ARC

SUSTAINABLE BUSINESS STRATEGY AND ROADMAP 2023 – 2033 | 2025 UPDATE

A decade for action

“We choose to go to the Moon in this decade and do the other things, not because they are easy, but because they are hard.”

John F. Kennedy

Revision	Description	Author	Date
01	Original version	E. Deschamps	01/08/2023
02	Annual update	E. Deschamps	03/02/2025

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ARC

FOREWORD

As we stand at a pivotal moment in both the global economy and our company's journey, the importance of integrating sustainability into our business strategy has never been clearer.

Over the past few years, the challenges and opportunities associated with environmental, social, and governance (ESG) considerations have taken centre stage in shaping the future of business.

For us, this is not merely a trend or a regulatory requirement, it's an essential part of how we drive value for our stakeholders, employees, customers, and the planet.

Sustainability is a fundamental pillar of our long-term vision. It is woven into the fabric of our operations, and our interactions with the communities we serve.

We recognise that to truly thrive in the coming decades, our business must be resilient, adaptable, and responsible in its approach to the world's most pressing challenges: climate change, resource scarcity, biodiversity decline, social inequality, and ethical governance.

Jim Stretton
Managing Director

ARC

PREFACE

Our sustainable business strategy is not about incremental changes but rather about transformative growth and embedding sustainability in every decision.

As we look ahead, our strategy will evolve to meet the needs of a rapidly changing world. We are committed to deepening our partnerships with customers, suppliers, and local communities to drive meaningful change. But we know that these efforts must be continuously refined, measured, and updated to ensure we remain at the forefront of sustainability leadership.

This is not only a strategy for growth. It is a strategy for creating a future where business success is inseparable from the well-being of our planet and its people.

We invite our partners and stakeholders to join us on this journey as we continue to transform our company into a force for good, proving that business and sustainability can go hand in hand.

Together, we can create lasting value and build a better, more sustainable future.

Emmanuel Deschamps
Head of Sustainability

EXECUTIVE SUMMARY

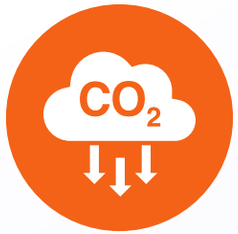
ARC exists to develop world-leading clusters for research and innovation, and our stakeholders demand that we provide the most sustainable built environment to science and technology organisations.

This Sustainable Business Strategy and Roadmap provides the Vision, Key Focus Areas, Objectives, Milestones and Targets to develop clusters fit for the future.

It will be implemented through strong governance, active sustainability engagement and advocacy throughout the value chain, a science-based net zero pathway for the entire portfolio, and an ambitious Sustainability Brief for new developments and major refurbishments.

This will enable ARC to operate an environmentally sustainable and socially responsible portfolio and turn strategic aspirations into tangible and meaningful action.

To put this Vision in action, ARC has identified 7 Key Focus Areas, aligned with the UN Sustainable Development Goals (SDGs), as the guiding principles for a successful, prosperous and sustainable business:



Carbon and GHG Emissions

Nature and Environment

Materials and Supply Chain

Climate Resilience and Adaptation

Connectivity and Transport

Health and Wellbeing

Community and Local Economy

EXECUTIVE SUMMARY

ARC will apply these principles throughout its value chain to minimise risks associated with its activities and maximise opportunities for sustainable outcomes across its clusters.

And, to make genuine difference, ARC will commit to an ambitious Roadmap, focused on achieving a set of key milestones and targets in this decade, recognising that urgent action must be taken to tackle the climate emergency and environmental crisis.

Climate action	Target
Sustainable Buildings	Designing new developments for net zero operational carbon and reducing upfront embodied carbon by 61% per square metre by 2033
Carbon Reduction	Reducing operational carbon emissions from buildings by 85% per square metre by 2033
Nature Positive	Delivering additional biodiversity enhancements, above and beyond statutory Net Gain

"At ARC, we have a vision to develop sustainable clusters for world-class science and innovation, and to be recognised as a catalyst for sustainable growth."

INTRODUCING ADVANCED RESEARCH CLUSTERS

Advanced Research Clusters (ARC) is a leading life science, technology and innovation real estate developer and investor with over 2 million sq ft of real estate in the United Kingdom. We understand what it takes to create successful ecosystems that enable and accelerate innovation and collaboration across all sectors of science. Enabling our members to collaborate across our platform, facilitating innovation and technology to prosper is at the heart of everything we do.

ARC is home to over 300 leading science and innovation organisations and over 10,000 people spanning across 4 Clusters: ARC West London, ARC Uxbridge, ARC Oxford and Harwell Science and Innovation Campus.

To discover more about ARC click here or scan the QR code

2 M
sq ft of innovation

10,000+
clusters community

300+
organisations

4
clusters

VISION

At ARC, we have a vision to develop sustainable clusters for world-class science and innovation organisations, and to be recognised as a catalyst for sustainable growth.

KEY DRIVERS

ARC exists to develop world-leading clusters for science, technology, and innovation organisations, and our stakeholders demand that we provide the most sustainable built environment to enable life-changing research and innovation.

"At ARC, we believe that, not only do we have a moral and ethical responsibility to the communities and marketplace we serve, but that sustainability is integral to a strong and prosperous business."

KEY BENEFITS

By advancing its sustainability principles, ARC will cement its position as an industry leader and attract world-class Members committed to Climate Action, while being recognised as having a positive influence on communities and the local economy.

Being recognised as a **Sustainability Leader** within the Science and Innovation Real Estate Industry

Fostering a strong **Positive Reputation** and good relations with local communities and stakeholders

Futureproofing against regulatory and policy changes, minimising associated mitigation and compliance costs

Preserving **Market Value** and attractiveness and associated revenue from high quality and sustainable buildings

Minimising **Operational Costs** associated with utilities (water, gas and electricity)

Enhancing **Energy Security and Affordability** through on-site renewable electricity generation

KEY ENABLERS

ARC has developed an effective sustainability framework to drive the successful implementation of this strategy, building on strong leadership and enabling a decade of action.

