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Moderator questions in Bold, Respondents in Regular text.

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Jimmy Moore: Good afternoon, and welcome to our webinar today on supply chain solutions from the Invest Northern Ireland Supply Chain Solutions team. My name's Jimmy Moore and I'll be joined today by my colleagues, Mark Cahill and Stephen Drummond. The order of the day is just, first of all, we'll play the slides where we take you through what is a fairly detailed introduction into all things carbon reduction to do with your supply chain. And then there will be a chance to fill in a questionnaire and after that, the three of us will do a Q&A section based on the questions that you've got. So, if you do have any questions throughout the presentation, please do put them in the question box. So, without further ado, we'll basically go through the presentation, thank you.

Stephen Drummond: Hello, and thank you for joining us on our webinar today covering sustainability in the supply chain. By the end of the webinar, we hope that you will have a better understanding of why it's important to reduce greenhouse gas emissions from your supply chain operations, what is driving the change in attitudes and approach and how you can go about making changes in your organisation, focusing on how supply chain management can practically impact CO2 emissions. We'll start by discussing why sustainability is important for a supply chain. Firstly, the legal aspect. The Paris Agreement was signed at COP21, and commits to hold the increase in global warming below two degrees, preferably below 1.5 degrees, above pre-industrial levels. Also, market factors. The market, and ultimately, our customers, recognise the important of sustainability. Then there's the financial factors. In the long-term, improved sustainability measures will bring positive outcomes to our business and finally, the moral implications. What sort of future environment do you want to leave for the next generation? The Network for Greening the Financial System and the International Monetary Fund are organisations that study the global economy by analysing economic trends, challenges and their implications for both individual countries and international communities. They conclude that making an orderly transition to net zero by 2050 could result in the global GDP being 7% higher than under current policies. This year, 2024, will be the warmest on record, with temperatures on average up 1.2 degrees Celsius from pre-industrial levels.

This graph predicts that the current cloud greenhouse gas reduction strategies shown by the blue dotted line are insufficient to meet net zero targets by 2050, shown by the red dotted line. Land use change and reducing deforestation could be the largest potential to reducing human-based greenhouse gas emissions, followed by reducing carbon release in agriculture and repairing ecosystems dominated by human activity. Research shows sustainability is extremely important to the majority of your customers. Within your supply chain, properly selling to you and buying from you will want a partner with sustainable production practices. And research suggests that employees are attracted to companies adopting

sustainable practices. Equally important to business is access to finance and operating within legal and regulatory frameworks set out by law makers. Also, sustainability is important to protecting the brand and reputation of the company. In this section, we're going to break down sustainability and some of the terminology in more detail. Businesses need to generate income and profit to be viable. For a business to exist and grow into the future, they also need to be sustainable. Sustainability in this sense is defined as a set of principles or sustainable development goals, SDGs, for improving the world for all. Environment, social and governance, or ESG, are a set of tools and criteria that allow companies to measure and assess their impact on sustainability. The sustainability principles or goals align closely with the tools and criteria and companies are encouraged to align their business strategies and operations with these goals. Many organisations use the SDG principles as a framework to guide their policies and report on the contributions to global sustainability.

The United Nations has established seventeen sustainable development goals, SDGs, that are intended to provide a global framework to address critical challenges like poverty and equality, environmental degradation and adjust this and promote peace and prosperity. Most important sustainable development goals for business generally include those shown here. For example, SDG eight, decent work and economic growth promotes sustainable economic growth, productive employment and decent work directly tied to business operations and workforce management. SDG twelve, responsible consumption and production, focuses on sustainable production processes, resource efficiency and waste reduction (audio distorts 06.21) essential for long-term business viability. SDG thirteen, climate action, urges business to mitigate climate change impacts which affect operational sustainability and customer perception. SDG seventeen, partnership and goals, highlights the importance of partnership across sectors, essential for businesses to collaborate and achieve sustainable impact. These goals help businesses manage risk, make stakeholder expectations and contribute to long-term resilience. This model shows the seventeen sustainable development goals segmented by their relevance to the economy, which relates to governance, society or social factors and the SDGs that relate to the biosphere or the environment. Supply chain has an important impact on ESG. On the environmental factors, supply chain impacts your greenhouse gas emissions, energy efficiency, pollution, waste management and material sourcing. Social factors, recognising the need for human rights for everyone impacted by your companies, where workers and your supply workers, and the local and wider communities. And governance factors relate to how your company is governed and how decisions are made I the best interest of all stakeholders and respect the principles of ethical and sustainable practice.

