

Carbon Reduction Plan

Supplier Name: Alvarez & Marsal Europe Holdings Limited and its UK subsidiaries and associated entities, including, Alvarez & Marsal Corporate Transformation Services LLP, Alvarez & Marsal Disputes and Investigations LLP, Alvarez & Marsal Europe LLP, Alvarez & Marsal Europe Limited, Alvarez & Marsal Financial Industry Advisory Services LLP, Alvarez & Marsal FS Europe Limited, Alvarez & Marsal Infrastructure & Capital Projects LLP, Alvarez & Marsal Tax LLP, Alvarez & Marsal Transaction Advisory Group Europe LLP and Alvarez & Marsal Valuation Services LLP (together “A&M”, “A&M UK” or “we”).

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1. Commitment to achieving Net Zero

A&M UK is committed to achieving Net Zero emissions across Scope 1, 2 and 3 emissions by 2050. Over time, we plan to assess our emissions, reduce our carbon footprint, and offset the remaining emissions when reductions are not possible by supporting carbon removal projects such as nature-based solutions.

2. Baseline Emissions Footprint

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

Baseline Year: Fiscal Year 2019 (November 1, 2018 – October 31, 2019)
<p>Additional Details relating to the Baseline Emissions calculations.</p> <p>A&M established 2019 as its baseline year for emissions (for both the UK and globally). Subsequent to this, our total emissions were impacted by the COVID-19 pandemic and its lasting effects on society (i.e., more hybrid working and less business travel), and it remains uncertain what a go-forward stabilised emissions profile will resemble.</p> <p>Absent decarbonization activities, we expect future emissions to increase from 2023 levels as A&M continues to grow, and we intend to pursue countermeasures to reduce this footprint over time.</p> <p>For the 2019 baseline year, A&M disclosed against the following Scope 3 categories: Upstream Transportation & Distribution, Waste Generated in Operations, Business Travel, Employee Commuting, and Downstream Transportation and Distribution. Each year, we have strengthened our data collection processes and now have the ability to disclose Scope 3 emissions in a more robust manner. This provides rationale for the differing Scope 3 categories between periods, and is noted throughout this document.</p> <p>Additionally, A&M UK has substantially increased the number of total employees from 570 in 2019 to 1,453 in 2023. It is our expectation that we will continue to grow our UK activities, and recognize this could have an adverse effect on our absolute carbon emissions in future years.</p>

We plan to track not only our total carbon emissions but also our carbon emissions on a per-employee basis, which has substantially decreased since 2019.

- 2019 – 570 Employees
- 2020 – 743 Employees
- 2021 – 857 Employees
- 2022 – 1168 Employees
- 2023 – 1453 Employees

In 2023, we made the decision to shift our calculation year from A&M's fiscal year (November 1 – October 31) to calendar year (January 1 – December 31). This was to simplify reporting from data owners, and to better conform with market practices. There was no material difference in emissions profile between FY23 and CY23.

Baseline year emissions:

EMISSIONS	TOTAL (MT CO₂e)	INTENSITY (MT CO₂e per employee)
Scope 1	0	0
Scope 2 (Location Based)	109	0.20
Scope 3 (Upstream Transportation & Distribution, Waste Generated in Operations, Business Travel, Employee Commuting, and Downstream transportation and distribution)	3,377	6.10
Total Emissions	3,485¹	6.29¹

Current Emissions Reporting

Reporting Year: Calendar Year 2023 (January 1, 2023 – December 31, 2023)		
EMISSIONS	TOTAL (tCO₂e)	INTENSITY (MT CO₂e per employee)
Scope 1	0	0
Scope 2	221	0.15
Scope 3 (Purchased Goods & Services, ² Upstream Transportation & Distribution, Waste Generated in Operations, Business Travel, and Employee Commuting)	6,383	4.39
Total Emissions	6,604	4.55

¹ Differences due to rounding

² Indicates new category compared to baseline year

Emission Calculation Overview

Data associated with our emissions have been compiled consistent with approaches outlined by the Greenhouse Gas (GHG) Protocol Corporate Standard, along with other methodologies and modelling practices representing best-efforts based on available information.

While A&M UK is not a large emitter, we recognize our commitment to Net Zero and will seek improved methodologies over time to increase the specificity of data collection and analysis.

In 2023, we strengthened our data collection procedures, compared to 2022, which allows us to calculate a more accurate carbon footprint.

- Scope 1 (Direct Emissions from company-owned and controlled resources):
 - These have been reported as zero as A&M UK does not own or control resources defined within this scope.
- Scope 2 (Indirect Emissions from the generation of energy):
 - A&M UK used a location-based methodology to derive emissions for the six offices in the United Kingdom. Because these offices are leased in shared premises, emissions assessments were extrapolated based on values published in the European Residual Mixes from the Association of Issuing Bodies³ in conjunction with information regarding office sizes.
- Scope 3 (Activities from assets not owned or controlled, but that indirectly impact the value chain)
 - Scope 3 data includes the following sources of emissions as per the Technical Standard guidance outlined in PN 06/21: Purchased Goods & Services, Upstream Transportation & Distribution, Waste Generated in Operations, Business Travel, Employee Commuting.
 - Category 1 – Purchased Goods and Services
 - Purchased goods and services accounts for items like hardware and software, professional fees and office equipment. A&M utilized the spend-based method by using global procurement spend to calculate total emissions based on the EPA 2021 Supply Chain Emission Factors (kg CO₂e/2021 USD).⁴ A UK total was then calculated based on the number of A&M employees that work in UK offices compared to the total number of employees globally.