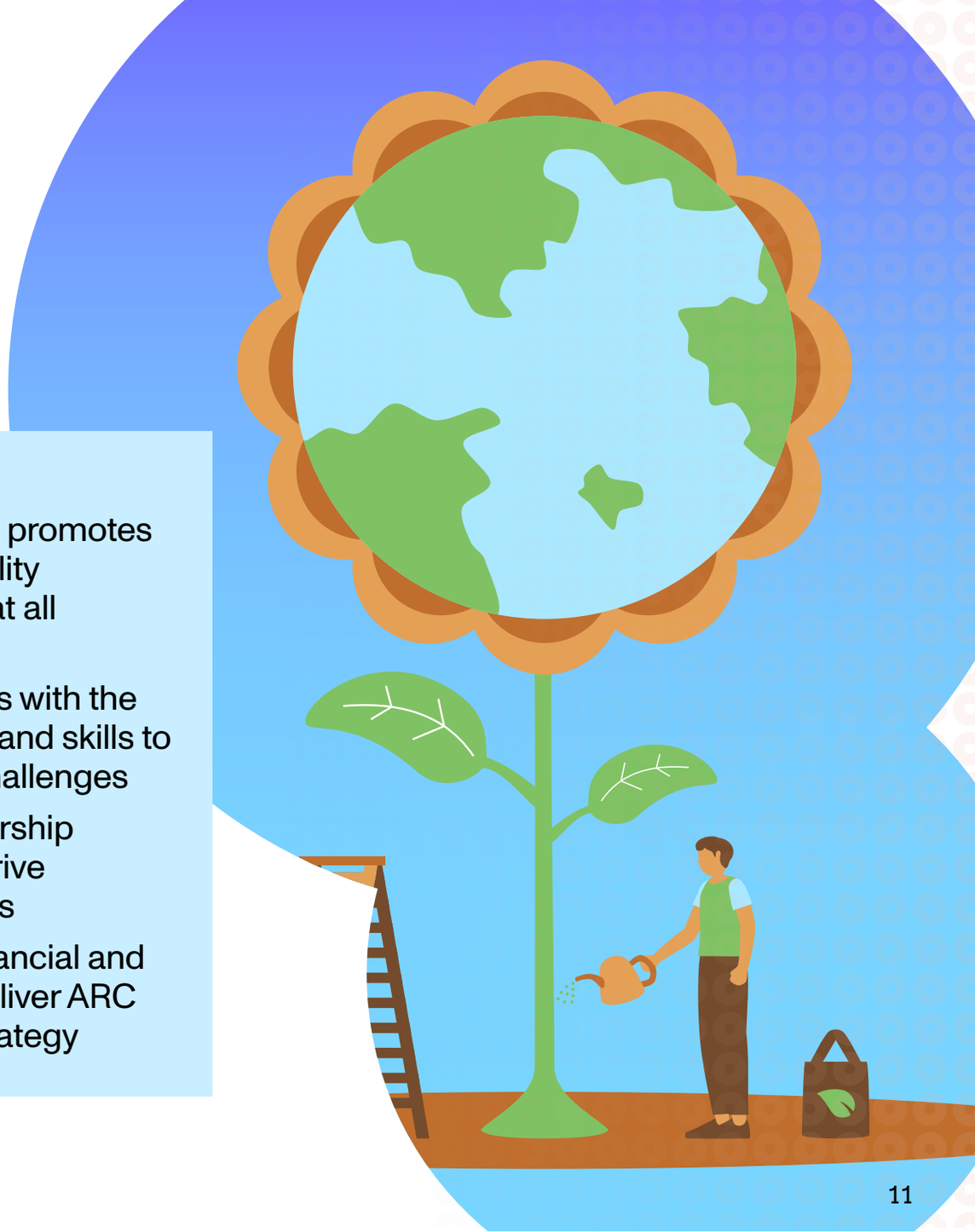
This will be achieved by:

Commit

- Senior Leadership Team endorsement of ARC Sustainable Business Strategy
- Setting science-based targets as part of a Net Zero Transition Plan
- Making sustainability outcomes part of ARC employees' annual objectives

Empower

- Embedding a culture that promotes environmental sustainability and social responsibility at all levels of the organisation
- Providing ARC employees with the awareness, competence and skills to deal with sustainability challenges
- ARC Sustainability Leadership Steering Committee to drive continuous improvements
- Providing appropriate financial and technical resources to deliver ARC Sustainable Business Strategy