The technical guidance for calculating Scope 3 Emissions is a comprehensive document provided by the Greenhouse Gas Protocol. It is-, it is designed to assist companies in qualifying and reporting their Scope 3 Emissions. The document supplements the corporate value chain's Scope 3 accounting and reporting standard. Together, they lay out strategies and-, together, they lay out strategies for approaching the thirteen Scope 3 categories. Greenhouse gases, GHGs, are measured in terms of their global warming potential, rather than to carbon dioxide, CO_2. This measurement allows for the comparison of different gases based on their ability to trap heat in the atmosphere. Each gas has a different CO_2 equivalent factor, which indicates how much warming potential it has compared to CO_2. (Inaudible 09.07) carbon dioxide, CO_2, has a CO_2 equivalent factor of one. Then one unit of methane, CH_4, has a CO_2 factor of 25. And

sulphur hexafluoride, SF6, has a very high impact at 23,500 times more potential at trapping heat in the atmosphere than CO2. Scope 1 represents greenhouse emissions that are directly within the reporting companies operational boundaries. They typically come from fuel consumption, like gas-fired boilers and furnaces and company (audio distorts 09.48). Scope 2 are indirect emission from the consumption of purchased energy, such as electricity, steam, heating or cooling. Although these emissions occur at the energy supplier site, they are accounted for in the reporting company's greenhouse gas population because they result from the company's energy use. Scope 3 upstream emissions are indirect greenhouse gas emissions that are occur in the value chain before the reporting company's operations. They include emissions from activities such as production and transportation of purchased goods and services, capital goods, waste disposal, business travel, employee (audio distorts 10.38). These activities are not directly controlled by the reporting company but they result from activities needed to support its operations. Scope 3 downstream emissions are indirect greenhouse gas emissions that occur after a product leaves a company's control, throughout its life cycle. These greenhouse gas emissions include transportation, product use, processing and end of life disposal of sold goods.

Tracking downstream emissions helps the reporting company understand the full environmental impact of their products or services beyond their own operations. The overall greenhouse gas protocol looks like this. Again, to summarise. Scope 1 covers emissions from in-house activities. Scope 2 are emissions from production of energy consumed by the company. Scope 3, off-screen, our indirect greenhouse gas emission that occur in the value chain before the reporting company's operations and Scope 3 downstream are indirect emissions after the product leaves the company. This is more detailed definition examples of Scope 1, 2 and 3 as set out in the protocol document. So, the largest organisations in the UK are currently required to disclose their Scope 1 and Scope 2 emissions in their annual reports, in line with the streamlined energy and carbon reporting framework, SECRE. However, Scope 3 emissions remain largely voluntary. The Scope 3 standard is the only internationally accepted method for companies to account for these types of value chain emissions. The Scope 3 framework will help your company develop strategies to partner with suppliers and customers to address climate impacts throughout the value chain. This graphic shows the upstream endurance (ph 12.59) between the categories a little more-, a little more clearly. The greenhouse gas protocol gives a full description of each category, and sets out the boundaries for each category. You can use this information-, you can use the information in the document to develop improvement plans. Closure (ph 13.23) Procurement Practice and St Claire (ph 13.25) selection recognises sustainability as an important consideration. Can waste be recycled? Do you encourage sustainable community? Do you have a transportation strategy that aims to minimise greenhouse gas production? And, at this point, I'll hand you over to my colleague, Jimmy Moore, for the remainder of the presentation.

