# JDR
# Net Zero Strategy

OUR PLAN TO REACH NET ZERO EMISSIONS BY 2050

20th April 2026

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# Executive Summary

Climate change is a real and present danger not just to how we live life but also how we go about business.

This document outlines the key actions JDR Cable Systems needs to take on our journey to Net Zero.

The work, completed with Energise, was to develop our Net Zero Strategy in line with the goals of the Paris Agreement which indicates that a 90% reduction target (from a base year of 2022) by 2050, is achievable with targeted and strategic action in the following key areas:

### 1 Supply Chain Engagement

Ongoing supply chain engagement through the Navex questionnaire to assess supplier performance and identify opportunities to support suppliers with decarbonisation

### 2 Site Decarbonisation

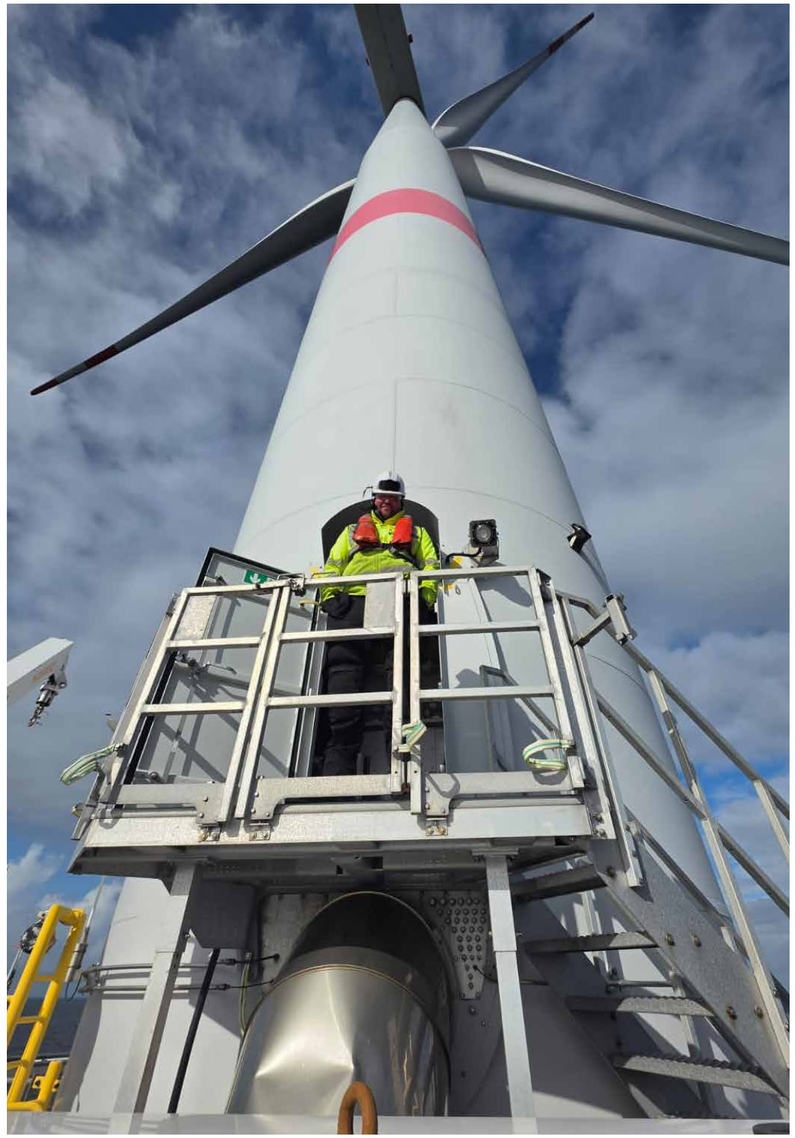
Includes electrification of all Scope 1 emissions sources in tandem with 100% REGO backed electricity tariffs, or renewable on-site generation.

### 3 Wider Customer Engagement

Engage our customers to decarbonise our products' lifetime emissions, particularly for end-of-life emissions, and promote circular economy principles.

### 4 Ongoing GHG Data Improvements

Continue to improve internal reporting of GHG metrics and emissions in both scope and quality, in order to provide an accurate basis for procurement standards, internal remuneration policies, and help direct targeted action across all emissions categories



This document presents a holistic view of the decarbonisation journey, ensuring a comprehensive yet flexible strategy and outlines a path forward to climate resiliency.

In order to progress the aims of this strategy, we will need to undertake the following:

## ELECTRIFICATION OF HEATING SYSTEMS

We will work in tandem with landlords to switch heating systems at Littleport from Natural Gas to Air Source Heat Pumps, or similar low-carbon heating systems.

## ELECTRIFICATION OF FLEET EMISSIONS

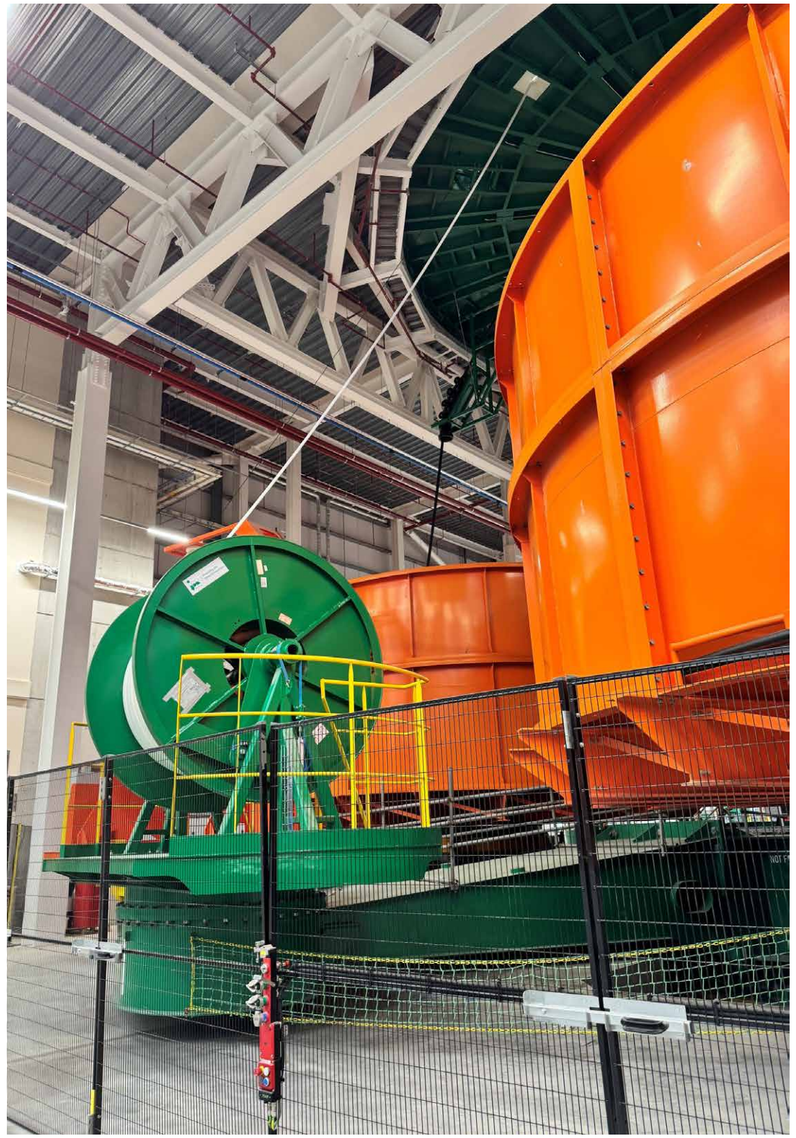
We will ensure a transition from diesel and petrol fuelled vehicles over time. We intend to keep up with the growing hydrogen market with the intention to switch diesel forklifts to hydrogen or electric alternatives.

## ENGAGEMENT WITH SUPPLIERS

We will engage with suppliers through our Navex supplier questionnaire to understand and analyse our suppliers' ESG performance. Where applicable, we will support and collaborate with our suppliers to decarbonise their operations. We intend to extend this engagement to customers as well to better understand our end-of-life emissions, particularly regarding recycling or repurposing of our cable materials.

## ENGAGEMENT WITH CUSTOMERS

We will work with our customers to minimise the environmental impacts of our products' when they reach their end of life. We will optimise our design to facilitate reuse and refurbishment wherever possible and maintain close contact with our customers on circularity initiatives.



# Our Targets

1. Net Zero emissions by 2050:
   - 90% Scope 1 and 2 emissions reduction by 2050 from a 2022 baseline
   - 90% Scope 3* emissions reduction by 2050 from a 2022 baseline
2. Achieve CDP A category score by 2028
3. Achieve EcoVadis Platinum score by 2030

# Principal Actions

- Supply chain engagement and implementing Procurement Standards
- Complete electrification of heating systems
- Transition HGVs and forklifts to low-carbon alternatives
- Ongoing improvements in GHG data quality and coverage

**Absolute Scope 3 emissions excluding Category 11: Use of Sold Products*

# Introduction

## SUSTAINABILITY IN ACTION

### WHY IS SUSTAINABILITY IMPORTANT TO JDR?

The impacts of climate change are no longer distant – they are actively reshaping both daily life and commercial activity. Achieving Net Zero will demand strong collaboration between governments, businesses, and civil society, along with decisive and ambitious action.

JDR is committed to leading the subsea energy sector in sustainable practices. Our approach brings together environmental stewardship, social responsibility, and economic resilience across all areas of our operations. Our leadership team is focused on setting clear, measurable sustainability targets and driving continuous improvement throughout the organisation.

We aim to set a strong example in decarbonisation by improving energy efficiency, adopting renewable and low-carbon technologies, and embedding sustainable practices into every part of our business. The nature of our products inherently supports the global shift to renewable green energy, and therefore it is important our internal operations reflect that. As such, we have taken steps to upskill our workforce via carbon awareness training, reduced over fleet-related emissions via sustainable or minimised travel, and procured 100% REGO-backed electricity.

There are a number of significant external factors that also incentivise continued action. For example:

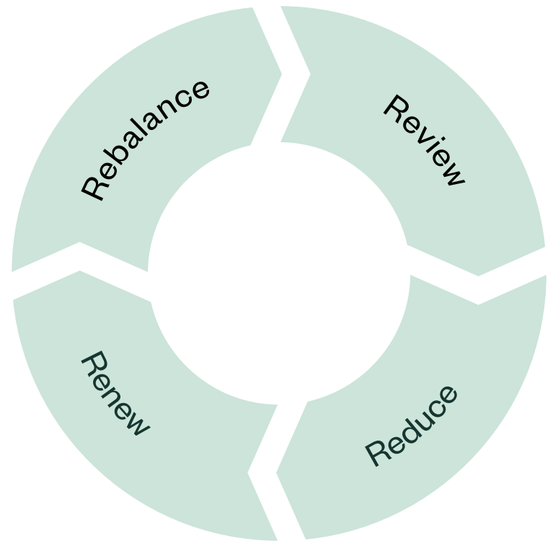
- **Long-term strategic resiliency** – Decarbonisation de-risks against the impact of future carbon pricing and emissions reduction requirements. Proactively reducing emissions reduce future compliance shocks / costs while embedding a just transition strengthens stakeholder confidence and reinforces long-term trust and support.
- **Reputational impacts** - Positive climate performance can build stakeholder trust and increase demand. Lack of climate ambition or progress will become increasingly more visible as disclosure requirements grow and public scrutiny increases.
- **Identify energy and emissions hotspots** - Energy savings yield immediate cost savings. Increasing electrification of assets in tandem with increased use of on-site renewables can dramatically reduce energy costs.
- **Employee wellbeing -** There is a growing body of research highlighting the importance of purpose at work. When employees feel their work connects to a deeper purpose, they become more productive, healthier, more resilient, and are more likely to stay. And when their personal purpose aligns with the company's, it boosts engagement, loyalty, and even willingness to promote the organisation to others.
- **Access to green finance -** Sustainability is now front and centre in the world of business finance. Banks and lenders are developing more and more green finance products, many of which offer lower interest rates or preferential terms for projects with environmental benefits. Potential green finance options for JDR include:
  - **Green loans**: borrowed funds designed to finance energy efficiency, renewable energy, or emissions-reduction projects
  - **Sustainability-linked loans**: borrowed funds where interest rates vary based on hitting ESG targets
  - **Grants and incentives**: for energy upgrades, electric vehicles, and building improvements, with no need for repayment.

## WHAT HAS JDR ACHIEVED SO FAR?

We have taken substantial strides in our sustainability journey already. In recent years, we have seen major improvements in our GHG reporting, with increased scope and data quality. In February 2025, we had our Net-Zero targets validated by SBTi, and are making good progress towards these, by reducing our natural gas consumption and procuring 100% REGO-backed electricity (effective from October 2026 onwards). As such, we have promoted changes in our operations, including staff training on the requirements of new carbon-relevant regulation, such as the EU and UK CBAM. We have also seen a reduction in Scope 1 emissions as a result of increased data quality and concerted efforts in reducing travel or switching to more sustainable alternatives.

This provides a strong foundation for consistent progress moving forward.