KEY ENABLERS

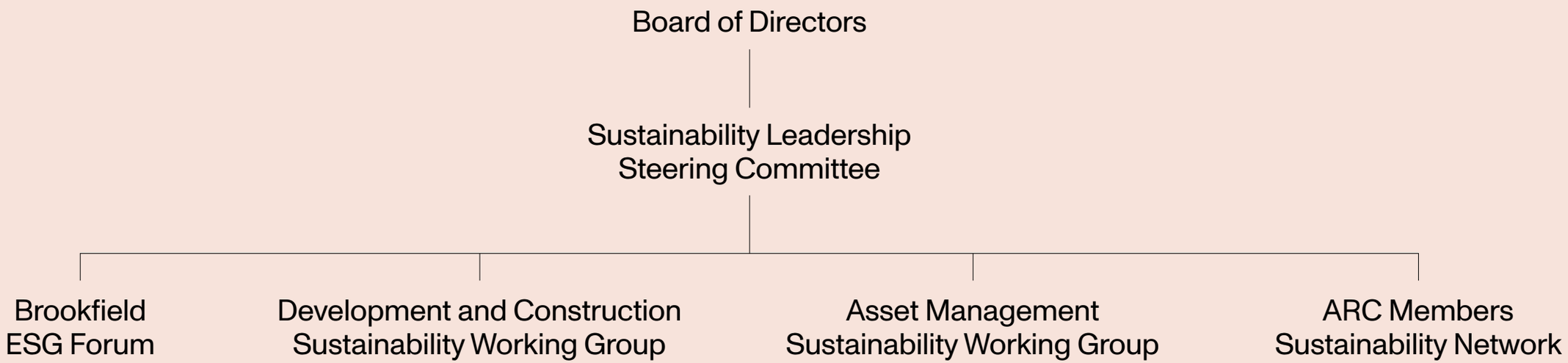
Integrate

- Adopting ARC ESG Policy
- Identifying and managing sustainability risks and opportunities
- Integrating sustainability into key business processes within ARC value chain

Communicate

- Engaging and collaborating on Sustainability with ARC Stakeholders
- Communicating and celebrating ARC Sustainability commitments and achievements
- Reporting ARC sustainability performance

ARC Sustainability Governance Structure



KEY ENABLERS

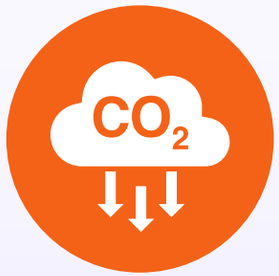
ARC Sustainability Lead is responsible for shaping ARC Sustainability agenda, driving engagement and monitoring performance, while ARC Leadership Team is accountable for its effective delivery and implementation.

However, the success of this Strategy will rely on all ARC Stakeholders (Employees, Business Partners, Suppliers and Members) taking ownership for Climate Action across the Value Chain, integrating sustainability within their core activities and business decisions.

"At ARC, sustainability is everyone's business."

KEY FOCUS AREAS

To put Vision into Action, ARC has identified 7 Key Focus Areas, guided by an ESG Double Materiality Assessment and aligned with the United Nations Sustainable Development Goals (UN SDGs), as the guiding principles for a sustainable business:



Carbon and GHG Emissions

Nature and Environment

Materials and Supply Chain

Climate Resilience and Adaptation

Connectivity and Transport

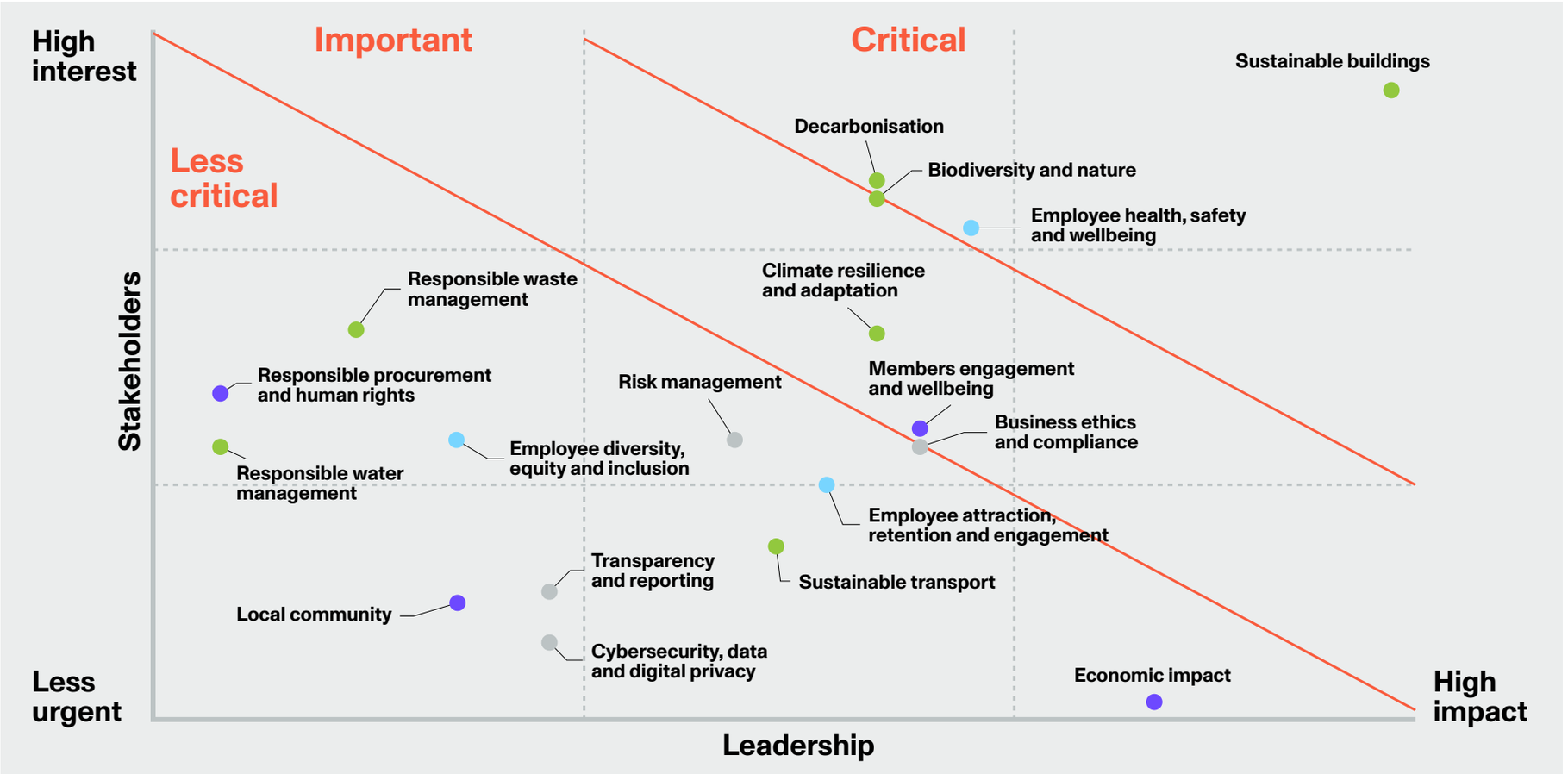
Health and Wellbeing

Community and Local Economy

KEY FOCUS AREAS

In 2024, ARC reached out to its stakeholders to re-evaluate the key ESG aspects it should prioritise, reinforcing its mandate to provide a sustainable built environment for science and innovation with a focus on Decarbonisation and Climate Action, Biodiversity and Nature, and Health and Wellbeing. This should be delivered through proactive sustainability engagement with our Members and by maintaining high standards of business ethics and compliance.

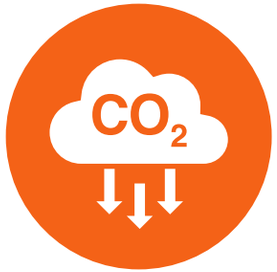
ARC integrated matrix



KEY FOCUS AREAS

ARC has aligned its sustainability key priority areas and objectives with the **United Nations Sustainable Development Goals (UN SDGs)** to contribute to the global effort towards a better and more sustainable future for all.

KEY OBJECTIVES



Carbon and GHG Emissions
Transition our built environment towards Net Zero by 2050, halving greenhouse gas (GHG) emissions by 2030.

Nature and Environment
Protect the local environment and manage our estate sustainably, enhancing biodiversity whilst creating a network of green spaces for people and nature.

Materials and Supply Chain
Adopt circular economy principles through sustainable procurement and responsible sourcing, maximising the value of materials and natural resources whilst avoiding waste.

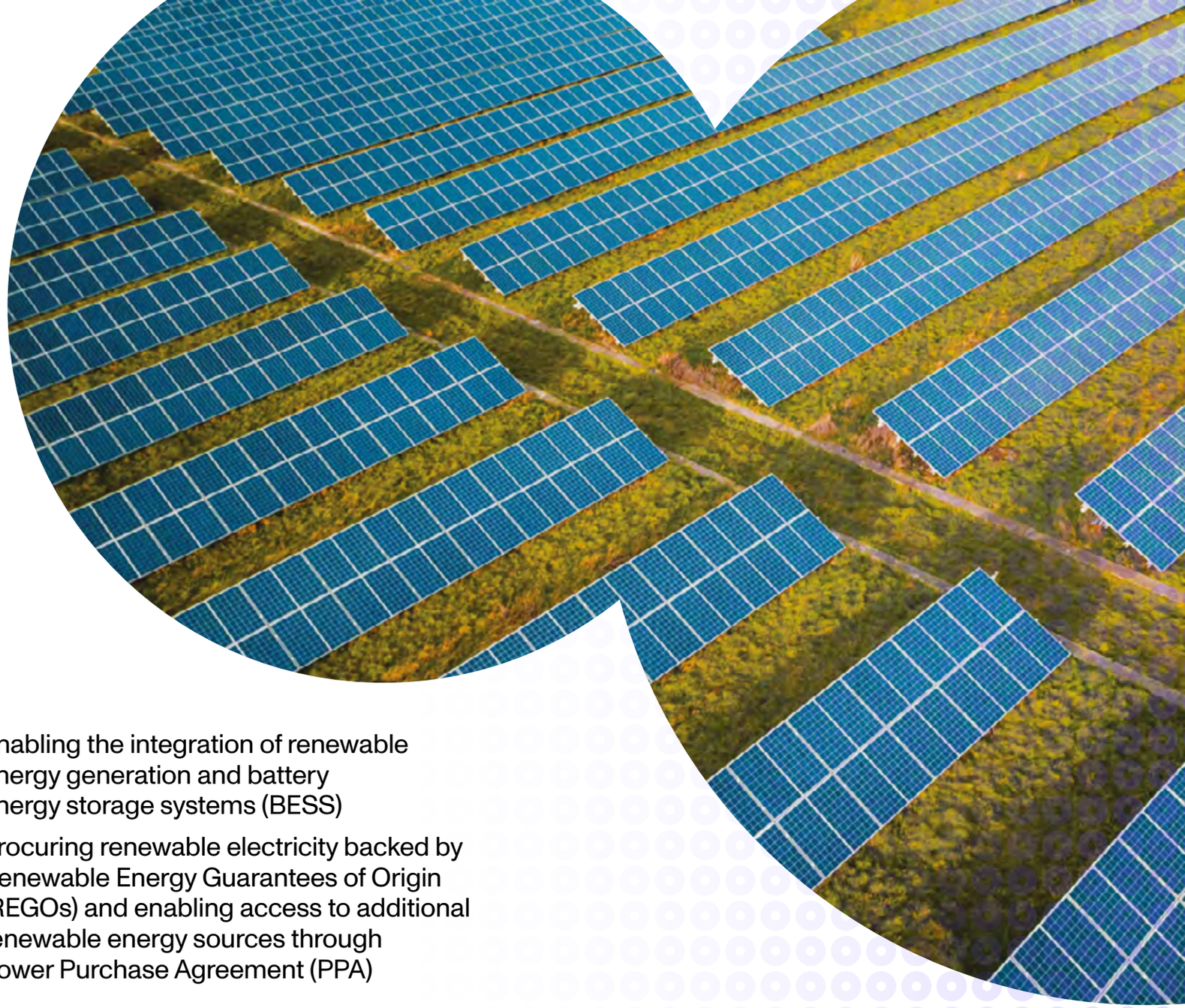
Climate Resilience and Adaptation
Make our buildings and infrastructure resilient to the predicted changes in the climate.