Jimmy Moore: Thank you, Stephen. Now that you have a clear idea of what sustainability means from a supply chain perspective, I'm going to take you through what new legislation has been implemented to drive change and then provide some context and ideas on how and where you can get started. Firstly, from a, a macro and trend perspective, it's clear that we're going to need a lot more regulation to meet the targets that have been set. For most people in this call, this means UK and the EU regulation, but it is important to know that new legislation is being implemented across the globe and in some cases, can be fragmented and even more difficult to understand than what we face locally. What is common across all

of the approaches is that the responsibility for ensuring compliance is being pushed to the company that is importing goods across borders. And the consequences of failing to comply is usually financially prohibited. For today, we will focus on the bits of legislation that will impact local supply chains the most. We start with the EU deforestation regulation, or EUDR, in acronym form. It was implemented prior to the Windsor Framework, so, it is applicable to Northern Ireland. The objective of this legislation is to prevent the import of goods into the EU that have been produced in areas where deforestation has taken place. The commodities impacted are wood, cocoa, palm oil, coffee, rubber, cattle and soy the responsibility is with the importer to ensure that what they buy is deforestation free. Non-compliance or misreporting can be heavily fined and it will start to be audited from 2025 onward. One area that's exempt is packaging, so long as it's not being sold. The next regulation is the one that will probably impact local businesses the most, and it is the Carbon Border Adjustment Mechanism, or CBAM.

At a high level, it is a carbon tax on imports for specific commodities from sources that continue to use carbon intensive manufacturing methodologies. Its aim is to prevent companies from using or switching to these high carbon areas. These high carbon, low cost suppliers as the EU and the UK suppliers are then obliged to move to higher cost, low carbon manufacturing. An additional complexity of this regulation is the EU and UK have decided to now verge in their approach, which I'll explain in the next few slides. As the EU CBAM was introduced after the Windsor Framework, Northern Ireland companies do not need to comply and will use the UK CBAM instead for their imports. However, seeing as many local companies are suppliers to the EU and Republic of Ireland in particular, it will be caught up in the CBAM as they will be part of their customers (audio distorts 16.56). Therefore, if you do export to EU, it's important to understand the implication of where you source your materials. The initial EU CBAM includes imports of cement, iron and steel, aluminium, fertilisers, electricity and hydrogen, and these have been chosen as they account for approximately 70% of the embedded carbon of the current EU consumption. The plan is for this to expand-, the plan is for this list to expand but not until after '23. How it'll work is companies will sign up to the scheme if they import products and won't affect commodities. And then they will be obliged to buy certificates for any embedded carbon over the amount assumed to be the EU norm for that commodity. And then, they reduce with, with what the supplier has already paid in the carbon tax from outside the EU. All Scope 3 emissions are included. The price of this will be managed through the existing EU transmission insurance system and each company will provide an annual confirmation of liability and surrender the CBAM (audio distorts 17.57) purchase accordingly. EU companies will start doing this in 2026.

The UK CBAM Will work in a similar way but with a few exceptions. First, the commodities of Scope are different and initially, they'll be aluminium, cement, ceramics, fertiliser, glass, hydrogen and iron and steel. The second difference is that it will begin in January '27, instead of '26, one year earlier than the EU scheme. There will also be a lower limit applied at a commodity and company level. So, annual imports of less than £10,000 are excluded. And finally, the UK system will use a different way of calculating. It'll use a rate of tax for each commodity and country of origin, which will be charged for all embedded emissions. And again, it'll be net of any already paid carbon tax. This is just a quick table that shows some of the key differences between the two CBAM schemes for your use. And this graphic shows the different timings of the two CBAM mechanisms. It's probably already clear, having gone through this,

that this new regulation will have a major impact over the next few years for anyone who is importing or exporting products using the commodity used in (mw 19.18). It will be labour-intensive to administer and the bottom line is, it will likely force (inaudible 19.25) for the commodity. Our advice is therefore to get as much information as you can ahead of implementation and start talking to suppliers and customers alike about what their approach is to the change. The final piece of regulation we will cover is the EU Corporate Sustainability Reporting Directive, or CSRD. It is applicable in Northern Ireland as it came in before the Windsor Framework. The intent of this legislation to prevent large companies green-washing any potential poor sustainability practices by obliging them to disclose data on how much carbon they produce, how they plan to reduce this and what effect these plans will have on their financial levels.