**Figure 1** – The 4Rs of Net Zero Philosophy




**1 Review**

Measure GHG footprint and continually improve data collection

**2 Reduce**

Take energy efficiency measures and reduce emissions from the supply chain

**3 Renew**

Ensure all procured electricity is renewably generated and install on-site renewable energy

**4 Rebalance**

Fund carbon offset projects to sequester unavoidable emissions

## HOW WAS THIS STRATEGY PREPARED?

Our Net Zero strategy has been developed with Energise, a leading UK-based sustainability consultancy. Together, we have considered risks and opportunities across JDR's operations and developed a strategy by which we can achieve further improvements in the decarbonisation space. Following Energise's 4Rs of Net Zero philosophy, a series of steps have been outlined that will allow for the achievement of targets in line with the goals of the Paris Agreement (as defined by the Science Based Targets initiative, i.e. a 90% absolute reduction in emissions by 2050).

This document takes into account our best understanding of our carbon footprint, our expected decarbonisation pace as assessed via scenario modelling, and the perspective of many stakeholders across JDR, including our Sustainability Manager. This strategy has been approved by the executive team is expected to be reviewed regularly and updated annually in line with the latest GHG report.

# Strategic Timeline *SBTi Targets*

## NEAR-TERM

**2029**

We will engage with our customer base to ensure that 70% of our customers (by emissions of use of sold products) have SBTi validated targets by 2029.

**2033**

We will reduce our absolute Scope 1 and 2 emissions by 54.6% by 2033. This will be achieved by completely electrifying our scope 1 stationary and mobile combustion emissions. Throughout this transition, we will ensure energy efficiency measures are taken to limit the amount of energy consumed, while simultaneously procuring 100% REGO-backed electricity for a 0 $tCO_2e$ market-based emissions factor.

**2033**

We will reduce our Scope 3 emissions* by 32.5% by 2033. Action from this will primarily come from our ongoing supply chain engagement efforts and operational and behavioural changes within our team.

**Scope 3 categories are exclusive to the following: purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, downstream transportation and distribution, end-of-life treatment of sold products, and investments. This is due to industry and SBTi standards regarding emissions associated with Category 11: Use of Sold Products. Emissions associated with use of our products is highly dependent on the decarbonisation of respective national electricity grids and thus sits outside of JDR's immediate scope of control.*

## LONG-TERM (2050)

### Scopes 1 & 2

By 2050, we will have reached Net Zero (>90% reduction in absolute emissions) across our scope 1 and 2 emissions. Complete site decarbonisation will be achieved via electrification, on-site renewable energy generation, and energy efficiency measures

### Scope 3

By 2050 we will have reached Net Zero (>90% reduction in absolute emissions) of our Scope 3 emissions. This will be achieved by ongoing value chain engagement including support and collaboration with our suppliers and customers to decarbonise.

### Use of Sold Products

By 2050, we will further ensure an absolute scope 3 GHG emissions reduction from use of sold products by 90%. While emissions associated with the use of our sold products sits outside of our direct control, we will endeavour to engage with customers to ensure informed sustainable decisions regarding electricity procurement are made.

**Scope 3 categories are exclusive to the following: purchased goods and services, capital goods, fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, downstream transportation and distribution, end-of-life treatment of sold products, and investments. This is due to industry and SBTi standards regarding emissions associated with Category 11: Use of Sold Products. Emissions associated with use of our products is highly dependent on the decarbonisation of respective national electricity grids and thus sits outside of JDR's immediate scope of control.*

# Our Vision

## PLANNING FOR RESILIENCE

This strategy is the result of extensive collaboration, rigorous analysis, and a shared vision for a greener, more resilient world, reflecting our commitment to reducing carbon emissions and enhancing sustainability across all parts of our organisation, environmental stewardship, and our belief in the power of collective action.

While the overall societal transition to Net Zero will help accomplish our goals, we will need to push ahead of expected societal trajectories and implement a range of proactive decarbonisation initiatives. This will require active investment, the introduction of policies in areas such as procurement and business travel, and engagement with diverse stakeholders, including employees and suppliers.

The targets suggested in this document are ambitious but are believed to be achievable if sufficient investment is made and momentum maintained.

## WE WILL CONTINUE TO

1 **Collect and report our GHG footprint**

With annual reporting updates integrated into our sustainability strategy

2 **Purchase 100% renewable energy**

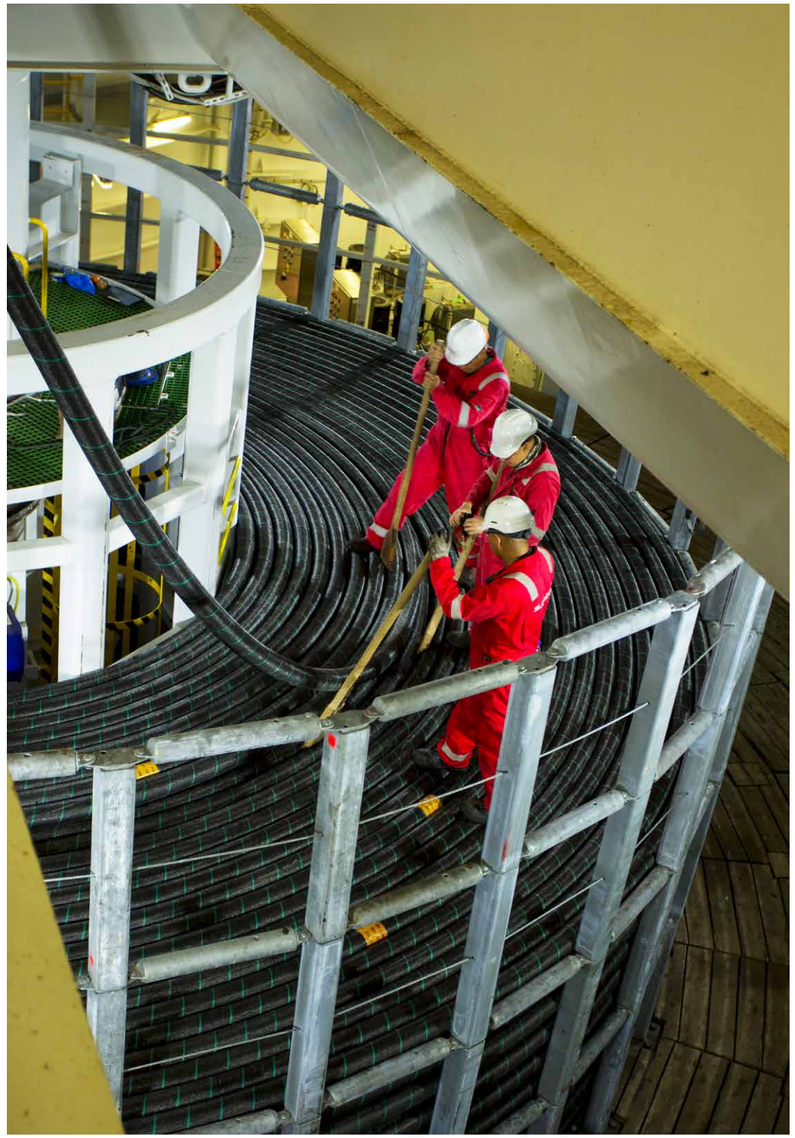
Across all of our UK sites

3 **Update and implement our sustainable procurement policy**

With ongoing updates reflecting regular supplier engagement efforts

4 **Reduce landfill waste**

Across all our operations, with an emphasis on circularity and recycling initiatives for materials



# Governance

## WHAT ARE OUR PRACTICES AND PROCESSES?

The structures, roles, and processes we hold ourselves to will bring accountability and enable decision-making to achieve our Net Zero targets. Effective governance will ensure there is clear ownership of this strategy, that progress is regularly monitored, and that JDR leadership remains engaged and responsible for results. It will also help us integrate our Net Zero ambitions into our everyday management, incentives, and culture, so that climate considerations become part of how JDR operates and evolves over time.

## ROLES, RESPONSIBILITY, AND ACCOUNTABILITY

Executive responsibility for delivering this Net Zero strategy sits with the Chief Strategy and Compliance Officer. This person is responsible for oversight on our strategic ambition, target setting, and monitoring progress towards delivery.

Responsibility of day-to-day implementation to the Net-Zero strategy lies with the Head of Sustainability. This person is also responsible for annual updates in both GHG reporting and strategy refreshing, as well as the development and implementation of decarbonisation efforts.

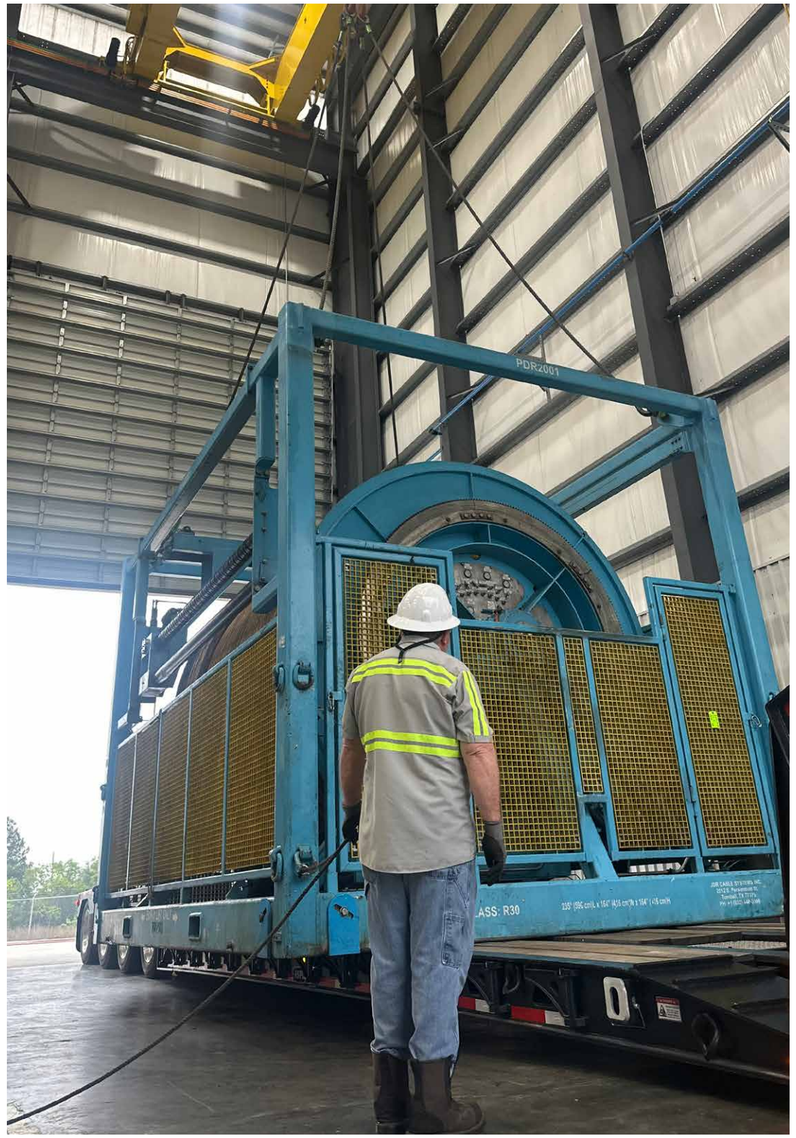
## CULTURE

We recognise that achieving our Net Zero targets require alignment between our organisational culture and the strategic ambition of our Net Zero plan. We have embedded this ambition into our values, communications, and ways of working by ensuring ongoing carbon training for our senior leadership teams.

We also have an internal climate working group to ensure employees have a platform for collaboration and progression. This group meets once a month to share ideas, and we are in the process of organising additional sustainability training to upskill this working group.

## INCENTIVES AND REMUNERATION

We are considering aligning our incentive and remuneration structures with our Net Zero strategy to drive accountability and performance. Executive remuneration metrics may include GHG emissions reductions and partially determine executive bonuses.



# Our GHG Footprint

## WHAT WAS OUR 2024 GHG FOOTPRINT?

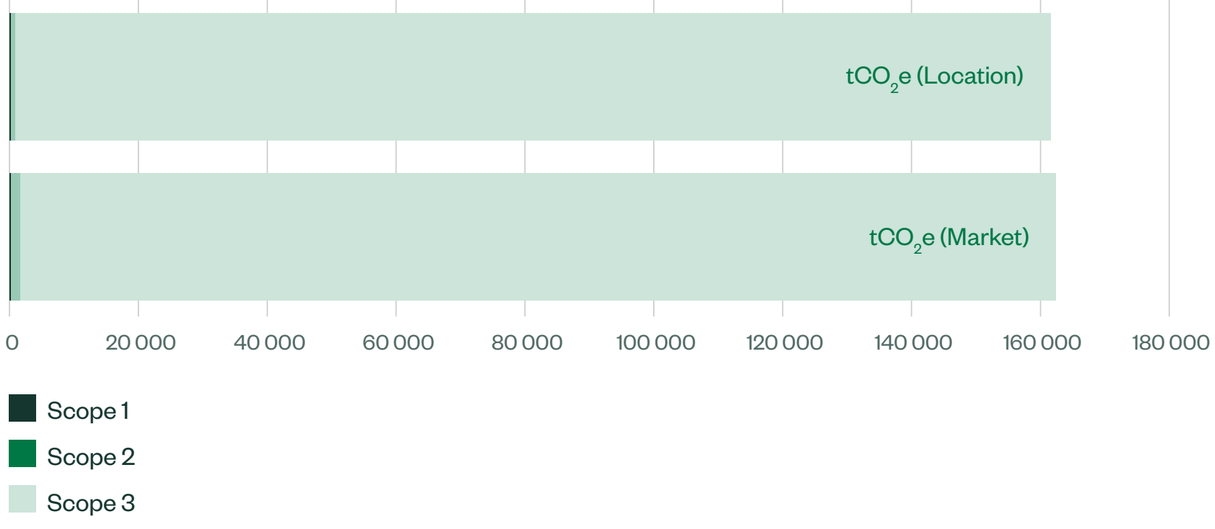
JDR's emissions totalled approximately 162,420 $tCO_2e$ in FY24, nearly an 8.3% increase from the previous year. This is in large part due to accounting for improvements in data accuracy and accessibility, including the introduction of supplier specific emissions factors.