Connectivity and Transport
Encourage active travel choices and provide low emission transport options to commuters.

Health and Wellbeing
Provide an environment that safeguards and enhances the safety, health and wellbeing of staff and visitors.

Community and Local Economy
Make a lasting positive contribution to the community and local economy by delivering environmental, economic, and social value.

CARBON AND GHG EMISSIONS



Objective 1 - Transition our built environment towards Net Zero by 2050, halving GHG emissions by 2030.

This will be achieved by:

- Developing a Net Zero Transition Plan and setting science-based targets
- Delivering low carbon buildings, with a focus on reducing upfront embodied carbon and minimising energy demand
- Quantifying and reducing operational carbon emissions from occupied buildings, phasing out fossil fuel as primary building energy source
- Driving the reduction of carbon emissions from the supply chain (goods and services)
- Enabling the integration of renewable energy generation and battery energy storage systems (BESS)
- Procuring renewable electricity backed by Renewable Energy Guarantees of Origin (REGOs) and enabling access to additional renewable energy sources through Power Purchase Agreement (PPA)

RACE TO ZERO

In 2024, ARC developed a Net Zero Transition Plan including science-based targets with the goal to achieve net zero GHG emissions by 2050 from a baseline year of 2023.

Net zero will be achieved by reducing absolute Scope 3 emissions by at least 90% by 2050 from a 2023 base year while maintaining zero scope 1 and 2 emissions.

This commitment is further supported by the following near-term targets:

- ARC Suppliers representing 67% of Purchased Goods and Services emissions to have Net Zero targets in place by 2030
- Maintain the baseline year of 2023 for absolute reduction of Scope 1 and 2 market-based emissions up to target years of 2033 and beyond
- Reduce Scope 3 up-front embodied emissions of new buildings by 61% per m^2 by 2033 from 2023 baseline year
- Reduce Scope 3, Category 13 Downstream Leased Assets in-use operational GHG emissions of buildings by 85% per m^2 by 2033 from 2023 baseline year

NATURE AND ENVIRONMENT

Objective 2 - Protect the natural environment and manage our estate sustainably, enhancing its biodiversity whilst creating a network of green spaces for people and nature.

This will be achieved by:

- Avoiding the loss of habitats and preserving trees where possible
- Designing and maintaining a landscape that maximises biodiversity
- Delivering additional ecological features on our estate
- Securing biodiversity net gain through local partnerships
- Preventing air, land, and water pollution

MATERIALS AND SUPPLY CHAIN

Objective 3 - Adopt circular economy principles through sustainable procurement and responsible sourcing, maximising the value of materials and natural resources whilst avoiding waste.

This will be achieved by:

- Applying sustainable procurement principles when selecting suppliers, products and services
- Avoiding waste, and maximising reuse and recycling
- Ensuring zero waste from managed buildings is sent to landfill
- Specifying construction materials with recycled content and/or responsible sourcing certification
- Designing buildings for disassembly to allow materials to be re-deployed at their end-of-life

CLIMATE RESILIENCE AND ADAPTATION

Objective 4 - Make our buildings and infrastructure resilient to predicted changes in the climate.

This will be achieved by:

- Designing buildings and infrastructure to cope with the predicted impacts of climate change including heavy rainfalls, storms, and heat waves
- Managing rainwater through sustainable drainage systems (SuDS) to protect downstream communities from increased flood risk
- Integrating climate resilient species into landscaping (e.g., drought-tolerant)

CONNECTIVITY AND TRANSPORT

Objective 5 - Encourage active travel choices and provide low emission transport options to commuters.

This will be achieved by:

- Making green travel options available to members and visitors (e.g., public transport, cycling routes)
- Providing incentives for choosing greener travel choices (e.g., discounted bus season ticket, free bike loan)
- Delivering the infrastructure for the future of mobility (e.g., Electric Vehicle charging, cycle hub)

HEALTH AND WELLBEING

Objective 6 - Provide an environment that safeguards and enhances the health and wellbeing of staff and visitors.

This will be achieved by:

- Designing our buildings to optimize daylighting, views of the outside, thermal comfort, and indoor air quality
- Adapting our campuses to be inclusive and foster neuro and physical diversity
- Facilitating healthy work life and promoting active travel choices
- Providing easy access to green spaces and offering places of rest and reflection including public art
- Developing a cluster's community with a sense of belonging

COMMUNITY AND LOCAL ECONOMY

Objective 7 - Make a lasting positive contribution to communities and the local economy.

This will be achieved by:

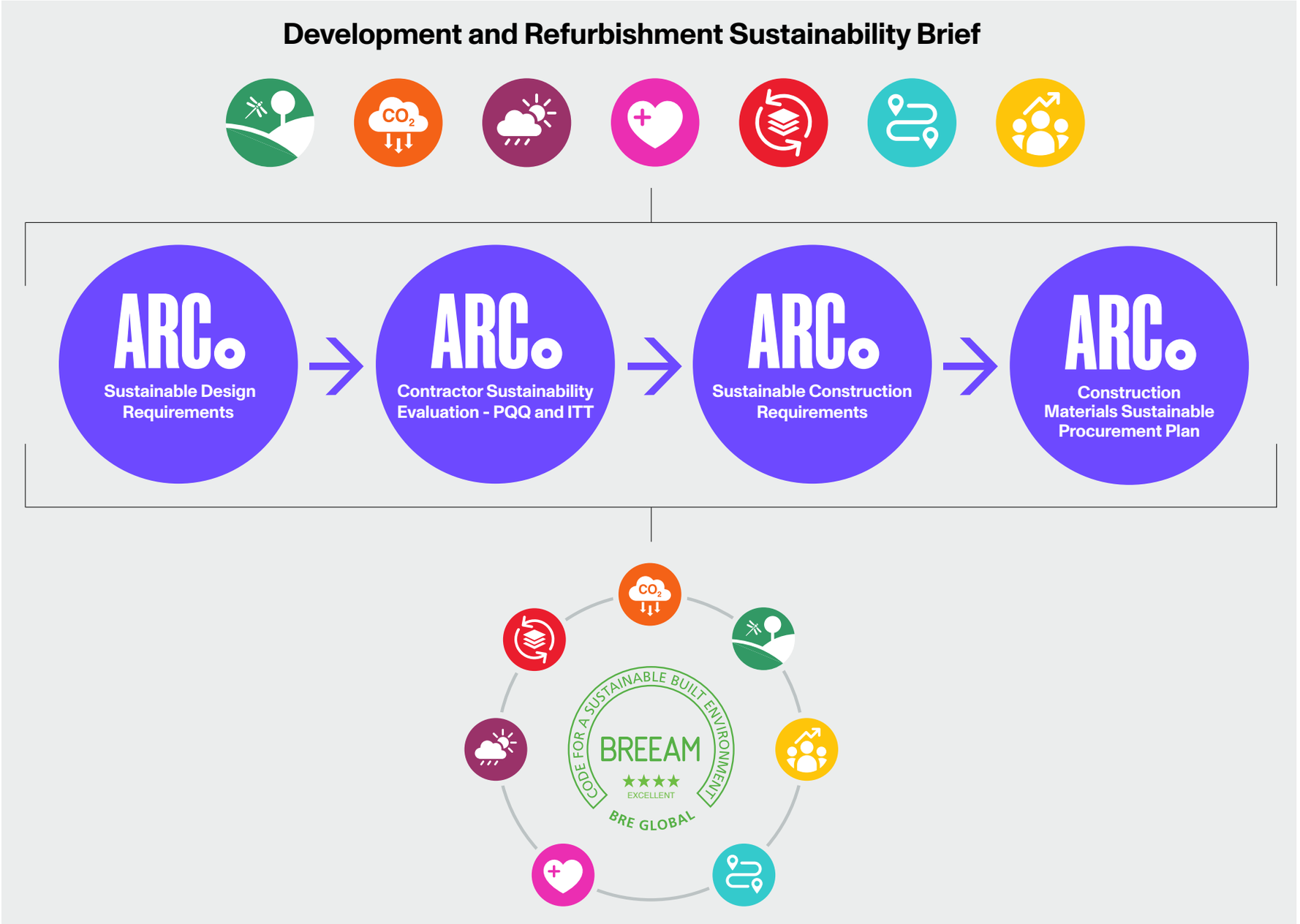
- Delivering a Community Employment Plan (CEP) for each new development
- Encouraging our supply chain to employ a local and diverse workforce, and to use local businesses, SMEs and VCSEs, where possible
- Providing financial and/or non-financial support to local charities and community groups
- Inspiring young people through STEM events, and creating opportunities for apprentices and work experiences

SUSTAINABLE BUILDINGS

ARC new developments and major refurbishments are guided by a robust Sustainability Brief aligned with industry standards and integrated into project design and construction processes.

This framework provides an evidence-based platform for sustainable building performance management and reporting, fostering a culture of supply chain collaboration and continuous improvement.

Where appropriate and adding value, development projects will apply a built environment certification scheme such as BREEAM, LEED and/or the emerging UK Net Zero Carbon Buildings Standard.



SUSTAINABLE BUILDINGS

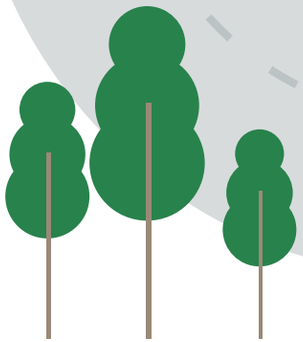
ARC Asset Management plays a key role in advancing and maintaining the sustainable operation of the built environment, with a particular focus on energy use efficiency and optimisation for carbon emissions reduction, in collaboration with its members. This is achieved through the development and implementation of Net Zero Asset Plans, supported by a programme of planned preventative maintenance (PPM), automated energy monitoring and intelligent building optimisation.

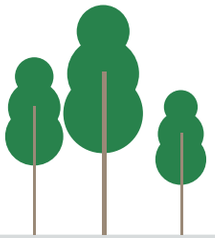
ROADMAP

To deliver its Sustainable Business Strategy, ARC will follow an ambitious Roadmap, focused on achieving a set of key targets and milestones, recognising that urgent actions must be taken in this decade to tackle the Climate Emergency and Environmental Crisis.

The roadmap will enable ARC to deliver its Vision and be recognised as an environmentally sustainable and socially responsible business.

EARLY SUSTAINABILITY STEPS





Sustainability Brief developed for the design and construction of new buildings and major refurbishments

Electricity backed by 100% **Renewable Energy Guarantees of Origin** (REGOs) serving managed buildings across ARC Clusters

Zero Waste to Landfill secured for managed buildings

Buildings' **retrofit and re-purposing projects**, achieving significant carbon reduction across ARC Clusters

BREEAM 'Very Good' buildings delivered across ARC Clusters

Cycle to Work Days, **Free** Bike Loan and **Discounted** Bus Travel

Collating and disclosing **energy use data** from managed buildings

Net Zero Action Plans commissioned for managed buildings across ARC Clusters

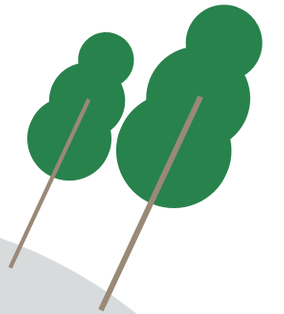
Roof Solar Power generation increased to 188kWp on ARC Oxford