Scope 1, 2 and 3 are all included and non-compliance, again, or misreporting, can be heavily fined. In 2024, this applies to larger companies but a lot of SMEs will be brought into Scope when Scope changed in 2020. As with the EUDR and CBAM, this will add significant workload for companies to administer, so, it's best to look at it and plan in advance. Now we'll look at how you go about actually calculating Scope 3 emissions. We have used the greenhouse gas protocol for the purposes of this webinar, as it's fairly easy to understand but the message is, you can choose one that really suits you. The protocol suggests a number of ways to collect your Scope 3 data and the method you choose will usually be dictated by that availability and extent of verification you're needed to provide by whatever organisations you're in association. The, the supplier specific method collects product level data for goods or services from your suppliers. It's very accurate. But this, of course, assumes that they are set on providing this data. The hybrid data is the next most accurate one and it uses a combination of that-, the previous supplier specific data where available. On the end, there's a secondary internally calculated data to fill the gaps. The average data method is not so accurate. It uses estimates-, it estimates emissions for goods and services by multiplying the mass of the materials by the relevant industry accepted average emission factor for those goods and services. And finally, the spend-based method is, again, less accurate and it uses the same-, the same approach as the average data method, but with a simplified-, a more simplified spend figure used instead of product mass. As already stated, the level of accuracy you need will largely dictate which method you use and by extension, how much time and resource (audio distorts 21.55). And the same method does not need to be employed to all your products. If there are categories of products or services that are not purchased regularly, an average calculation is probably sufficient. Whereas heavy usage materials which should use a more accurate calculation methodology.

Once the data is collected, the protocol states you should then screen for those categories that produce the most carbon and uses this to inform which carbon production activities should be prioritised. The focus should always be to work towards reducing the greatest amount of carbon that is realistically possible. So, screening and prioritisation is essential. A final important fact to consider is that measurements should always be brought to a single unit of measure. In this case, CO_2. To achieve this, you will need the activity data and an emissions factor which will convert the activity to the volume of CO_2. Here are some examples of emission factors, but more details can be found in the protocol document. Now that you have your Scope 3 data, what approach should you take and what tools can you use to actually reduce your supply chain carbon footprint? Because that's where we want it to go. As with most change management exercises, it's important to have a clear sustainability strategy to maximise your chances of success.

Everyone is already far too busy, so, if carbon reduction is not planned alongside all the other deliverables you have, it won't happen. Possible format for this strategy is shown here, broken into calculate, which we've already covered in a lot of detail. Mobilise, which is making sure there are sufficient resources to send to these projects and everyone knows they're important. Commit in the form of emissions reduction targets. Implement these projects by developing and executing an emission reduction road map. This will most likely take the form of multiple projects which need to be managed. And finally, measure and communicate by including these targets and results as part of your existing governance. Inevitably though, the number of worthy projects you develop will exceed the resources you have. So, it is good practice to establish some form of prioritisation methodology in advance of starting. This slide shows one such example based on time to implement, capital expense and potential impact with intervention to choose which projects to go for first.

Even before you start your journey of understanding management and strategy, there are actions you can take now in your supply chain operations that will reduce the amount of carbon being released into the environment. Where you source your materials and with whom will probably be the biggest contributor to reducing Scope 3 emissions. For example, choosing to buy from suppliers that use renewable power sources like hydro and hydrogen, and preferably ones that are not too far, far away will definitely have a significant impact. If this is not possible, you can still work with your supply base to ensure their carbon reduction targets match what you plan to achieve. Optimising imagery, transport operations and warehousing are also good areas to start your improvement journey, as they are easy to implement and not capital intensive. And another area to consider is the circular economy, where someone's waste or scrap can be used by another company to create value. If you do struggle to get started, implementation of environmental management system can help force you along the path. As with other management systems, it is based on having an external auditor validate your plans and actions and can help prioritise resources to achieve more sustainable outcomes. So, that ends our webinar for today. If you do-, if you would like more details on this topic or support for a specific project from one of our advisors, you can reach us on our supply chain solutions page through the support for business section on the Invest NI website. Thank you.

So, I'm now going to be joined with my colleagues, Stephen and Mark. And we're going to go through some of the questions that have been put up in the question panel. Stephen, I'll maybe start off with this one for yourself. So, this is around suppliers-, basically, it's, 'Why is it important for companies to address Scope 3 emissions as part of their main sustainability strategy when the suppliers actually lay outside of the direct control of the company themselves?'

