

WHITETREE

# CARBON MANAGEMENT REPORT 2024-2025

PPN 06/21 COMPLIANT

JULY 2025

## Version Control

Version	Date	Author	Changes Made	Approved By
0.1	01-07-2021	Mel Brown	2020 - 2021 Baseline	D Brown
0.2	01-07-2022	Mel Brown	2021 - 2022 Uplift	D Brown
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## 1 INTRODUCTION

This Carbon Reduction Management Report sets out Whitetree's greenhouse gas (GHG) emissions for the reporting year **2024–25**, alongside our updated baseline, methodology, emissions profile, and forward-looking reduction plan. The report has been prepared in line with the requirements of **PPN 06/21** and relevant UK Government guidance.

During 2024–25, Whitetree undertook a formal review of its carbon accounting approach to ensure emissions reporting is proportionate, transparent, and reflective of the organisation's operating model as a delivery-focused consultancy.

## 2 COMMITMENT TO NET ZERO

Whitetree is committed to achieving **Net Zero greenhouse gas emissions by 2050**, in line with UK Government policy. Our approach prioritises emissions reduction within our supply chain and delivery model, recognising that the majority of our emissions arise from Scope 3 activities.

## 3 METHODOLOGY AND BOUNDARY

### 3.1 Organisational Boundary

The organisational boundary covers Whitetree's UK operations for the reporting period **1 June 2024 to 31 May 2025**.

### 3.2 Scope Coverage

- **Scope 1:** Not applicable (no owned combustion assets)
- **Scope 2:** Not applicable (no directly procured electricity or heat)
- **Scope 3:** Included and reported in full using a spend-based methodology

### 3.3 Methodology Update and Baseline Restatement

In 2024–25, Whitetree updated its Scope 3 calculation methodology to improve completeness and alignment with best practice. The updated approach applies a **spend-based EEIO (Environmentally Extended Input–Output) methodology**, aligned with the Greenhouse Gas Protocol and UK Government (DEFRA) guidance.

Historic Carbon Management Reports relied on partial activity data and excluded material supply chain emissions, particularly those associated with subcontracted professional services. As a result, the Scope 3 baseline and all historical years have been **restated** to ensure year-on-year comparability.

Financial data has been taken from the organisation's profit and loss accounts and multiplied by spend-based emission factors aligned to Scope 3 categories. Where emissions were immaterial or data was unavailable, categories have been excluded with justification.

## 4 BASELINE EMISSIONS (RESTATED)

- **Baseline year:** 2020–21 (restated)
- **Scope 3 emissions:** Calculated using spend-based EEIO factors

The restated baseline provides a consistent reference point against which progress is measured.

## 5 CURRENT EMISSIONS – REPORTING YEAR 2024–25

### 5.1 Emissions Summary

Scope	Emissions (tCO <sub>2</sub> e)
Scope 1	0
Scope 2	0
Scope 3	1,251.8
<b>Total</b>	<b>1,251.8</b>

### 5.2 Scope 3 Emissions Breakdown

Scope 3 Category	Emissions (tCO <sub>2</sub> e)
Subcontractors and associates	1,076.1
Purchased goods & services	72.0
Business travel & accommodation	54.2
Employee mileage	21.5
IT & software services	19.7
Capital goods (IT equipment)	7.8
Courier & logistics	0.4
<b>Total Scope 3</b>	<b>1,251.8</b>

The emissions profile reflects Whitetree’s operating model, with subcontracted delivery representing the dominant source of emissions.

## 6 EMISSIONS TRENDS

Reporting Year	Scope 3 Emissions (tCO <sub>2</sub> e)
2019–20	268.6
2020–21	116.8
2021–22	273.7
2022–23	714.1
2023–24	921.1

2024–25	1,251.8
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Variations between years reflect changes in delivery volume, subcontractor utilisation, and purchased services. The methodology has been applied consistently across all years.