Location-based and market-based are two methods of accounting for GHG emissions. Location-based reflect the average carbon intensity of the grid where facilities are physically located. In comparison, market-based emission reflects the emissions tied to the specific supplier procured. For instance, Figure 2 shows JDR's market-based emissions are higher, than location-based. This is due to our electricity supplier's fuel mix, which is higher than that of the national average. This will reduce when our 100% REGO procurement contract begins effective October 2026.

**Table 1** – Location-based and Market Based Emissions in FY24

| SCOPE | $TCO_2E$ (MARKET-BASED) | % OF TOTAL | $TCO_2E$ (LOCATION-BASED) | % OF TOTAL |
|---|---|---|---|---|
| Scope 1 | 185.7 | 0.1% | 185.7 | 0.1% |
| Scope 2 | 1,512.0 | 0.9% | 677.6 | 0.4% |
| Scope 3 | 160,722.2 | 99.0% | 160,722.2 | 99.5% |
| **Total** | **162,420.0** | **100%** | **161,585.6** | **100%** |

**Figure 2** – Location-based and Market Based Emissions by Scope



Since our 2022 baseline, our overall footprint has increased by 37.5%, as seen in Table 2. This is in predominantly due to large increases in emissions relating to the use of sold products and the procurement of capital goods. The capital goods-related emissions came predominantly from capital goods purchases in preparation for the opening of our Blyth site in 2026 and thus represent a temporary uptick in the context of an ongoing downward trend. The increase in emissions from the use of sold products is due to growth and improvements in data quality.

Several categories have reduced overall emissions due to concerted sustainability efforts since 2022, such as a significant reduction in mobile combustion following the promotion of sustainable transport alternatives and changing internal attitudes and behaviours.

**Table 2** – 2024 GHG emissions by scope and category, FY22 vs. FY24 (market-based)

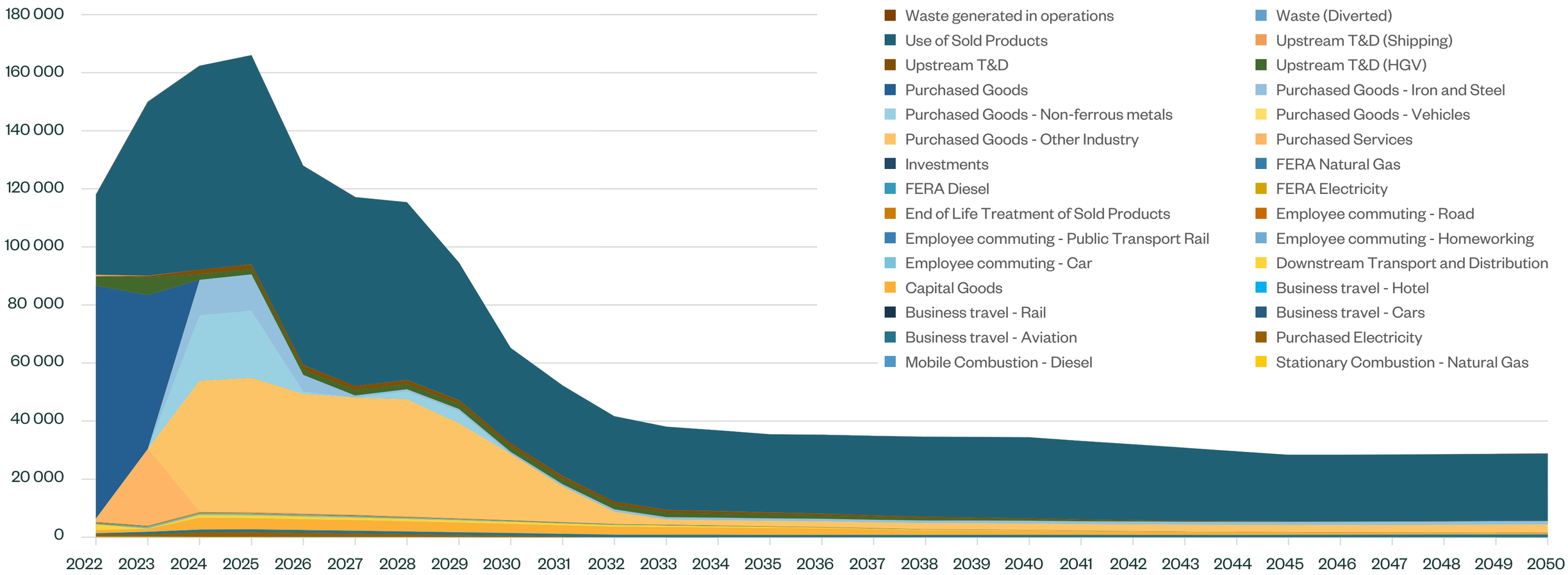
| | EMISSION CATEGORY | $TCO_2E$ BASE YEAR FY22 | $TCO_2E$ CURRENT YEAR FY24 | VARIANCE |
|---|---|---|---|---|
| Scope 1 | Stationary Combustion | 72.1 | 89.8 | +24.6% |
| | Mobile Combustion | 202.1 | 95.9 | -52.6% |
| | Fugitive Emissions | 0.0 | 0.0 | +0.0% |
| Scope 2 | Electricity | 787.4 | 1,512.0 | +92.0% |
| Scope 3 | Purchased Goods & Services | 81,467.80 | 80,098.8 | -1.7% |
| | Use of Sold Products | 27,518.00 | 70,230.4 | +155.2% |
| | Capital Goods | 1,035.70 | 4,011.5 | +287.3% |
| | Upstream Transportation and Distribution | 3,825.90 | 3,508.4 | -8.3% |
| | Downstream Transportation and Distribution | 2,035.90 | 1,014.3 | -50.2% |
| | Business Travel | 386.5 | 945.4 | +144.6% |
| | Employee Commuting (incl. Homeworking) | 271.3 | 453.1 | +67.0% |
| | Fuel and Energy-Related Activities | 257.3 | 261.7 | +1.7% |
| | Investments | 83.0 | 97.8 | +17.9% |
| | End-of-Life Treatment of Sold Products | 90.3 | 90.0 | -0.4% |
| | Waste Generated in Operations | 63.6 | 10.8 | -83.0% |
| | **Total** | **118,096.9** | **162,420.0** | **+37.5%** |

## HOW WILL WE MEET OUR NET ZERO TARGETS?

The scenario model below has been developed by our sustainability consultants at Energise. It provides a visual and data-driven projection of how our carbon emissions must change over time to achieve our Net Zero target. The model takes our baseline carbon footprint as the starting point and incorporates our annual carbon emissions to track progress to date.

This baseline is split into the relevant emissions categories for our organisation, to which various decarbonisation pathways are applied in order to plot a series of annual reduction targets, creating a pathway that illustrates the pace and scale of change required in each emissions category. For more detail on how this model was compiled, see Appendix IV.

**Figure 3** – Total GHG Emissions projections (2022 – 2050)



The large increase in emissions projected from 2026 to 2030 arises from expected business growth. Due to the opening of our third UK-based manufacturing site, Blyth, we are expecting operations to double in size, thus impacting our GHG emissions.

Our primary source of emissions is, and will remain to be, those associated with the use of sold products – meaning the emissions associated with the electricity used when the cables are in operation. The decarbonisation of this category relies heavily on national and international grid decarbonisation, which is subject to the international political landscape. As this category is out of our operational control, we have included an additional scenario model, which only includes the categories associated with JDR's SBTi validated targets: Scope 1, Scope 2, and the following Scope 3 categories: purchased goods and services, capital goods, fuel-and-energy related activities, upstream transport and distribution, waste generated in operations, business travel, employee commuting, downstream transportation and distribution, end-of-life treatment of sold products, and investments.

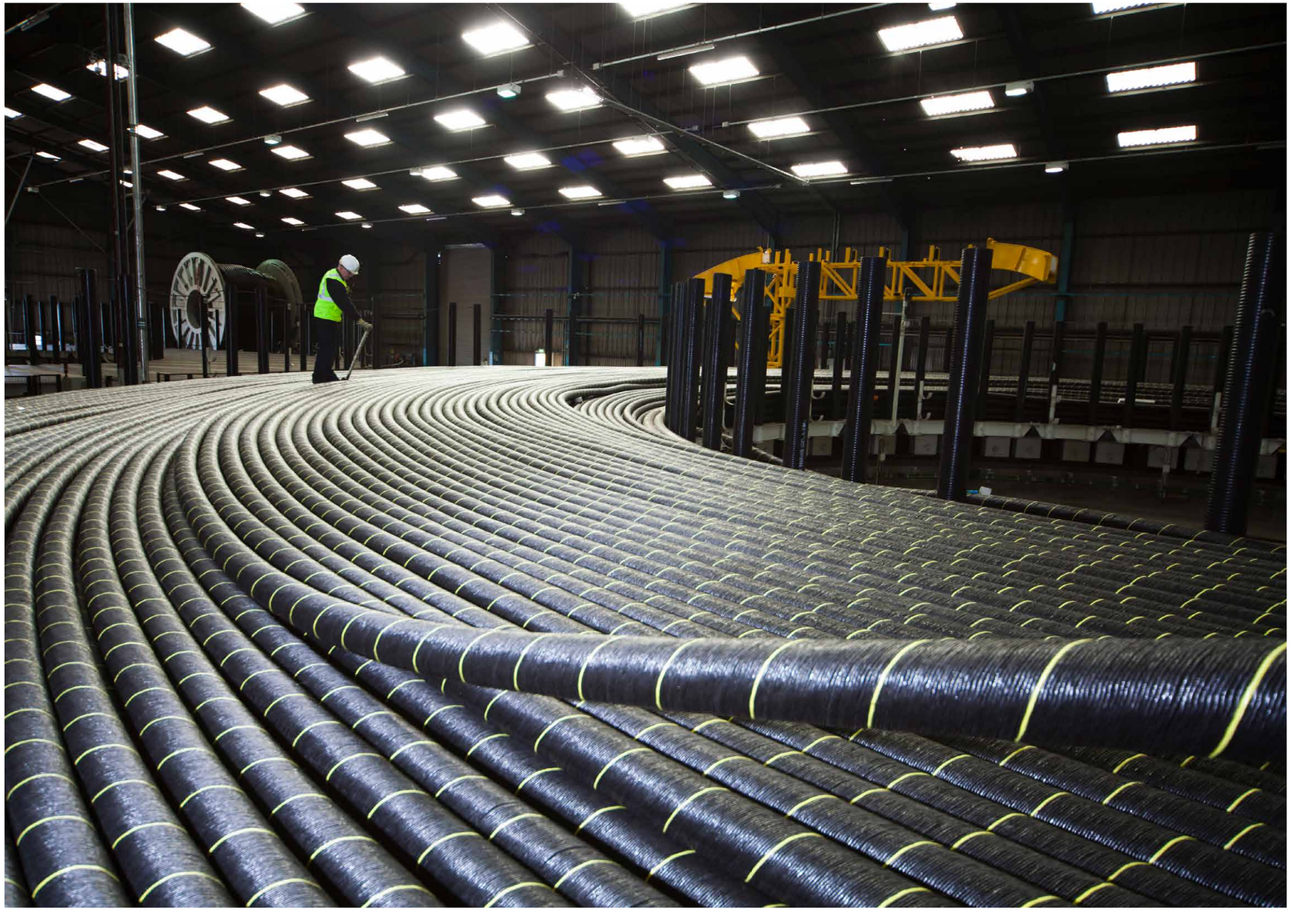
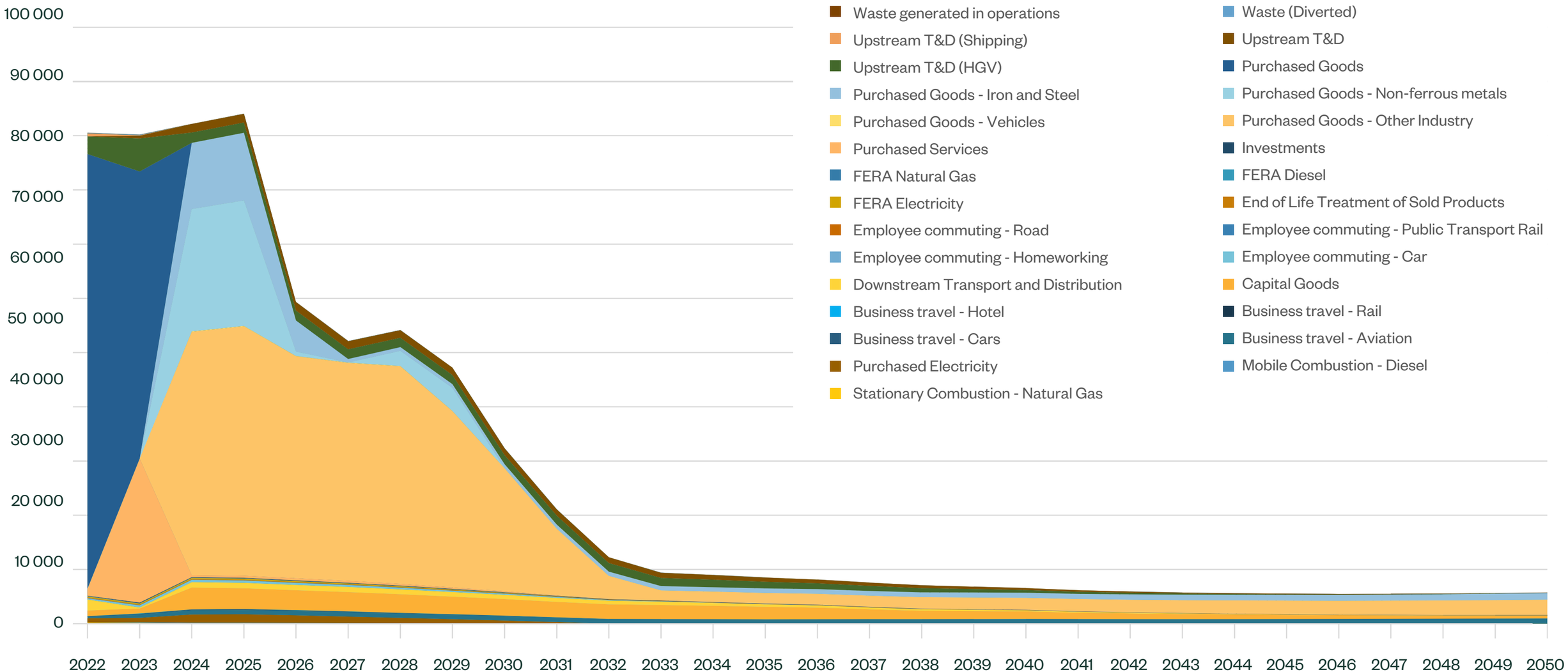