Stephen Drummond: Thanks, Jimmy. There's quite a lot there. Firstly-, thanks. Firstly, I'm seeing figures of up to 90% of, of a company's overall carbon footprint being due to their, their Scope 3 emissions, okay? So, but I say, you know, the, the question's right, you know, it is outside the company's direct control but that's not to say they don't have any control on it, okay? So, the, the upstream stuff, you know, the stuff that you're getting from your suppliers, as a customer, you know, you have a lot of influence over your suppliers, just as, as, you know, your customers have influence over you. So, so, it's not to say

that you can't encourage them or, or even force them to, to become more sustainable, you know, through your actions.

The, the, the downstream stuff, you know, what, what, what companies are trying to do there is, is, you know, reduce the impact of the products that they're making and the environment. So, stuff like designing the, the, the, the, the, the stuff that you're making to have a longer life cycle. You know, making the use of materials that are recyclable. Designing them in such a way that it can be encouraged to, to extend its life cycle, stuff like that. Loads of stuff you can do to affect the, the, the downstream impact of your products. Then there's the stuff that you covered in the webinar. You know, the, the, the government regulation, you know? So, again, Scope 3 falls within all of those regulations, as you pointed out yourself, you know? So, it's important for, for companies to go after the, the Scope 3 emissions as well. Then there's, there's the overall business impact of it. You know, your, your customer base is looking for sustainable products. Your, your competitors are going to introduce sustainable products that we don't, you know, and there is a correlation between sustainability and, and, and being, you know, competitive with-, but actually, reduce your cost base with which makes you, you more competitive. A lot of things go hand-in-hand and if you can be more efficient in your transportation processes, it reduces your costs and reduces your greenhouse impact but also, there's a lot-, lots of things that companies can do. You know, on the-, all the areas of emissions that are outside your direct control.

Jimmy Moore: Okay, thanks, Stephen. Mark, there's one here on the circular economy principles and how it can help mitigate Scope 3 emissions. Can you maybe comment on that?

Mark Cahill: Yes, that's a good question because-, and, and, sort of, related to what Stephen was saying as well. If you think about Scope 3 being downstream and upstream, it, sort of, fits right in with that circular economy. So, consider the source of your-, of your material when you're-, when you're looking upstream. Are you buying recycled? Is it from a, a sustainable source? Is it from a supplier who is operating, sort of, net zero policies and then from a downstream perspective, do you have it within your, your business strategy that your products are-, you're going to extend the life of your product and get away from this, sort of, disposable society? So, that's something that, that-, if you change that mindset, can the products that you're then sending downstream to your-, to your customer base, do they have a longer life span and can they be recycled as well? And then within that, your, your indirect spending packaging is another consideration. And I suppose lastly then, can optimise your logistics. So, if you knew you screened your companies and if your-, part of your supply chain strategy, strategy is for maybe nearshoring, then you're using shorter routes. So, all of those combined, well, that, that's what that circular economy will all contribute and help your, your Scope 3 reporting.

Jimmy Moore: Thank you very much, Mark. Another one here, Stephen, related to the Scope 3. Basically it's about, well, what-, 'Is there any support you can give to help try and calculate?' It's obviously not very easy to calculate your Scope 3, so, is there any support out there for companies?

Stephen Drummond: Well, if, if, if you're an investor now, or a client, (inaudible 30.57) executive and, and, they'll signpost you towards ourselves and we can certainly have a, a conversation with you about it, just to see how they go about it on the Scope 3 stuff. And as well, there's all, all, all the support from, from Invest Northern Ireland around Scope 1 and 2. You know, so, I think, energy surveys and stuff like that. So, so, it's a good place to start if you're a client-. If you're based in Northern Ireland and you're not a client then why not, you know? So, as we discussed in the webinar, the greenhouse gas protocol for Scope 3 covers in detail, you know, how to measure it and, and basically, how can you, sort of, start tackling it. Now, it's, it's a bit of a, a, a meaty document but, you know, once you get into it and start reading it, it's very accessible. The language is very accessible, very well laid out, you know? It, it, it's very logical. The, the way it does, it, it shows good examples for all the different categories of Scope 3 and how you go about calculating them. There's other-, there's other sources of information, like the, the Carbon Trust guidance, whereas you mentioned, Jimmy, this SECR, the, the Streamlined Energy Carbon Reporting framework, you know, so, again, those, those are probably the, the three resources that are available online. And then if, if, if you're, kind of, getting stuck or, or, or need to take it further, then there's, there's loads of companies offering advice and, and there's-, you know, like, there's easy to use tools online but again, a lot of them are, are, are proprietary, so, you may have to pay a fee to use those and, and to get that, that special advice. But I'd say I would start with having a go at yourself, having a look at the protocol and, and seeing where you get to with that.