### 6.1 Explanation of Emissions Trend

Whitetree’s Scope 3 emissions have increased year-on-year as a direct result of **business growth and increased delivery activity**, rather than a deterioration in environmental performance. As a remote, consultancy-led organisation, emissions scale primarily with the volume of subcontracted professional services required to deliver work for clients.

The observed trend reflects:

- Increased use of subcontractors to support delivery growth
- Higher levels of purchased professional services
- A continued remote-first operating model that avoids Scope 1 and Scope 2 emissions

It is recognised that absolute Scope 3 emissions are likely to continue to rise as delivery volumes increase. This does not indicate failure to act on climate commitments, but rather reflects the structural characteristics of a service-based organisation.

For this reason, Whitetree has adopted **emissions intensity targets** (tCO<sub>2</sub>e per £m revenue) as the primary measure of performance. This approach is consistent with best practice for professional services organisations and enables progress towards Net Zero through efficiency, delivery optimisation, and supply-chain engagement, even where absolute emissions increase.

## 7 PATHWAY TO NET ZERO (SUMMARY)

Whitetree’s pathway to Net Zero reflects the reality of a remote, consultancy-led operating model, where the majority of emissions arise from subcontracted professional services and scale with delivery volume.

The pathway is therefore structured around three sequential stages:

### 7.1 Stage 1: Avoid and Reduce (Now–2030)

- Maintain a remote-first delivery model to avoid unnecessary travel and office-based emissions
- Minimise business travel through delivery planning and digital collaboration
- Improve emissions intensity (tCO<sub>2</sub>e per £m revenue) through efficient scaling
- Enhance data quality to better understand emissions drivers

### 7.2 Stage 2: Influence and Decouple (2030–2045)

- Increase engagement with repeat subcontractors to encourage lower-travel delivery models
- Prioritise suppliers and partners with Net Zero commitments where proportionate
- Further decouple revenue growth from emissions intensity through delivery optimisation

### 7.3 Stage 3: Neutralise Residual Emissions (2045–2050)

- Address residual, unavoidable Scope 3 emissions through verified carbon offsetting
- Review offsetting strategy to ensure alignment with recognised standards

This staged approach ensures that emissions are reduced where Whitetree has influence, avoided where possible, and only offset as a last resort, consistent with best practice guidance.

## 8 CARBON REDUCTION TARGETS

Whitetree has set emissions reduction targets based on **emissions intensity**, recognising that absolute emissions scale with delivery volume.

- **By 2028:** 20% reduction in Scope 3 emissions intensity (tCO<sub>2</sub>e per £m revenue)
- **By 2035:** 40% reduction in Scope 3 emissions intensity
- **By 2050:** Net Zero, with residual emissions offset using verified schemes

## 9 CARBON REDUCTION MEASURES

Whitetree recognises that, as a remote-first consultancy, direct operational levers for carbon reduction are limited. The measures set out below therefore focus on **feasible, proportionate actions** that are appropriate to a professional services operating model and capable of being evidenced over time.

### 9.1 Supply Chain Engagement (Primary Focus)

Whitetree's supply chain consists almost entirely of **individual subcontractors and small sole traders** engaged to provide additional specialist capacity on a flexible basis. These suppliers are typically one-person consultancies rather than larger organisations with formal carbon reporting capabilities.

Recognising this context, Whitetree's approach to supply chain emissions focuses on **pragmatic, proportionate engagement** rather than imposing formal reporting requirements that would be unrealistic or burdensome.

#### Actions:

- Maintain a flexible subcontracting model that prioritises **remote-first delivery**
- Minimise subcontractor travel by default through virtual working arrangements
- Encourage low-travel and local engagement where in-person delivery is unavoidable
- Avoid imposing formal Carbon Reduction Plan requirements on sole traders, recognising proportionality
- Review subcontractor engagement models periodically to identify opportunities to reduce travel intensity

This approach reflects the reality of Whitetree's operating model while still targeting the most material driver of Scope 3 emissions.

### 9.2 Delivery Model Optimisation

Whitetree operates a predominantly remote delivery model, which already minimises emissions associated with commuting and office use.