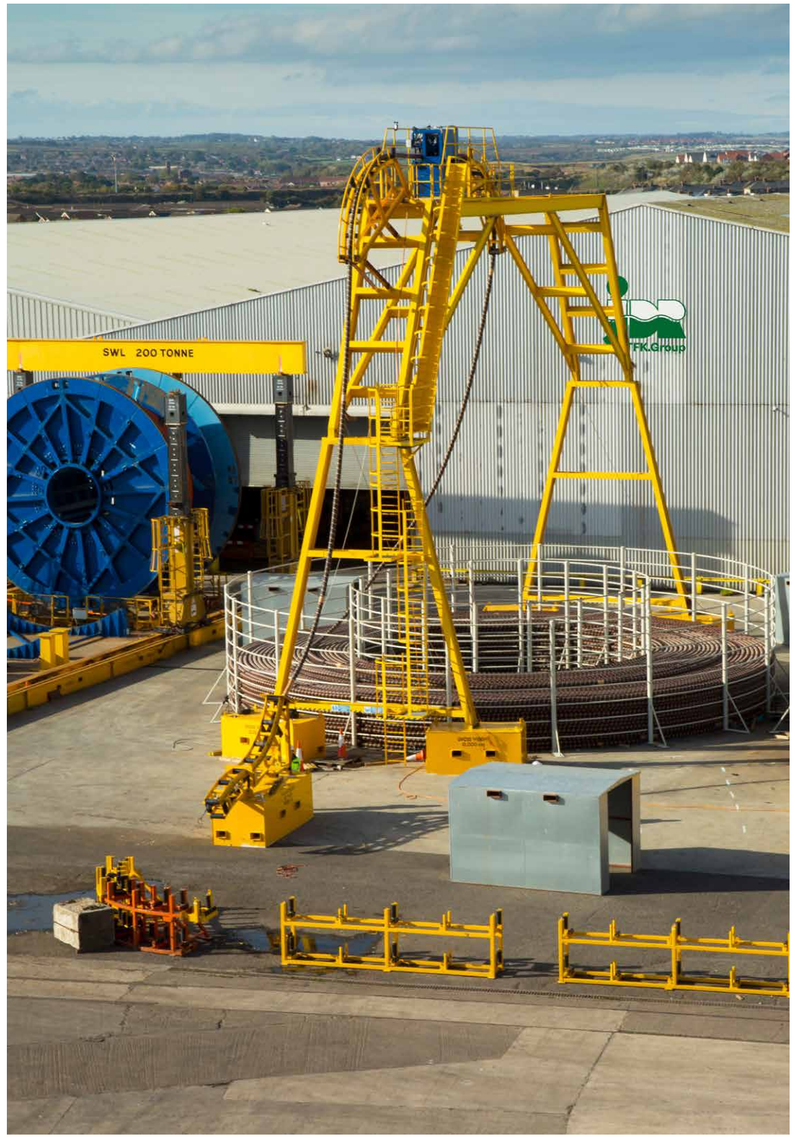
**Figure 4** – GHG Emissions projections, excluding Use of Sold Products (2022 – 2050)



Scenario model 2 shows JDR's anticipated decarbonisation pathway with only those emissions categories covered by our SBTi-validated target included. We see a similar increase in the near term due to business growth, but a much more successful decarbonisation journey from 2030 onwards, with JDR on track to achieve our near-term SBTi goals, and Net Zero by 2050. This predominantly results from assumed site decarbonisation and renewable electricity procurement by 2033. Further scope 3 efforts must be made regarding JDR's Purchased Goods, with actions currently underway to mitigate this, utilising our Navex supplier engagement questionnaire. This will allow for the implementation of data-driven procurement standards, helping to reduce emissions from all of our purchased goods and services categories as well as our capital goods and all associated upstream transport and distribution emissions, by enabling clarity and visibility of our supply chain to inform procurement decisions.

## NOTE: ASSUMPTIONS THIS MODEL MAKES

- This model is heavily dependent on projected business growth trajectories following the opening of our Blyth manufacturing site. If growth figures are higher or lower than expected, then the project decarbonisation figures will differ.
- There is also a heavy reliance on the Navex supplier engagement questionnaire and its value in decarbonising our supply chain. The above model assumes a projected decarbonisation pathway twice the speed of societal average. While we expect our suppliers will engage due to response rates from historical engagement activities, lack of engagement and action poses a potential risk.
- We have assumed complete market-based site decarbonisation by no later than 2033 to align with current electricity procurement decisions and ongoing decarbonisation efforts.
- We have assumed travel-based decarbonisation efforts occur at 1.5 times the speed of societal average. This will occur through changes in our internal travel policies over time.



# Our Competitors

## HOW DO WE PERFORM COMPARED TO OUR COMPETITORS?

To better understand our sustainability position in the context of our sector, we have conducted a peer analysis of our top five competitors. These were:

- Nexans
- Prysmian Group
- TKF
- Hellenic Cables
- Oceaneering

Reviewing publicly accessible information, we have found that JDR is largely keeping pace with its peers in relation to sustainability.

| | JDR CABLE SYSTEMS | NEXANS | PRYSMIAN GROUP | TKF | HELLENIC CABLES | OCEANEERING |
|---|---|---|---|---|---|---|
| Emissions reduction target | SBTi validated<br>2033: Scope 1 and 2 – 54.6% reduction<br>Scope 3 - 32.5% reduction<br>2050: Net Zero | SBTi validated<br>2030: Scope 1 and 2 – 46% reduction<br>Scope 3 – 30% reduction<br>2050: Net Zero | SBTi validated<br>2030: Scope 1 and 2 – 60% reduction<br>Scope 3 – 65%<br>2035: Net Zero | No confirmed SBTi validated targets<br>2030: Scope 1 and 2 – Net Zero | SBTi validated<br>2030: Scope 1 and 2 – 50% reduction<br>Scope 3 – 25% reduction<br>2050: Net Zero | No confirmed SBTi validated targets<br>No publicly disclosed quantified targets |
| Accreditations & disclosure frameworks (e.g. CDP, EcoVadis) | CDP: B<br>EcoVadis: Gold | CDP: A<br>EcoVadis: Gold<br>MSCI: A<br>Sustainalytics: 23 | CDP: A-<br>EcoVadis: Gold<br>MSCI: A<br>Sustainalytics: 16.5 | CDP: B (TKH Group)<br>EcoVadis: Gold<br>MSCI: AA (TKH Group)<br>Sustainalytics: 20.1 (TKH Group) | CDP: No publicly listed 2024 score (B rating in 2023)<br>EcoVadis: Silver<br>No MSCI or Sustainalytics score publicly available | No publicly disclosed CDP, EcoVadis, MSCI, Sustainalytics or similar scores and metrics |
| Achievements and notable efforts (e.g. emissions reductions, LCAs, etc.) | Removal of natural gas in Hartlepool facility in 2023<br>LCA for subsea power cables<br>93% recycling rate<br>Supply chain engagement | Circular economy approach including cable recycling initiatives<br>Extensive supply chain engagement<br>Product range of low-carbon distribution cables | 43% of revenues in 2024 from sustainable products*<br>Focus on use of recycled material content (copper and plastics), and circular economy | Ongoing annual energy reduction target of 5%<br>Waste recycling target of >80%<br>Strategic focus on circular economy incl. cable return scheme | EPD and LCA engagement<br>Focus on recycling and landfill avoidance as part of circular economy efforts | Aligns with SASB standards<br>Focus on emissions reductions through operational improvements and development of technologies |

** Measured by the percentage of total revenues generated by products and solutions that ensure a positive environmental impact, or a reduced negative impact compared with the industry standard. This is a custom indicator developed by Prysmian and classified as an entity-specific KPI*

## RECOMMENDATIONS

In order to keep pace with our competitors. As a company, JDR is very conscious of material consumption and waste. We are somewhat behind several of our competitors in terms of circular economy initiatives, particularly at the end-of-life stage of our products. In order to combat this, we should explore the feasibility of cable-buy-back and subsequent recycling schemes.

**As a company JDR is very conscious of material consumption and waste. We make every effort to optimise efficiency. We integrate circular economy principles across our operations.**

# Ten Drivers of Change

This strategy is based around 10 drivers of change and also addresses elements that reflect wider ESG best practice. This ensures that our approach looks at sustainability in a holistic manner, beyond Net Zero. Each driver is discussed in detail and the key actions to progress each theme are illustrated.

The drivers of change are described relative to 5 levels of ambition:

| | |
|---|---|
| Level 1 | Minimum recommended level |
| Level 2 | Taking action |
| Level 3 | Significant, credible action |
| Level 4 | Industry best practice |
| Level 5 | Sector leading |


**1.** GHG data coverage/data quality

**2.** Targets

**3.** Buildings and fleet

**4.** Electricity

**5.** Supply chain engagement

**6.** Internal stakeholder management

**7.** Offsetting

**8.** Disclosure

**9.** Beyond Net Zero: Environment

**10.** Beyond Net Zero: Social

# 1. GHG Data

## DATA COVERAGE

**CURRENT LEVEL**

Level 4

*Industry best practice:*

Covers Scope 1 & 2 and Upstream Scope 3 emissions.

**MID-LONG TERM AMBITION LEVEL**

Level 5

*Industry leading:*

Excludes a maximum of 5% of (immaterial) emissions sources from annual reporting.

### CURRENT PERFORMANCE

JDR is currently performing at a Level 4, wherein reporting covers Scope 1, 2 and upstream Scope 3 emissions. It is expected that JDR will reach Level 5 before our mid-term target with the extensive roll-out of our Navex supplier engagement questionnaires as this questionnaire will enable us to scrutinise our value chain to a higher degree and thus expand our GHG data coverage.

### KEY ACTIONS

- Include all relevant Scope 3 emissions categories (i.e. processing of sold products, upstream leased assets, downstream leased assets, etc.)
- Implement Navex supplier questionnaires and incorporate gathered GHG data into JDR's footprint
- If relevant, provide support for suppliers who are struggling to gather necessary GHG-related data

## DATA QUALITY

**CURRENT LEVEL**

Level 3

*Significant, credible action:*

All data is actual. Limited number of categories reliant on 'initial quality' data – active efforts to improve in these categories.

**MID-LONG TERM AMBITION LEVEL**

Level 4

*Industry best practice:*

All data is actual. High quality data across GHG categories. Extensive use of supplier-and product specific factors where available.

**LONG-TERM AMBITION LEVEL**

Level 5

*Sector leading:*

All data is actual and high quality. Ongoing improvements underway via targeted outreach and research (e.g. LCAs).

### CURRENT PERFORMANCE

JDR is currently performing at a Level 3, with all our data consisting of actual figures instead of industry benchmarks. Our efforts in supplier engagement have enabled us to incorporate some supplier-specific factors into our emissions calculations, and we are expecting to scale this up over time.