³ [European Residual Mixes 2022 \(aib-net.org\)](https://aib-net.org/)

⁴ EPA Supply Chain Emissions Factors, [Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog \(data.gov\)](https://www.epa.gov/supply-chain-greenhouse-gas-emission-factors)

- Category 4 – Upstream Transportation & Distribution
 - As a professional service firm, the majority of our upstream purchasing is the transportation of equipment to and between offices. A&M utilized the spend-based method by using global transportation/distribution spend data and EPA 2021 Supply Chain Emission Factors (kg CO₂e/2021 USD) to calculate emissions.⁵ A UK total was then calculated based on the number of A&M employees that work in UK offices compared to the total number of employees globally.
- Category 5 – Waste Generated in Operations
 - As a professional service firm that does not own its office locations, waste data is not currently collected on an office-by-office basis, and as such we are unable to attain the quantity of waste produced. A&M utilized estimates based on the average waste per capita for a UK citizen,⁶ the number of A&M UK employees, time spent in the office per week, and emission factors published by the UK government⁷.
- Category 6 – Business Travel (Flights, Rail, Car Rental, Hotels, & Taxi)
 - A&M utilized a distance-based methodology to calculate A&M UK's business travel emissions comes from flights. These emissions have been assessed based on known distances related to flights booked through travel management systems. Where primary data was not available (i.e., distance of car rental, taxi distance, rail distance, hotel nights) a spend-based method was applied using EPA 2021 Supply Chain Emission Factors (kg CO₂e/2021 USD).⁸ A UK total was then calculated based on the number of A&M employees that work in UK offices compared to the total number of employees globally.
- Category 7 – Employee Commuting
 - A&M calculated employee commuting by surveying employee commuting patterns firmwide. These results provide a representative employee commuting footprint. The A&M UK total was then calculated based on the number of A&M employees that work in UK offices compared to the total number of employees globally. A&M utilized emissions factors from the UK Government along with EPA Mobile Combustion factors for gas/oil-powered vehicles.⁹

⁵ EPA Supply Chain Emissions Factors, [Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog \(data.gov\)](#)

⁶ Eurostat Municipal Waste: [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=File:Municipal_waste_generated_in_selected_years_1995-2020_\(kg_per_capita\).png](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=File:Municipal_waste_generated_in_selected_years_1995-2020_(kg_per_capita).png)

⁷ Greenhouse Gas Reporting Conversion Factors 2021: <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2021>

⁸ EPA Supply Chain Emissions Factors, [Supply Chain Greenhouse Gas Emission Factors v1.2 by NAICS-6 - Catalog \(data.gov\)](#)

⁹ EPA Mobile Combustion Factors, <https://www.epa.gov/system/files/documents/2024-02/ghg-emission-factors-hub-2024.pdf>

3. Emissions reduction targets

In order to continue our progress to achieving Net Zero, we have adopted the following carbon reduction targets.

A&M has committed to setting a Science Based Targets Initiative (SBTi) aligned Near Term target, and have also set a Scope 1, 2 and 3 Net Zero by 2050 target.

We project that Scope 1 & 2 carbon emissions intensity will decrease over the next five years to 0.12 MT tCO₂e per employee. This is a reduction of 20%.

Carbon Reduction Projects

The following environmental management measures and projects have been completed or implemented since the 2019 baseline.

- Implemented reduced travel to client worksites, which satisfied public health mandates and led to an improved emissions profile and lower client costs
- Increased use of telecommuting and hybrid work/telecommute methods
- Expanded use of recycling options for solid waste disposal in our offices
- Encouraged reusable items and an emphasis on reduced single-use items and disposables

The carbon emission intensity reduction achieved by these schemes equate to 0.05 tCO₂e per employee, a 25% reduction against the 2019 baseline and the measures will continue to be in effect when performing the contract.

As we look ahead, in the near term we intend to:

- Evaluate adoption of firm-wide Environmental Management System (EMS) in a cost-effective manner
- Leverage lighting efficiencies such as LED lights and control systems to reduce energy use
- Optimize business travel to accommodate the needs of clients while reducing our largest source of emissions
- Continue hybrid in-person office participation to reduce emissions from commuting
- Incentivize employees to use alternative commuting methods, such as biking, walking and/or public transportation
- Engage employees at all levels on our path towards Net Zero and pursue individual steps to support the initiative through expanding A&M's "Green Teams"
- Increase use of travel management systems and other GHG data collection processes to improve data collection and reporting

Longer term, we look to:

- Increase the amount of renewable energy in use at offices
- Create relationships with hotels, airlines and car services that have committed to carbon reduction and Net Zero goals
- Use office lease renewal periods to incorporate improved environmental practices
- Explore consolidation of office space over time

- Develop partnerships with third-party organizations committed to a Net Zero path
- Increase procurement of office supplies from local and sustainably sourced suppliers
- Pursue high-quality carbon removal projects to deliver later stages of Net Zero attainment

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 standard¹⁰ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting¹¹.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard¹².

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of the Supplier:



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Date: 31 December 2024

¹⁰ GHG Protocol, <https://ghgprotocol.org/corporate-standard>

¹¹ gov.uk, <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

¹² GHG Protocol, <https://ghgprotocol.org/standards/scope-3-standard>