Developing and applying **ARC Green Building Assessment Method**

Installing **Electric Vehicle (EV) Charging Stations** across ARC Clusters

'Harwell Green Week' organised to promote Sustainability

2023 – 2025 SUSTAINABILITY ENABLERS



2023

ARC develops a **Sustainable Business Strategy**

ARC **shares its Sustainability credentials** publicly through its websites

ARC publishes an **Annual Sustainability Impact Report**

ARC actively engages with its **Members** on Sustainability

ARC adopts an **ESG Policy**

ARC establishes a **Sustainability Leadership Steering Committee**

ARC applies a robust **Sustainability Brief** to New Developments

ARC joins the UN-backed **Race to Zero**

2025

ARC sets **science-based targets** as part of a Net Zero Transition Plan

ARC develops a **Sustainable Campus Handbook**

ARC measures the **Social Value** it creates every year

ARC launches its **Volunteering Policy**

Sustainability performance becomes part of ARC employees' annual objectives

ARC completes an **ESG Double Materiality** Assessment

ARC develops **Harwell Biodiversity Action Plan**

ARC Lease Agreements include **Green Clauses**

ROADMAP TO 2025

By the end of 2025, ARC will:

- Deliver All-Electric, EPC 'A', BREEAM 'Excellent' Shell and Core developments designed for Net Zero in Operation
- Increase the portfolio floor area rated EPC 'A' or 'B' by 10% from a 2023 baseline
- Reduce the portfolio floor area using Fossil Fuel as Primary Heating Source below 50%
- Increase roof solar power generation above 500kWp, aiming towards 1,000kWp
- Develop and implement a Net Zero Action Plan for each occupied standing asset
- Monitor operational energy use across at least 90% of the portfolio floor area
- Maximise biodiversity on new developments and secure at least 10% Net Gain
- Reduce As-Built upfront embodied carbon of new developments below 643kgCO_2e/m^2*
- Maintain zero operational waste to landfill from managed buildings and recycle over 90% of construction waste
- Collect 45% of recyclable and compostable waste at source
- Maintain electricity procurement from renewable sources backed by REGOs for managed buildings
- Increase bus passenger journeys to Harwell by 25% from a 2023 baseline
- Generate at least £1million in social value annually
- Obtain My Green Lab certification for ARC West London Motherlabs

*Calculated using UKNZCBS 2025 limits for Shell and Core Office (475kg) and Science and Tech (755kg), based on 40% Office / 60% Science and Tech building use typology.

ROADMAP FOR 2030 – 2033

To meet its interim objectives, ARC will:

- Maintain absolute reduction of ARC Scope 1 and 2 emissions up to 2030 and beyond
- Reduce absolute Scope 3 emissions by 50% by 2030 from a 2023 baseline
- Transition 90% of the portfolio floor area to EPC A" or 'B' by 2030, aiming towards 100% by 2033
- Reduce in-use operational carbon intensity by 72% per sq m by 2030 and by 85% per sq m by 2033 from a 2023 baseline
- Reduce the portfolio floor space using Fossil Fuel as Primary Heating Source below 30% by 2030 and below 20% by 2033
- Reduce upfront embodied carbon of new developments by 52% per sq m by 2030 and by 61% per sq m by 2033 from a 2023 baseline
- Ensure 50% of construction materials have recycled content, a responsible sourcing certificate and/or an Environmental Product Declaration (EPD) by 2030, aiming towards 75% by 2033
- Collect 50% of recyclable and compostable waste at source by 2030, aiming towards 55% by 2033
- Deliver at least one new development aligned with the UK Net Zero Carbon Buildings Standard by 2030
- Increase on-site solar power generation above 2,000kWp by 2030, aiming towards 3,000kWp by 2033
- Ensure suppliers covering 67% of Purchased Goods and Services emissions have set net zero targets by 2030
- Deliver additional biodiversity enhancements on its estate, above and beyond 10% statutory Net Gain
- Double bus passenger journeys to Harwell Campus by 2030 from 2023 baseline, aiming towards tripling them by 2033
- Reduce Harwell Campus Average Commuter Emissions Level (ACEL©) by at least 30% by 2030 from a 2023 baseline, below 800kgCO_2e
- Convert at least 20% of new developments' construction cost into Local Economic and Social Value* by 2030, aiming towards 25% by 2033

*Using OxLEP Community Employment Plan Monitoring Tool where 'local economic value' accounts for local labour and supply chain spend, and "social value" focuses primarily on non-financial outcomes.

ARC SUSTAINABLE BUSINESS ROADMAP

Key Performance Indicators

ARC delivers All-Electric, EPC 'A', BREEAM 'Excellent' Shell and Core developments

ARC reduces As-Built upfront embodied carbon of new developments below 643kg CO_2e/m^2

ARC reduces the portfolio floor area with fossil fuel as primary heating source below 50%

ARC increases the portfolio floor area rated EPC 'A' or 'B' by 10% from a 2023 baseline

ARC monitors operational energy use across at least 90% of the portfolio floor area

ARC increases bus passenger journeys to Harwell by 25% from a 2023 baseline

ARC develops and implements a Net Zero Action Plan for each occupied standing asset

ARC maximises biodiversity on new developments and secures at least 10% Net Gain

ARC maintains electricity procurement from renewable sources backed by REGOs for managed buildings

ARC collects 45% of recyclable and compostable waste at source

ARC maintains zero operational waste to landfill from managed buildings and recycles over 90% of construction waste

ARC increases rooftop solar power generation above 500kWp, aiming towards 1,000kWp