### KEY ACTIONS

- Further engage with suppliers to gather up-to-date supplier-specific factors
- Undertake additional LCAs for key materials and services as part of ongoing works with suppliers

## ACTIONS: CATEGORY SPECIFIC

| SCOPE | CURRENT STATUS* | IMPROVEMENTS | PRIORITY |
|---|---|---|---|
| **Scope 1** Fuels (incl. gas) | Best Quality | No improvements needed | N/A |
| **Scope 1** Owned Vehicles | Improved Quality | Collate actual litres of diesel for the 4x4<br>No improvement needed for the forklift truck data | Low |
| **Scope 1** Fugitive Emissions | Best Quality | No improvements needed | N/A |
| **Scope 2** Purchased Electricity | Best Quality | No improvements needed | N/A |
| **Scope 3** Purchased Goods and Services | Improved Quality | Where possible, liaise with suppliers to obtain supplier specific factors and create a more traceable and simplified view of materials composition and weights | High |
| **Scope 3** Capital Goods | Initial Quality | Where possible, liaise with suppliers to obtain supplier specific factors | High |
| **Scope 3** Fuel and Energy-Related Activities | Best Quality | No improvements needed | N/A |
| **Scope 3** Upstream Transportation and Distribution | Improved Quality | Where possible, obtain transport and distribution data as litres of fuel consumed | Low |
| **Scope 3** Waste Generated in Operations | Best Quality | No improvements needed | N/A |
| **Scope 3** Business Travel | Improved Quality | Record data as litres of fuel consumed<br>Reduce reliance on averages by recording data by fuel type and car size | Medium |
| **Scope 3** Employee Commuting | Improved Quality | Initiate a new commute survey each year to refresh results<br>Create incentives for colleagues to complete the survey to increase response rate and accuracy | Medium |
| **Scope 3** Upstream Leased Assets | N/A | N/A | N/A |
| **Scope 3** Downstream Transportation and Distribution | Improved Quality | Where possible, obtain actual fuel consumed | Low |
| **Scope 3** Processing of Sold Products | N/A | N/A | N/A |
| **Scope 3** Use of Sold Products | Best Quality | No improvements needed | N/A |
| **Scope 3** End-of-Life Treatment of Sold Products | Improved Quality | Investigate specific end-of-life pathways for our cables including expected lifespan to determine if they will need retrieval and disposal | Medium |
| **Scope 3** Downstream Leased Assets | N/A | N/A | N/A |
| **Scope 3** Franchises | N/A | N/A | N/A |
| **Scope 3** Investments | Improved Quality | Obtain supplier-specific factor for pension providers | Low |

# 2. Targets

## NET ZERO TARGETS

**CURRENT – MID-TERM**

Level 4

*Industry best practice:*

Long-term and near-term emissions reduction targets officially validated by the SBTi.

**LONG-TERM AMBITION LEVEL**

Level 5

*Sector leading:*

Long-term and near-term targets that exceed the minimum level of SBTi-required ambition in place and validated by SBTi.

## CURRENT PERFORMANCE

JDR is currently performing at a Level 4, wherein our mid-term and long-term climate related targets are validated and in line with SBTi standards.

## KEY ACTIONS

- Review targets periodically to assess the feasibility of exceeding the minimum level of SBTi-required ambition

## OTHER ENVIRONMENTAL TARGETS

**CURRENT LEVEL**

Level 3

*Significant, credible action:*

Targets set in multiple other specific climate-relevant areas (e.g. energy efficiency, waste, fleet transition, business travel, etc.) and publicly disclosed.

**MID-TERM AMBITION LEVEL**

Level 4

*Industry best practice:*

Targets set in multiple other specific climate-relevant areas (e.g. energy efficiency, waste, fleet transition, business travel, etc.) and publicly disclosed. Progress monitored and reported on annually.

**LONG-TERM AMBITION LEVEL**

Level 5

*Sector leading:*

Targets set in multiple other specific climate-relevant area (e.g. energy efficiency, waste, fleet transition, business travel, etc.) and externally certified/validated. Progress monitored and reported on annually.

## CURRENT PERFORMANCE

JDR places a specific focus on the energy efficiency of our sites due to operational, financial, and sustainability-related motivations. Our Hartlepool and Blyth sites now operate on 100% electricity, and minimal gas usage at our Littleport site. This is in an effort to not only decarbonise but also keep up with industry progression for optimal energy efficiency.

# 3. Buildings and Fleet

**CURRENT LEVEL**

Level 1

*Minimum recommended level:*

Low-carbon options considered at existing assets' end of life and only when cost competitive with conventional alternatives. Carbon-relevant criteria do not affect leasing decisions.

**MID-TERM AMBITION LEVEL**

Level 2

*Taking action:*

Energy efficiency initiatives actively investigated and promoted, low carbon assets privileged even when not cost competitive with conventional alternatives. Active engagement with landlords (where relevant) to understand plans and progress towards decarbonisation.

**LONG-TERM AMBITION LEVEL**

Level 3

*Significant, credible action:*

Site/fleet energy audits undertaken on a regular basis to identify savings opportunities (beyond regulatory requirements, e.g. ESOS). GHG impact explicitly enters building and fleet related Capex decisions in a defined way. GHG criteria impact all leasing decisions in re. to fleet and buildings.

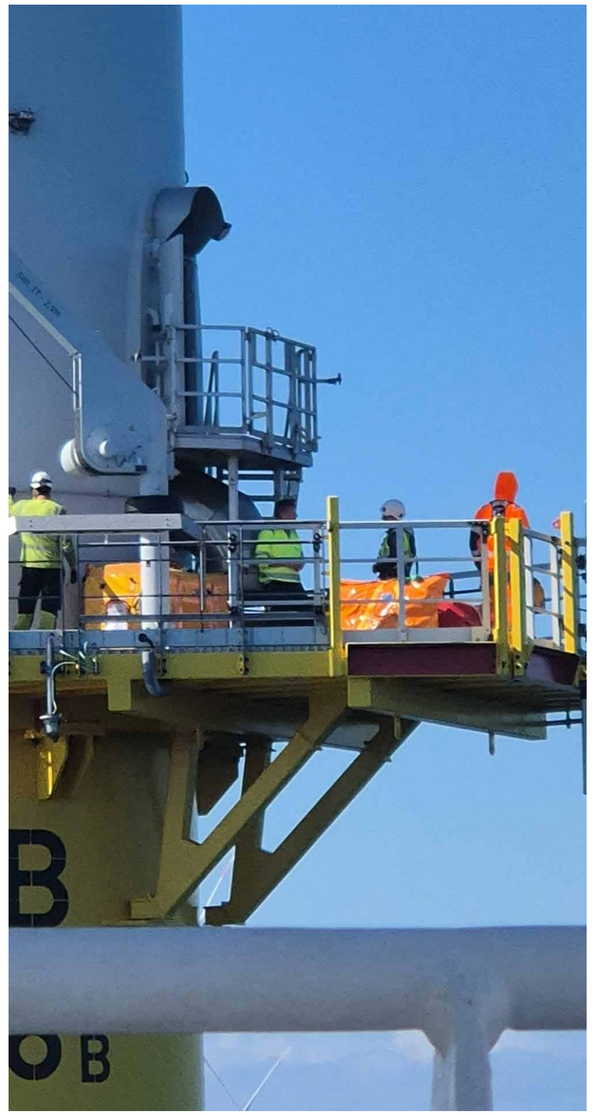
## CURRENT PERFORMANCE

Currently, JDR operates in two rented sites and one owned site. As such, while low-carbon heating system options have been considered, the pace of our transition is somewhat limited by landlord reluctance to invest in site improvements. Progress so far has included reducing fossil fuel dependency (Littleport is the only site with gas heating) and engaging in behavioural change initiatives across sites. Furthermore, the limited range of electric vehicles and large geographic distance between our sites poses a transition risk for our company due to economic and operational delays. Our forklift fleet contains a combination of electric and diesel trucks.

The financial infeasibility of certain investments has been an obstacle for both building and fleet decarbonisation. As such, discussions have begun around creating a 'revolving green fund', wherein savings from decarbonisation and energy efficiency measures are collated to fund further sustainability initiatives.

## KEY ACTIONS

- Where possible, transition forklifts to electric or hydrogen alternatives
- Switch from gas to electric heating systems for Littleport
- Establish a revolving green fund with initial seed funding



## ACTIONS: EMISSION SOURCE SPECIFIC

| EMISSIONS SOURCE | DECARBONISATION STRATEGY | COST CONSIDERATIONS | ACTIONS | TIMELINE |
|---|---|---|---|---|
| **Scope 1**<br>Diesel and petrol usage in vehicle fleet | Transition to electric or hydrogen vehicles and forklifts | Electric options generally 10-20% more expensive to purchase, but subsequent costs per km travelled are 3-5x cheaper. * | Ongoing monitoring of EV/hydrogen pilot projects and dissemination of results. Switching to EVs and hydrogen forklifts at end of vehicle leases and/or operational lifetimes | Long-term |
| **Scope 1**<br>Natural gas for heating | Installation of air source heat pumps and electrification of heating systems | £3,500 average cost to remove one tonne $CO_2e$ from annual footprint. | Introduce carbon-relevant criteria when identifying new sites or negotiating lease renewals. Liaise with landlords to install heat pumps in tandem with on-site solar PV arrays. | Mid-term |

** Source: Energy and Climate Intelligence Unit (ECIU) (2023) The future costs of running an electric vehicle.*

*Available at: https://ca1-eci.edcdn.com/ev-future-costs*

# 4. Electricity

**CURRENT LEVEL**

Level 2

*Taking action:*

Majority of procured electricity is backed by renewable energy generation (e.g. via REGOs).

**MID-TERM AMBITION LEVEL**

Level 3

*Significant, credible action:*

100% of procured electricity is backed by renewable energy generation (e.g. via REGOs).

**LONG-TERM AMBITION LEVEL**

Level 4

*Industry best practice:*

100% of procured electricity is backed by renewable energy generation (e.g. via REGOs). Some electricity demand met by on-site renewables/PPAs, with ongoing efforts to scale this up over time.

## CURRENT PERFORMANCE

Currently, approximately 33% of our electricity procurement is REGO backed. We are investigating scaling this up, with considerations given to the price premiums proposed for these electricity tariffs.

## KEY ACTIONS

- Switch to 100% REGO backed electricity across all sites
- Engage relevant legal/planning departments to further plans for on-site electricity generation and re-sale to the national grid via PPAs

## ACTIONS: EMISSION SOURCE SPECIFIC

| EMISSIONS SOURCE | DECARBONISATION STRATEGY | COST CONSIDERATIONS | ACTIONS | TIMELINE |
|---|---|---|---|---|
| **Scope 2**<br>Combustion of fossil fuels in electricity generation. | Procurement of REGOs.<br>Expansion of on-site renewable generation capacity. | Variable – Renewable tariffs are becoming increasingly cost competitive, particularly as global conflicts increase the cost of non-renewable and non-domestic energy | Maintain 100% renewable electricity policy. Install on-site solar at Blyth and incorporate into lease considerations for new sites. | Mid-term |

** Source: Energy and Climate Intelligence Unit (ECIU) (2023) The future costs of running an electric vehicle.*

*Available at: https://ca1-eci.edcdn.com/ev-future-costs*

# 5. Supply Chain Engagement

**CURRENT LEVEL**

Level 3

Significant, credible action:

Supply chain questionnaires are issued regularly to a significant proportion of suppliers.

**MID-TERM AMBITION LEVEL**

Level 4

Sector leading:

Supply chain questionnaires are issued annually to all material suppliers. Opportunities for collaborative decarbonisation are actively investigated. Concrete carbon-relevant requirements are in place, which, if not met, necessitate finding alternate suppliers.

**LONG-TERM AMBITION LEVEL**

Level 5

*Sector leading:*

Supply chain questionnaires are issued annually to all material suppliers. Opportunities for collaborative decarbonisation are actively investigated. Concrete carbon-relevant requirements are in place, which, if not met, necessitate finding alternate suppliers.

## CURRENT PERFORMANCE

While our previous supply chain engagement efforts have yielded positive results in establishing some supplier-specific factors, we are currently working towards utilising a more efficient and detailed system which would allow us to better assess our suppliers' sustainability credentials and efforts. We are currently onboarding our Navex RiskRate questionnaire to include supplier details on their performance in environmental, social, governance and other related categories, including decarbonisation strategies. It is expected that this questionnaire will be finalised and sent out to suppliers during 2026.

## KEY ACTIONS

- Distribute Navex supplier engagement questionnaire and collate responses
- Where appropriate, engage suppliers with Energise's Sustemic system to support suppliers in improving their understanding of their GHG impacts
- Incorporate the results of this engagement into a procurement policy that incentivises improving performance among suppliers
- Where not possible or where efforts are not reciprocated, renew supply chain contracts accordingly

# STRATEGIC ACTIONS TO DECARBONISE OUR SUPPLY CHAIN

## 1 Focus on key categories

While the Navex questionnaire is expected to be released to all suppliers, JDR will make a concerted effort to garner responses from steel, aluminium and other manufactured goods suppliers as these make up the three largest sources of our purchased goods and services emissions.

