufacture or produce goods. The use of sold products does not constitute a part of Slalom's business operations. Therefore, this category is not relevant.

Scope 3 Category 12: N/A

	<p>Emissions from this category are not relevant to Slalom. This category includes emissions from the waste disposal and treatment of products sold by the reporting company (in the reporting year) at the end of their life. Slalom is a service-based company, not a product company. As a professional services company, we do not manufacture or produce goods. End-of-life treatment of sold products do not constitute a part of Slalom’s business operations. Therefore, this category is not relevant.</p> <p>Scope 3 Category 13: N/A</p> <p>Emissions from this category are relevant and calculated for Slalom. This category includes emissions from the operation of assets that are owned by the reporting company (acting as lessor) and leased to other entities in the reporting year that are not already included in Scope 1 or Scope 2.</p> <p>Scope 3 Category 14: N/A</p> <p>Emissions from this category are not relevant to Slalom. This category is designed primarily for private financial institutions (e.g., commercial banks), but is also relevant to public financial institutions (e.g., multilateral development banks, export credit agencies) and other entities with investments not included in Scope 1 and Scope 2. Slalom does not have any investments required by the GHG Protocol Corporate Standard. Therefore, this category is not relevant.</p>
Total Emissions	Total Emissions (market-based): 51,219 mt CO2e

Emissions reduction targets

We have adopted the following near-term carbon reduction targets, validated by SBTi:

1. Slalom commits to reduce absolute scope 1 and 2 GHG emissions 46.2% by 2030 from a 2019 base year. SBTi classifies our scope 1 and 2 target ambition as in line with a 1.5°C trajectory.
2. Slalom commits to reduce Scope 3 GHG emissions 55% per FTE by 2030 from a 2019 base year.
3. Slalom aims to shift to 100% renewable electricity by 2030.

Slalom’s near-term carbon reduction targets were approved by SBTi on May 2, 2024. Moving forward, progress against these targets will be available in our annual Impact Report. Click the link to view our most recent Impact Report for 2023: <https://go.slalom.com/Slalom-2023-Impact-Report>

Carbon Reduction Projects

The key emission reduction initiatives that Slalom will use to aim to accomplish our carbon reduction targets are below:

- **Renewable Energy Procurement:**
 - Procure 100% renewable electricity by 2030.
- **Energy Efficiency and Electrification:**
 - When entering a new lease, aim to lease office space in sustainable buildings (e.g., LEED-certified, BREEAM-certified, all-electric, low-GWP refrigerant, high energy efficiency ratings, etc.).
 - Follow energy-efficiency best practices throughout our office operations (e.g., LED lighting, equipment sleep settings, etc.)
- **Supplier Engagement:**
 - Implement a sustainable supplier engagement program, focusing on suppliers with the highest emissions.
- **Business Travel Emission Reduction:**
 - Offer resources and tools to employees to encourage green travel options and smarter travel choices, such as reducing trips, minimizing travel distances, and choosing eco-friendly transportation.
- **Employee Commuting Emission Reduction:**
 - Raise employee awareness through initiatives like green commuting campaigns during Earth Month. Incentivize green transportation options by offering office amenities like bike lockers, public transportation benefits, and locating offices near transit hubs.

Slalom is also a signatory of the [Climate Pledge](#), deepening our commitment to reach net zero carbon by 2040. Click the link to read more about ongoing initiatives in our most recent Impact Report for 2023: <https://go.slalom.com/Slalom-2023-Impact-Report>

Declaration and Sign Off

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

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard¹ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting².

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in

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

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

accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard³.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body). It will be reviewed on a regular basis and updated to reflect our progress.

Signed on behalf of the Supplier:

Dave Williams
Dave Williams (Feb 7, 2025 14:53 GMT)

Date: Feb 7, 2025

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