ARC generates £1 million in social value annually

ARC obtains My Green Lab certification for ARC West London Motherlabs

2025 - 2026

Key Enablers

ARC publishes an Annual Sustainability Impact Report

ARC adopts a Sustainability Policy

New ARC Lease Agreements include robust Green Clauses

ARC sets Net Zero Science-based targets

ARC launches a Volunteering Policy

ARC applies a Sustainability Brief to New Developments

ARC completes an ESG Double Materiality Assessment

ARC develops a Sustainable Campus Handbook

ARC develops Harwell Campus Biodiversity Action Plan

ARC establishes a Sustainability Leadership Steering Committee

ARC rolls out sustainability objectives for all its staff

ARC measures the Social Value it creates every year

ARC publishes its Sustainable Business Strategy

ARC joins the UN-backed Race to Zero

ARC engages with Members on Sustainability

ARC Sustainability commitments and credentials are communicated publicly

ARC maintains absolute reduction of ARC Scope 1 and 2 emissions up to 2030 and beyond

ARC reduces absolute Scope 3 emissions by 50% by 2030 from a 2023 baseline

ARC reduces Harwell Campus Average Commuter Emissions Level (ACEL©) by at least 30% by 2030, below 800kgCO_2e

ARC reduces in-use operational carbon intensity by 72% per sq m by 2030 and by 85% per sq m by 2033 from a 2023 baseline

ARC reduces the portfolio floor space using Fossil Fuel as Primary Heating Source below 30% by 2030 and below 20% by 2033

ARC reduces upfront embodied carbon of new developments by 52% per sq m by 2030 and by 61% per sq m by 2033 from a 2023 baseline

ARC delivers at least one new development aligned with the UK Net Zero Carbon Buildings Standard by 2030

ARC ensures suppliers covering 67% of Purchased Goods and Services emissions have set net zero targets by 2030

SUSTAINABLE CLUSTERS FOR WORLD-CLASS SCIENCE

2030 - 2033

ARC ensures 50% of construction materials have recycled content, a responsible sourcing certificate and/or an Environmental Product Declaration (EPD) by 2030, aiming towards 75% by 2033

ARC doubles bus passenger journeys to Harwell Campus by 2030 from 2023 baseline, aiming towards tripling them by 2033

ARC increases on-site solar power generation above 2,000kWp by 2030, aiming towards 3,000kWp by 2033

ARC converts at least 20% of new developments' construction cost into Local Economic and Social Value by 2030, aiming towards 25% by 2033

ARC transitions 90% of the portfolio floor area to EPC A" or 'B' by 2030, aiming towards 100% by 2033

ARC delivers additional biodiversity enhancements on ARC estate, above and beyond 10% statutory Net Gain

ARC collects 50% of recyclable and compostable waste at source by 2030, aiming towards 55% by 2033

2023 – 2033

From this Roadmap, ARC identified a set of headline targets that demonstrate its level of ambition within this decade:

Climate action	Target
Sustainable Buildings	Designing new developments for net zero operational carbon and reducing upfront embodied carbon by 61% per square metre by 2033
Carbon Reduction	Reducing operational carbon emissions from buildings by 85% per square metre by 2033
Nature Positive	Delivering additional biodiversity enhancements, above and beyond statutory Net Gain

GLOSSARY

Value Chain: Business model that describes the different sets of activities involved in the creation of a product or service, including construction/ manufacturing/sales/leasing/marketing, and the provision of management/customer service.

Governance: The systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organisation.

ARC Clusters: The ARC network includes campuses in Oxford, Hammersmith, Uxbridge and Harwell. They form the ARC Clusters of leading science and innovation organisations.

ARC Members: Organisations on ARC campuses receive an exclusive membership for their employees including events, summits, training, profile and access to space for away days and science sprints, all powered through our 'Member of the future' app.

ESG Double Materiality Assessment: Process that considers both the impacts of organisations on ESG issues, as well as the influence of these external factors on the organisations themselves. The double materiality concept acknowledges the fact that risks and opportunities can be material from both a financial and non-financial perspective.

Net Zero: Net zero means cutting greenhouse gas (GHG) emissions to as close to zero as possible, with any remaining emissions re-absorbed from the atmosphere. In accordance with the Science Based Targets initiative (SBTi) Corporate Net Zero Standard, an organisation can be considered net zero once it has reduced emissions across all three scopes by at least 90% of the baseline.

Science-based target: A carbon emissions target is defined as science-based if it is in line with the scale of reductions required to keep global temperature increase below 1.5°C compared to pre-industrial levels as per the Paris Agreement.

Scope 1, 2 and 3 emissions:

- Scope 1 - the emissions from sources that a company creates directly (e.g., from burning fuel in gas boilers and in company owned vehicles).
- Scope 2 - the emissions a company creates indirectly, associated with the energy it purchases (e.g., electricity).
- Scope 3 - the emissions that are not produced by the company itself, but by those within the company's value chain (e.g., procurement of goods and services). Scope 3 is split into 15 categories.

Biodiversity: The variety of animals, plants, fungi, and even microorganisms like bacteria that make up our natural world.

Biodiversity Net Gain: Biodiversity net gain (BNG) is a way of creating and improving natural habitats. BNG makes sure development has a measurably positive impact ('net gain') on biodiversity, compared to what was there before development. Biodiversity net gain (BNG) is mandatory from 12 February 2024.

Nature Positive: Global movement to Halt and Reverse Nature Loss by 2030 from a 2020 baseline and achieve full recovery by 2050.

Circular economy: Model that aims to minimise waste and promote a sustainable use of natural resources, through smarter product design, longer use, recycling and more, as well as regenerate nature.

Stakeholders: any individual, group, or party that has an interest in an organisation and the outcomes of its actions, including employees, customers, shareholders, suppliers, communities, and governments.

Biophilic design: The practice of connecting users of a building with nature, directly or indirectly.

Sustainable procurement: Process to identify and reduce the environmental and social impacts of an organisation's supply chain.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