## 2 Work with suppliers to increase Net Zero activity

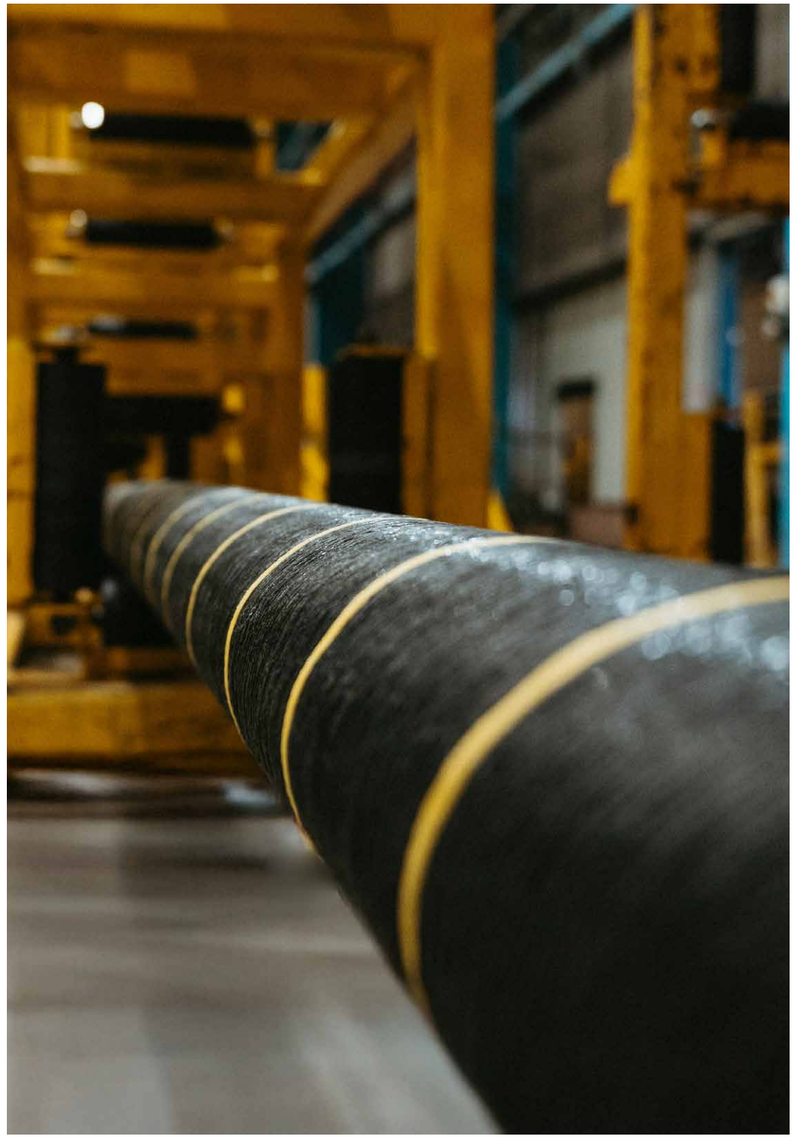
JDR aims to draft and implement the Navex questionnaire over the course of 2026, outlining expectations of suppliers. Where suppliers fall short of expectations, they will be directed to resources (such as Energise's Sustemic).

## 3 Get more detailed carbon data

Ongoing review of the Navex questionnaire will improve the accuracy of our carbon footprint and allow for visibility of progress in the supply chain.

## 4 Create more opportunities to collaborate

The process of supplier engagement will also allow JDR to identify opportunities, many of which will require collaboration with suppliers, for instance in low-carbon cable design.



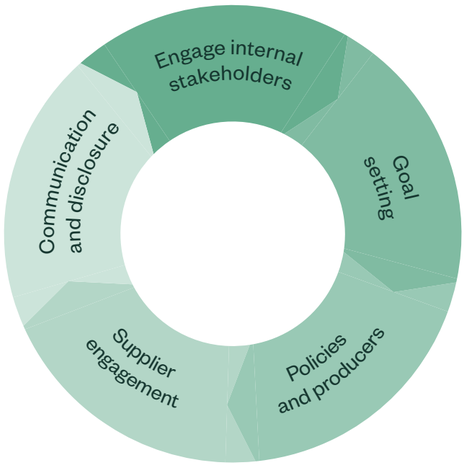
## PROCUREMENT POLICIES

Implementing a procurement policy will be an important aspect of our decarbonisation journey, as Purchased Goods and Services comprise around 49% of our entire footprint. These policies will need to define mechanisms by which suppliers' levels of awareness (of GHG impacts), ambition (decarbonisation targets and plans), and progress, impact procurement decisions. This will also extend beyond Net Zero and include supplier diversity, anti-money laundering, ethics, human rights, and anti-slavery/ child / forced labour.

## ENGAGING SUPPLIERS

The cycle to the right illustrates a practical approach to building a more sustainable supply chain:

- **Engage internal stakeholders**: Bring together the right people across your business to align on sustainability priorities.
- **Set clear goals**: Define measurable sustainability targets for your supply chain.
- **Establish policies and procedures:** Put in place the standards and processes that will guide action.
- **Engage suppliers**: Work collaboratively with suppliers to meet your sustainability objectives.
- **Communicate and disclose**: Share progress transparently, both internally and externally.




Prior to the implementation of these standards a few key questions will need to be answered:

### 1 Which suppliers do these policies apply to?

a. Most significant suppliers (in terms of expenditure or carbon)
b. All suppliers
c. Phased approach from A to B

### 2 How do the standards affect procurement decisions?

a. Introduction of sustainability / climate performance as criteria (weighting could increase over time)
b. Strict requirement (if minimum standards not met, that supplier is ineligible)
c. Phased approach from A to B

### 3 How are noncompliant suppliers handled?

a. Retain and engage (potential for a defined grace period)
b. Suspend and engage
c. Excluded from procurement decisions

## ACTIONS: EMISSION SOURCE SPECIFIC

| EMISSIONS SOURCE | DECARBONISATION STRATEGY | COST CONSIDERATIONS | ACTIONS | TIMELINE |
|---|---|---|---|---|
| **Scope 3**<br>Purchased Goods & Services / Capital Goods | Emissions associated with the resource extraction, processes, transporting, manufacture, etc. of all purchased goods or services | Fuel switching throughout the value chain (from fossil fuels to renewable sources of energy) (*Both manufacturing and transport*)<br>Waste reduction and improved circularity | Conduct ongoing supply chain engagement through the Navex questionnaire<br>Establish a procurement policy and set of standards that define the minimum expectations for suppliers' products and services. This should begin with a weighted approach in procurement decisions that favours low-carbon options, and gradually evolve into firm, mandatory requirements for all suppliers, such as annual greenhouse gas (GHG) footprint reporting<br>Collaborate proactively with the supply chain to reduce logistics-related emissions and minimise waste. | Near to mid-term |
| **Scope 3**<br>Fuel and Energy Related Activities | The extraction, refinement, and transportation of fuels purchased by the company or used to generate the company's electricity. | Reduce reliance on fossil fuels over time by switching to electric or alternative (e.g. hydrogen) processes | This area will be decarbonised in line with the wider economy, and the decarbonisation of the national grid<br>Scope 1 and 2 (location-based) emissions reductions will simultaneously impact this emissions category | Long-term |
| **Scope 3**<br>Upstream Transport & Distribution | Emissions associated with the transport of purchased goods to JDR sites. | Increased transport efficiency.<br>Transition to electric vehicles. | Gather data on transport methods and distances<br>Introduce standards that incentivise the transition to EVs among utilised logistics providers | Supplier outreach and improved data (2025 and ongoing).<br>Standards drafted and approved by 2027 |

It is recognised that for some of our larger suppliers, we may have little to no leverage over them. In these cases, it is likely that most reductions will come from preferencing alternative low-carbon products or suppliers where possible, rather than actually impacting supplier processes and ambition levels. Nevertheless, outreach alerting suppliers to our ambitions in this space will contribute to overall pressure they are likely feeling from their customers about the need to measure GHG impacts, set targets, and make progress.

We must also recognise that as a manufacturer we sit in the supply chain of our customers. With changing CBAM regulations for the UK and EU, internal discussions have begun regarding the use of product LCAs. This would not only improve our own understanding of our products and the carbon 'sticking points' in our value chain but also improve our customer relationships if CBAM or GHG-related data is requested.

**In terms of sustainable development, JDR Cable Systems focuses on implementing activities aimed at improving occupational safety, quality, and environmental efficiency.**

*Excerpt from ESG Report 2024*

*Chapter 4: JDR Cable Systems Ltd.*

# 6. Internal Stakeholder Engagement

**CURRENT LEVEL**

Level 3

*Significant, credible action:*

Carbon literacy training provided at senior levels. Internal climate working groups are actively facilitated (time and budget allocation).

**MID-TO-LONG-TERM AMBITION LEVEL**

Level 4

*Industry best practice:*

Ongoing programme of training and upskilling in place for members of staff, including at senior levels. Internal climate working groups are actively facilitated (time and budget allocation). Climate performance or progress towards complementary targets tied to remuneration policies for some staff members.

## CURRENT PERFORMANCE

Currently, day-to-day responsibility for sustainability-related matters lies with our Sustainability Manager, with Board oversight from our Chief Strategy and Compliance Officer. We regularly engage in training to ensure our team are equipped with the skills and knowledge to make informed decisions regarding sustainability.

We have formed a sustainability working group, with tailored carbon awareness and sustainability training for both the working group and senior leadership planned for 2026.

## KEY ACTIONS

- Engage senior leadership in carbon awareness training
- Engage in-house climate working groups with sustainability training
- Implement sustainability-linked remuneration policies

## ACTIONS: EMISSION SOURCE SPECIFIC

| EMISSIONS SOURCE | DECARBONISATION STRATEGY | COST CONSIDERATIONS | ACTIONS | TIMELINE |
|---|---|---|---|---|
| **Scope 3**<br>Business Travel | Emissions related to travel by employees for business purposes outside of normal commuting | Reduce total trips.<br><br>Move from carbon intensive to low-carbon transport methods where possible | Actively advocate for and incentivise the use of more sustainable forms of travel<br><br>Institute a travel standard and policy to help accomplish this | Long-term |
| **Scope 3**<br>Employee Commuting | Emissions associated with the transport of employees to and from work, or those emissions associated with homework (relating to energy required for heating, office equipment, etc.) | Employee adoption of low-carbon transportation options.<br><br>Employee energy efficiency / procurement of renewable energy at home where possible | Engage and incentivise employees to use sustainable modes of transport, e.g. cycling, rail, bus, etc.<br><br>Aim to collect increasingly accurate employee commuting and homeworking data to understanding and reduce emissions<br><br>Support the transition to Electric Vehicles (e.g., charging points on site, salary sacrifice scheme, etc.)<br><br>Support employees in reducing homeworking emissions (e.g., facilitating the purchase of renewable energy, electrification of heating systems, etc.) | Long-term |

# 7. Offsetting

**CURRENT LEVEL**

Level 2

*Taking action:*

Commitment to offsetting only from long-term net zero target date.

**MID-TERM AMBITION LEVEL**

Level 3

*Significant, credible action:*

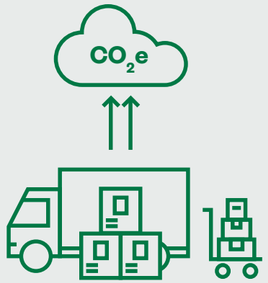
Offsetting of some categories of emissions prior to net zero target date.

**LONG-TERM AMBITION LEVEL**

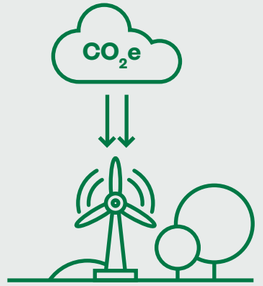
Level 3

*Significant, credible action:*

Offsetting of some categories of emissions prior to net zero target date.




**Emission produced**
An organisation's operations emits emissions into the atmosphere ($CO_2e$).




**Offset project funded**
The organisation buys carbon credits. These fund offset projects that either remove emissions that either remove emissions from the atmosphere or avoid them.

**Credit retired**
The organisation receives a retirement certificate. This proves that they own the carbon credit(s).

## WHAT IS CARBON OFFSETTING?

Carbon offsetting is the process of funding projects that either remove emissions from the atmosphere or avoid them in order to neutralise emissions produced.

To fund a carbon offsetting project, a carbon credit is purchased. This is a tradeable certificate for one tonne of carbon dioxide equivalent ($tCO_2e$) that has been removed or avoided.

Projects are usually bought through a broker, for example, Nature Broking manage many offset projects focusing on nature restoration. CTX (Carbon Trade Exchange) is another broker, and they have access to hundreds of offsetting projects all over the world.

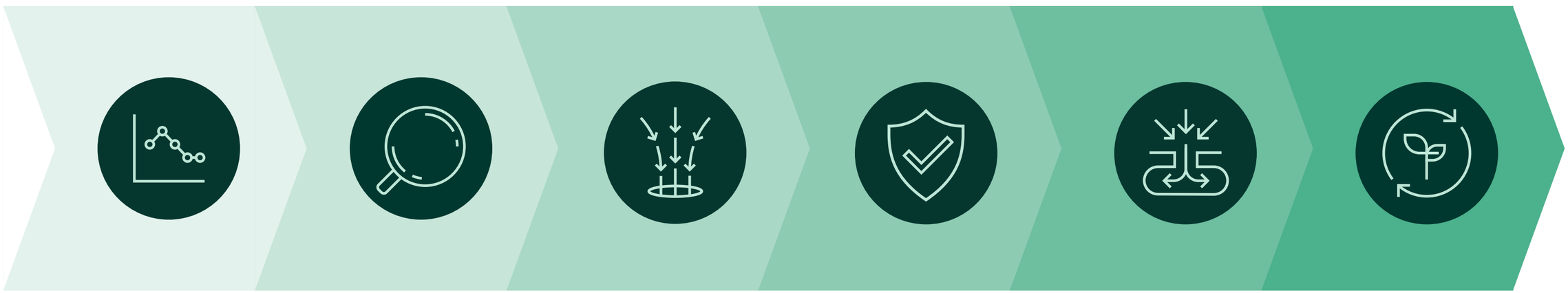
## OFFSETTING BEST PRACTICE

Purchasing offsets can be risky because some see it as a distraction from reducing emissions, and the quality of offsetting projects is often brought into question. To ensure that offsets are purchased in the right way, we follow the Oxford Offsetting Principles. These are a set of guidelines which help organisations to set their offsetting strategy.