#### Actions:

- Maintain a remote-first delivery approach as the default
- Challenge the necessity of in-person workshops and meetings
- Use virtual collaboration tools to replace travel wherever practicable

### 9.3 Business Travel Controls

While business travel represents a relatively small proportion of overall emissions, Whitetree will continue to apply proportionate controls.

#### Actions:

- Rail preferred over air travel for domestic journeys
- Business travel approved only where delivery outcomes cannot be achieved remotely
- Minimise overnight stays through improved scheduling and journey planning

#### 9.4 IT and Procurement Practices

Procurement decisions offer a limited but tangible opportunity to influence emissions.

##### Actions:

- Extend the useful life of IT equipment where operationally appropriate
- Avoid unnecessary hardware upgrades
- Preference cloud, software, and technology providers with published Net Zero or carbon reduction commitments

#### 9.5 Data Maturity and Continuous Improvement

Whitetree acknowledges that its current footprint is based on spend-based proxies. Improving data quality is a key enabler of future reduction activity.

##### Actions:

- Improve categorisation of subcontractor spend
- Introduce activity data where proportionate and available
- Review Scope 3 categories annually to reflect best practice

These measures are intended to deliver **progressive improvement** rather than immediate absolute reductions, reflecting the organisation's growth trajectory and service-based operating model.

## 10 GOVERNANCE AND RESPONSIBILITY

Carbon management is overseen by senior management. Progress against targets is reviewed annually and integrated into procurement and delivery decision-making.

## 11 INTENSITY METRICS

To provide a fair comparison across years of differing delivery scale, Whitetree tracks emissions intensity alongside absolute emissions.

Intensity metrics are calculated as:

- tCO<sub>2</sub>e per £m revenue
- tCO<sub>2</sub>e per FTE (where data is available)

For 2024–25, intensity metrics confirm that emissions scale proportionately with delivery volume and subcontractor utilisation, reinforcing the appropriateness of an intensity-based reduction target for a consultancy-led operating model.

These metrics will be reported annually and used to monitor progress against reduction targets.

## 12 METHODOLOGY CHANGE STATEMENT (REUSABLE)

In 2024–25, Whitetree updated its Scope 3 carbon accounting methodology to improve accuracy and completeness. The revised approach applies a spend-based EEIO methodology aligned with the Greenhouse Gas Protocol and UK Government (DEFRA) guidance, providing a more representative view of supply chain emissions, particularly subcontracted services. Historic emissions have been restated to ensure year-on-year comparability.

This methodology will be applied consistently going forward, with progressive improvements in data quality where proportionate.

## 13 PPN 06/21 COMPLIANCE SUMMARY

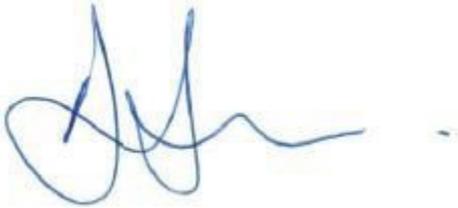
This Carbon Reduction Management Report has been prepared in accordance with PPN 06/21 and associated guidance.

- Net Zero target set for 2050
- Baseline emissions identified and restated
- Current emissions reported for 2024–25
- Emissions reduction targets defined
- Carbon reduction measures in place and under review

This report may be submitted in full or as an extract in support of public sector tenders.

## 14 DECLARATION

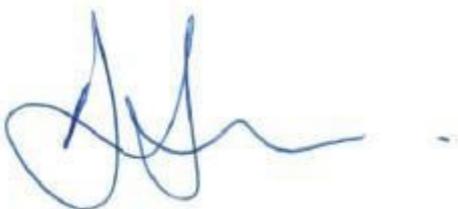
This Carbon Reduction Management Report has been completed in accordance with PPN 06/21 and supporting guidance.



Signed: David Brown, Chief Executive Officer

Date: 2024–25

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Signed: David Brown, Chief Executive Officer

Date: 2024–25