Jimmy Moore: Yes, likewise though, like, I would say, some, some of the, the online tools to secure it, they are very-, they're very good. They're expensive. Well, they look expensive on, on the outset but once you actually get into the administration of trying to calculate it, if you-, if you are a heavily regulated industry and you have to provide a lot of detail, it might well be that you need to do, like, cost benefit, like you say and maybe (mw 33.18) might be the best, best option for you. Okay, thanks, Stephen. And last question we have up here-, so far, yes, that's the last question, collaboration. 'Can collaboration within industry or industry bodies help tackle emissions?' Mark, maybe you answer that one.

Mark Cahill: Yes, I've got that one. So, can, can industry help tackle emissions? Yes, the short answer is yes, and I suppose there's lots of-, lots of different scales. So, from a-, an SME or smaller company perspective, can you share some strategies within your, sort of, micro-industry and, and your local industry? Absolutely. There's no reason why, why you can't be working on something to share that. I suppose the risks are there's potential anti-trust or, or IP issues and you've got to be careful of what data that you're sharing with other companies but there's no reason why you, you can't be at that local level and, and in that, sort of, cluster supporting a solution. I mean, standardisation of industry would be another way to look at this. So, so, where you have larger companies influencing the standardisation of industry. If we think, you know, twenty, thirty years ago, we had one mobile phone charger for all mobile phones, there would be a massive reduction in waste and that's all about getting that industry together, talking, discussing, looking at regulations and, and, and targets and, and trying to come up with ideas and solutions. So, that's obviously on the larger scale. That knowledge sharing, the smaller companies can avail of as well because you-, you've got strategies already in place from, from industry. So, things like the Science Based Targets Initiative, where these are already established targets that you can-, you can avail of and, and look at and understand and, and, and try and start to meet those standards yourself. So, there's a lot of work certainly has already been done. I suppose last would be maybe, maybe your own-, you can influence your own supply chain.

So, you can-, if you-, if you're standardising something within your own industry, you know, you can influence, like Stephen mentioned it in the first question, you can influence your tier one, tier two supply chain as well, and then that obviously is going to support your, your Scope 3 reporting and transport and logistics would be another option. You know, if you-, if you can pull there-, you know, have your pallets all pulled and shared when you're moving-, you're moving freight, and you're not doing it in dedicated vehicles, that's another option. So, there, there are many ways to do it and as I said, on various different levels.

Jimmy Moore: Okay, thank you. I would just add, like, to say, there are a lot of-, there are a number of industries that have, have, kind of, more advanced than others. Construction, for example, have got a sustainability school where they are providing resource to all its members. Like, they're basically-, they're actually promoting, and some of their customers are insisting that they do it, that give you the likes of-, the likes of the detail that we have. Also, the logistics and transport industry. I know there's something happening there. I believe (inaudible 36.13) Supply are putting some stuff together. So, there, there is have come along (ph 36.17). Like, certainly, the meeting we're giving today was just to try and get you-, get ahead of the game and make sure you are aware of what's happening, so we can start taking actions early. But really, 2025, for all people is when it's going to start happening. So, that's the end of the questions. Thank you very much, Stephen and Mark for your answers to those questions. That's, that's the end of the webinar today. I'll just finish off by saying, again, if, if you have any other questions or if you need some supports, we, we are here to help. Specifically from a supply chain point of view, Scope 3, you can contact us through your client executive, if, if you are a, a client. If you're not a client, then you, you can-, we have a call that goes out-, comes out every couple of months through our-, through our website, through the Supply chain Solutions on the Invest Northern Ireland website and also, just to promote that we are doing some supply chain workshops through local councils. Again, if you go onto the events page on the Invest Northern Ireland website, you'll be able to see the, the supply chain ones. And, and certainly, they're, they're focused on, on general supply chain issues but certainly, if you want to come along and ask some questions (audio distorts 37.18) certainly provide as much support as we can. And you can sign up for the, the programme there and then too. But besides that, thank you very much for your time and I hope this was useful and have a good rest of the day.

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