**Cut emissions first**
Prioritise reducing your own emissions (emissions abatement) and reduce the need for offsets in the first place.

**Shift over time to carbon removals**
Most offsets available today are emission reductions, which are necessary but not sufficient to achieve net zero in the long run. Carbon removals scrub carbon directly from the atmosphere.

**Move towards long-lived carbon storage**
Short-lived storage involves methods that have a higher risk of being reversed over decades. Long-lived storage refers to methods of storing carbon that have a low risk of reversal over centuries to millennia.



**Maintain transparency**
Disclose your current emissions, accounting practices, targets to reach Net Zero, and the type of offsets that you are using.

**Ensure environmental integrity**
Use offsets that are verifiable and correctly accounted for and have a low risk of non-additionality, reversal and creating negative unintended consequences for people and the environment.

**Support development of Net Zero aligned offsetting**
Use long-term, well-established frameworks. Support the restoration and protection of a wide range of ecosystems that benefit the world having greater resilience to climate change as well as carbon storage.

## CURRENT PERFORMANCE

We do not currently engage in offsetting our GHG emissions as our priority first and foremost is actively reducing our Scope 1 and 2 emissions. We are however planning on exploring more tailored offsetting or nature-based solutions that closer align with JDR's mission, such as marine conservation or blue carbon projects.

## KEY ACTIONS

- Develop a biodiversity/nature-based solutions roadmap
- Explore industry-related biodiversity projects and nature-based solutions

# 8. Disclosure

**CURRENT LEVEL**

Level 4

*Industry best practice:*

Organisation has a robust disclosure regime covering all major aspects and scores well (top 25%) of ratings (e.g. CDP A or B, EcoVadis Silver) and produces a dedicated annual sustainability report.

**MID-TERM AMBITION LEVEL**

Level 5

*Sector leading:*

Organisation has a comprehensive disclosure regime covering all major aspects, scores well (top 10%) of ratings (e.g. CDP A/A-, EcoVadis Gold) and produces a dedicated annual sustainability report aligned to an external framework (e.g. GRI, UN SDGs, etc.).

## CURRENT PERFORMANCE

JDR currently has a robust disclosure regime in place, with regular reporting to both compliance and voluntary disclosure schemes, including SECR, CDP, and EcoVadis. We are currently undertaking our first dedicated ESG report, which will be updated and published annually. Current disclosure is driven by both customer and stakeholder expectations as well as our own internal drive for sustainability.

## KEY ACTIONS

- Review currently disclosures to avoid duplication of reports
- Undertake actions necessary to improve scores across frameworks like CDP and EcoVadis

# 9. Beyond Net Zero: Environment

**CURRENT LEVEL**

Level 2

*Taking action:*

Anecdotal assessment of environmental impacts beyond GHG emissions and ad hoc initiatives undertaken to address them.

**MID-TERM AMBITION LEVEL**

Level 3

*Significant, credible action:*

Comprehensive assessment of wider environmental impacts undertaken (water use, waste, plastics, and biodiversity at a minimum), and ongoing action to address the most material impacts.

**LONG-TERM AMBITION LEVEL**

Level 4

*Industry best practice:*

Steps taken to mitigate footprint across multiple realms of material environmental impact and associated targets set. Efforts undertaken to not just reduce impact but to actively remediate ecosystems.

## RECOGNISING OUR IMPACT, RISK AND OPPORTUNITIES

While reducing greenhouse gas emissions has been our primary focus to date due to its significance in combating climate change, we recognise our broader environmental responsibilities. These include preventing environmental harm and complying with longstanding legal obligations related to pollution control.

## CURRENT PERFORMANCE

Our current performance in this area is difficult to define as JDR is somewhat described by all 5 levels of ambition as defined by this framework. We are actively taking steps to reduce our carbon footprint and have begun to explore some biodiversity-related projects, such as rewilding on unused brown and greenfield areas at our sites. We are also conscious of the marine disturbance that our cables can cause when in use, and as such, we are actively exploring potential marine conservation and blue carbon-based projects to support.

## KEY ACTIONS

- Establish biodiversity / marine conservation KPIs, set associated targets and track ongoing performance
- Develop a biodiversity roadmap for JDR
- Conduct a double materiality assessment

# 10. Beyond Net Zero: Social

**CURRENT LEVEL**

Level 2

*Taking action:*

Policies in place that go beyond regulatory minimums in several areas (e.g. human rights, DE&I, supplier diversity, and ethics). Anecdotal engagement with suppliers on topics related to social sustainability.

**MID-TO-LONG-TERM AMBITION LEVEL**

Level 5

*Sector leading:*

Holistic social sustainability strategy and publicly disclosed targets that address potential negative impacts on staff, local communities, and value chain partners. External certification obtained (e.g. SA8000 or SVI). Ongoing supply chain engagement to identify areas of concern and stringent supplier standards in place. Transparent disclosure of relevant metrics and progress towards targets annually.

## RECOGNISING OUR IMPACT, RISK AND OPPORTUNITIES

We employ more than 500 people in three different countries, including our three main manufacturing sites in the UK. We prioritise employee satisfaction, clean and safe working conditions, and work in partnership with employee representatives worldwide to support their wellbeing. Our culture drives progress and inspires our people to perform at their best every day.

We also acknowledge our responsibility across the broader value chain, including promoting fair and safe working conditions for those involved in delivering our products and services, and working closely with suppliers to maintain high ethical and environmental standards.

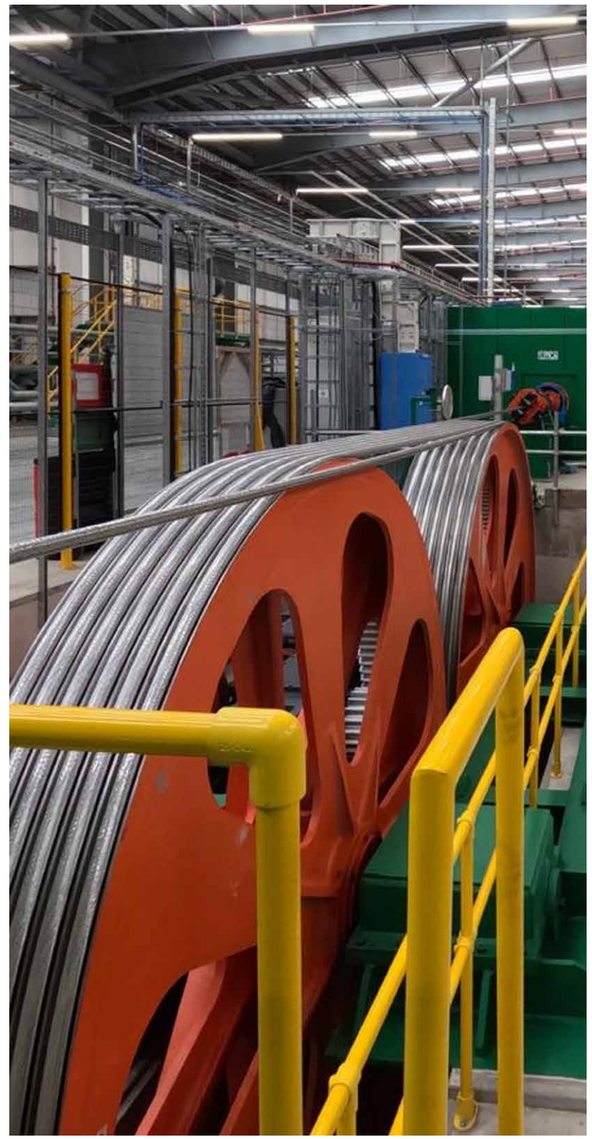
Beyond our direct operations, we are committed to understanding and responding to the needs of the communities impacted by our activities, striving to create a positive presence wherever we operate. We also recognise the trust placed in us by customers and end users, and aim to provide solutions that are safe, sustainable, and deliver meaningful value.

## CURRENT PERFORMANCE

Our engagement with disclosure schemes such as EcoVadis have enabled us to develop robust and comprehensive social policies across a multitude of topics, such as gender equality and anti-bribery and corruption. With the implementation of the Navex questionnaire, we hope to garner a greater level of detailed insight into our suppliers' social sustainability progress.

## KEY ACTIONS

- Conduct a double materiality assessment
- Evaluate suppliers' social sustainability progress via the Navex questionnaire and incorporate into our procurement policy
- Obtain external validation for working conditions and labour practices (SA8000), or robustly measure social value creation (SVI)



# Sustainable *Thinking*
# Profitable *Outcomes*

Prepared by | Caitlin Sanderson

Checked by | Elgan Hallett

Quality Assured by | Peter Michel

# Appendix I

## THE NATIONAL AND GLOBAL CONTEXT

Climate change is widely considered the greatest environmental challenge facing the world, with many countries now experiencing unprecedented and increasingly frequent extremes of weather. International action on this issue has been slow to take off, but progress is now being made in decarbonising the global economy as well as in adapting to a changing climate.

Britain's Climate Change Act of 2008 introduced the world's first long-term national framework to tackle climate change, setting a legally binding target of an 80% reduction in GHG emissions by 2050, against a 1990 baseline. After a few false starts, the comprehensive international Paris Agreement on climate change was approved in 2015, aiming to limit GHG emissions "as soon as possible" and keeping global temperature increase "well below" 2°C.

Three years later, the Intergovernmental Panel on Climate Change issued a scientific report on the potential impacts of global warming and how the rise in global temperature should be limited to 1.5°C. It concluded that the risks and impacts of 2°C average warming compared with 1.5°C justify a much deeper and faster policy response, in terms of technological changes to energy and food production as well as human lifestyle. However, the World Meteorological Organisation (WMO) warned in 2025 that the world is on an accelerated track to breach the 1.5°C warming limit. The WMO projects a 70% chance that the five-year average temperature will exceed this threshold between 2025-2029, indicating that things are getting worse, faster.

In 2019, Britain became the first major world economy to legislate for net zero emissions, aiming to end the contribution of UK economic production activities to climate change over the next 30 years. Many other countries have followed suit, raising hopes that the worst effects of climate change can be avoided in the future.

# POLICY LANDSCAPE

| | REGULATORY | MARKET EXPECTATION/ BEST PRACTICE |
|---|---|---|
| **Environment: Legislation** | SECR (Streamlined Energy & Carbon Reporting), ESOS (Energy Savings Opportunity Scheme), UK ETS (Emissions Trading Scheme), CCA (Climate Change Agreements), EPBR (Energy Performance of Building Regulations), UK RS (UK Sustainability Reporting Standard), CSRD (Corporate Sustainability Reporting Directive), CS3D (Corporate Sustainability Due Diligence Directive), ECGT (Empowering Consumers for the Green Transition Directive), Packaging Waste Regulations, MEES (Minimum Energy Efficiency Standard), Various other Waste Regulations | |
| **Environmental: Standards** | Environmental Bill implementation | GHG Reporting (using the Greenhouse Gas Protocol), ISO14001 (ISO for Environmental Management), ISO50001 (ISO for Energy Management), Sectoral agreements on Net Zero/Environment, Science Based Targets initiative (SBTi), ISO 14068 (Carbon Neutrality), PAS2050 (Lifecycle Assessment) |
| **Sustainability: Disclosure** | TCFD (Taskforce on Climate-related Financial Disclosures) | Supply Chain Engagement (inc. schemes like EcoVadis), GRI/DJSI Reporting, UN Global Compact, B Corp, UN SDG Reporting |
| **Sustainability: Investor Led** | | CDP, FTSE4Good, ESG Indexes (e.g. Sustainanalytics/ MSCI), EU Green Taxonomy, IFRS S1, S2 (International Financial Reporting Standards), SASB (Sustainability Accounting Standards Board), ISSB (International Sustainability Standards Board), PRI (Principles for Responsible Investment) |
| **Sustainability: Real Estate/Construction** | Building Regulations, Heat Network (Metering and Billing) Regulations | BREEAM (Sustainability assessment method for buildings), LEED (Sustainability assessment method for buildings), GRESB (ESG Benchmark for Real Assets), Whole Life Carbon |
| **Social: Legislation/Value** | Equality Act, Employment Rights Bill, Diversity, Discrimination & Harassment, Modern Slavery, Gender Pay Reporting, Health & Safety/Working Conditions, Labour Relations | Social value considered in purchasing, TOMs framework Social Value measurement |
| **Social: Culture & Ethics** | | Board composition, Wellbeing, Inclusion, Corporate Culture |

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# Appendix II

## GHG ACCOUNTING METHODOLOGY

The methodology used to calculate JDR's greenhouse gas (GHG) emissions is aligned with the GHG Protocol: A Corporate Accounting and Reporting Standard, and draws upon additional guidance where relevant, including the GHG Protocol Scope 2 Guidance, the Corporate Value Chain (Scope 3) Accounting and Reporting Standard, and the Technical Guidance for Calculating Scope 3 Emissions. This approach ensures transparency, consistency, and accuracy in accordance with internationally recognised best practices.

The operational control approach was used to define JDR's organisational boundaries, which determines the activities included under Scope 1 and Scope 2.

Scope 3 emissions represent indirect GHG emissions arising from value chain activities outside the boundaries of operational control. All subsidiaries and operations within the defined boundary are included in the inventory, unless otherwise specified.

The reporting period for this GHG inventory is 01 January 2024 to 31 December 2024, aligned with JDR's financial year to maintain consistency across reporting frameworks.

The inventory includes all seven GHGs covered under the Kyoto Protocol, reported as carbon dioxide equivalents ($CO_2e$): Carbon dioxide ($CO_2$), Methane ($CH_4$), Nitrous oxide ($N_2O$), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulphur hexafluoride ($SF_6$), and Nitrogen trifluoride ($NF_3$).

The emissions inventory is designed to capture all material sources of emissions. Any exclusions are limited to sources considered immaterial (typically less than <5% of total emissions) or where reliable data is currently unavailable.

In cases where actual data was unavailable, carefully considered estimates were used, with clear documentation and alignment to GHG Protocol principles. Data quality is assured through internal validation procedures and expert review, ensuring the robustness and reliability of the inventory. For more information on data treatment, quality, and exclusions, see Data Treatment section in our GHG report.

# Appendix III

## GUIDANCE ON INTEGRATING SUSTAINABILITY-RELATED RISK INTO EXISTING RISK MANAGEMENT PROCESSES

### EXISTING RISK MANAGEMENT PROCESSES

Risk management is vital to business success. Successful risk management helps organisations consider the full range of risks they face. Companies should seek to fully understand the existing steps that are taken to manage risk including how risks are:

- Identified
- Analysed
- Evaluated
- Treated
- Monitored and reviewed

### KEY PRINCIPLES FOR INTEGRATION

The key principles for effective integration of climate-related risk into the overarching risk management process are:

- Buy-in: Board-level and senior management support is crucial and should be gained at the beginning of the process.
- Consistency: When considering how to integrate climate-related risks into the overarching risk management process, companies should ensure methodology used is consistent.
- Proportionality: Risks should be considered in the context of the company's other risks and materiality of exposure is taken into account.
- Interconnections: In addition, any other risks and the potential interconnections between climate-related risks and other risks should be reviewed with all relevant functions and departments.
- Timescales: Often a company's risk management timescales are limited and do not span the necessary length of time over which climate-related risks may materialise, so the short, medium and long-Oterm time frames considered as part of the climate-related risk and opportunity exercise may need to be extended to cover the company's wider risk management framework.

### FOUR STEPS TO EFFECTIVE INTEGRATION

The steps below follow an internationally recognised framework for integrating sustainability-related risks into risk management. These are intended to be iterative rather than strictly sequential:

**1 Understand**

Ensure there is an understanding of climate change and its potential impacts

**2 Identify**

Identify specific risk management processes that may need to be adjusted as well as who is responsible for those processes

**3 Incorporate**

Incorporate sustainability-related risk into existing risk taxonomy and inventory used

**4 Adapt**

Adapt existing risk management processes based on knowledge gained through sustainability-related risk review

# Appendix IV

## SCENARIO MODEL METHODOLOGY

Two decarbonisation pathway methodologies are applied in the model:

### TOP DOWN:

The societal reduction pathways aligned with the UK Government's 7th Carbon Budget, which sets legally binding limits on UK greenhouse gas emissions. This budget is based on independent analysis from the Climate Change Committee (CCC).

In our model, the CCC's sector-specific pathways are used to define the pace of change needed for different categories of emissions. For example:

- Energy-related emissions follow the CCC's decarbonisation curve for electricity generation and heating.
- Transport emissions align with CCC assumptions on electric vehicle uptake and modal shift.
- Supply chain and purchased goods follow CCC recommendations for industry decarbonisation and material efficiency.

These sectoral pathways are scaled and adapted to our organisation's baseline emissions, ensuring our target trajectory is consistent with the broader national Net Zero transition.

### BOTTOM UP:

The business-driven actions that need to occur in order to meet our decarbonisation objectives. 'Keeping pace' with the societal shift will not be enough so we have overlayed our own planned actions around themes such as low carbon vehicle transitions, supply chain engagement and energy management in order to drive the required change at a pace in keeping with our targets.

Also, the trajectory of suppliers, and their own Net Zero targets has been accounted for in the modelling where we have that specific information.

# Appendix V

## ALL AMBITION LEVELS AND DESCRIPTIONS ACROSS THE 10 DRIVERS OF CHANGE

| SUBJECT | LEVEL 1 | LEVEL 2 | LEVEL 3 | LEVEL 4 | LEVEL 5 |
|---|---|---|---|---|---|
| GHG data coverage | Emissions reporting in line with statutory requirements only (e.g. SECR) | Covers Scope 1 & 2 emissions + operational Scope 3 (waste and water) | Covers Scope 1 & 2 emissions + categories calculable from DESNZ factors | Covers Scope 1 & 2 and Upstream Scope 3 emissions | Excludes a maximum of 5% of (immaterial) emission sources from annual reporting |
| GHG data quality | Extensive use of benchmarks and estimation | Limited reliance on benchmarks and estimation. Active engagement of suppliers, landlords, etc. to fill data gaps. Several categories of data may be of 'initial quality' | All data is actual. Limited number of categories reliant on 'initial quality' data – active efforts underway to improve in these categories | All data is actual. High quality data across GHG categories. Extensive use of supplier- and product-specific factors where available. | All data is actual and high quality. Ongoing improvements underway via targeted outreach and research (e.g. LCAs) |
| Net Zero targets | Long-term Net Zero targets set for 2050 and publicly disclosed | Long-term and near-term emissions reduction targets in place in-line with SBTi standards (Scope 3 – Well Below Two Degrees (WB2D) ambition level) | Long-term and near-term emissions reduction targets in place in-line with SBTi standards (1.5° C trajectory) | Long-term and near-term emission reduction targets officially validated by the SBTi | Long-term and near-term targets that exceed the minimum level of SBTi-required ambition in place and validated by SBTi |
| Complementary targets | No targets set beyond absolute decarbonisation | Targets set in at least one other specific climate-relevant area (e.g. energy efficiency, waste, fleet transition, business travel, etc.) and publicly disclosed | Targets set in multiple other specific climate-relevant areas (e.g. energy efficiency, waste, fleet transition, business travel, etc.) and publicly disclosed | Targets set in multiple other specific climate-relevant area (e.g. energy efficiency, waste, fleet transition, business travel, etc.) and publicly disclosed. Progress monitored and reported on annually | Targets set in multiple other specific climate-relevant area (e.g. energy efficiency, waste, fleet transition, business travel, etc.) and externally certified / validated. Progress monitored and reported on annually |

| SUBJECT | LEVEL 1 | LEVEL 2 | LEVEL 3 | LEVEL 4 | LEVEL 5 |
|---|---|---|---|---|---|
| Buildings and fleet | Low-carbon options considered at existing assets' end of life and only when cost competitive with conventional alternatives. Carbon-relevant criteria do not affect leasing decisions | Energy efficiency initiatives actively investigated and promoted, low-carbon assets privileged even when not cost competitive with conventional alternatives. Active engagement with landlords (where relevant) to understand plans and progress towards decarbonisation | Site / fleet energy audits undertaken on a regular basis to identify savings opportunities (beyond regulatory requirements, e.g. ESOS). GHG impact explicitly enters building and fleet related Capex decisions in a defined way. GHG criteria impact all leasing decisions in re. to fleet and buildings | Site / fleet energy audits undertaken on a regular basis to identify savings opportunities (beyond regulatory requirements, e.g. ESOS). Defined budget and timeline in place for the removal of all fossil fuels from sites / fleet (and transition to low GWP refrigerants). Unavoidable misalignment of sites with set climate criteria necessitates relocation | Complete removal of fossil fuels from operations, utilisation of low GWP refrigerants, and ongoing energy efficiency improvements. Leased sites required to be EPC A and new builds BREEAM Outstanding. |
| Electricity | Only standard electricity tariffs are procured | Majority of procured electricity is backed by renewable energy generation (e.g. via REGOs) | 100% of procured electricity is backed by renewable energy generation (e.g. via REGOs) | 100% of procured electricity is backed by renewable energy generation (e.g. via REGOs). Some electricity demand met by on-site renewables / PPAs, with ongoing efforts to scale this up over time | 100% of electricity needs are met by on-site low-carbon generation or PPAs |
| Supply chain engagement | Only ad hoc anecdotal engagement of supply chain occurs | Supply chain questionnaires are issued regularly to a significant proportion of suppliers | Supply chain questionnaires are issued annually to a significant proportion of suppliers. Results impact procurement decisions in a defined way | Supply chain questionnaires are issued annually to all material suppliers. Results impact procurement decisions in a defined and substantial way. Opportunities for collaborative decarbonisation are actively investigated | Supply chain questionnaires are issued annually to all material suppliers. Opportunities for collaborative decarbonisation are actively investigated. Concrete carbon-relevant requirements are in place, which, if not met, necessitate finding alternate suppliers |

| SUBJECT | LEVEL 1 | LEVEL 2 | LEVEL 3 | LEVEL 4 | LEVEL 5 |
|---|---|---|---|---|---|
| Internal stakeholder management | No specific initiatives in place to engage internal stakeholders on issues related to climate change | Carbon literacy training provided to some members of staff. Volunteer networks (e.g. Green Champions) are tasked with addressing some climate-relevant areas (e.g. behaviour change initiatives, energy efficiency, waste management, etc.) | Carbon literacy training provided at senior levels. Internal climate working groups are actively facilitated (time and budget allocation) | Ongoing programme of training and upskilling in place for key members of staff, including at senior levels. Internal climate working groups are actively facilitated (time and budget allocation). Climate performance or progress towards complementary targets tied to remuneration policies for some staff members | Ongoing programme of training and upskilling in place for key members of staff, including at senior levels. Internal climate working groups are actively facilitated (time and budget allocation). Climate steering group recommendations actively reviewed at board level. Climate performance or progress towards complementary targets tied to remuneration policies at senior levels |
| Offsetting | No public commitment to offsetting | Commitment to offsetting only from long-term net zero target date | Offsetting of some categories of emissions prior to net zero target date | Offsetting of some categories of emissions prior to net zero target date – removal credits only | Ongoing carbon neutrality status through full scope offsetting – removal credits only, or targets in place to transition to 100% removal credits |
| Disclosure | Organisation responding due to external requirements only | Organisation provides detailed updates on key climate-relevant statistics and actions at least annually in public reporting | Organisation is a participant in at least one voluntary disclosure initiative | Organisation has a robust disclosure regime covering all major aspects and scores well (top 25%) of ratings (e.g. CDP A or B, EcoVadis Silver) and produces a dedicated annual sustainability report | Organisation has a comprehensive disclosure regime covering all major aspects, scores well (top 10%) of ratings (e.g. CDP A / A- , EcoVadis Gold) and produces a dedicated annual sustainability report aligned to an external framework (e.g. GRI, UN SDGs, etc.) |

| SUBJECT | LEVEL 1 | LEVEL 2 | LEVEL 3 | LEVEL 4 | LEVEL 5 |
|---|---|---|---|---|---|
| Beyond Net Zero: Environment | No processes in place for identifying and monitoring realms of environmental impact beyond GHG emissions | Anecdotal assessment of environmental impacts beyond GHG emissions and ad hoc initiatives undertaken to address them | Comprehensive assessment of wider environmental impacts undertaken (water use, waste, plastics, and biodiversity at a minimum), and ongoing action to address the most material impacts | Steps taken to mitigate footprint across multiple realms of material environmental impact and associated targets set. Efforts undertaken to not just reduce impact, but to actively remediate ecosystems | Steps taken to mitigate footprint across multiple realms of material environmental impact. Associated targets for both own operations and value chain; progress monitored and reported on regularly. Efforts underway to actively remediate ecosystems, and engage customers / other relevant stakeholders to reduce wider sustainability impacts |
| Beyond Net Zero: Social | Compliance with regulatory minimum standards in re. to addressing social impacts (e.g. modern slavery statements, maternity leave, etc.) | Policies in place that go beyond regulatory minimums in several areas (e.g. human rights, DE & I, supplier diversity, and ethics). Anecdotal engagement with suppliers on topics related to social sustainability | Policies in place that go beyond regulatory minimums in multiple areas (e.g. human rights, DE & I, supplier diversity, and ethics). Systematic analysis of supply chain for areas of potential concern and regular engagement with suppliers on topics related to social sustainability undertaken | Policies and targets in place that address social impacts in both direct operations and value chain in several areas (e.g. human rights, DE & I, supplier diversity, and ethics). The social performance of suppliers is regularly monitored and concretely impacts procurement decisions | Holistic social sustainability strategy and publicly disclosed targets that address potential negative impacts on staff, local communities, and value chain partners. External certification obtained (e.g. SA8000 or SVI). Ongoing supply chain engagement to identify areas of concern and stringent supplier standards in place. Transparent disclosure of relevant metrics and progress towards targets annually |

# Appendix VI

## DATA QUALITY CLASSIFICATION CHART

| | INITIAL QUALITY | IMPROVED QUALITY | BEST QUALITY | JDR STATUS |
|---|---|---|---|---|
| SCOPE 1 | | | | |
| **Fuels** (including Gas) | **Average-Data:** Data estimates emissions from cost, industry or portfolio average fuel consumption | **Supplier-specific (estimated)**: Data uses estimated monthly/annual fuel consumption from suppliers | **Supplier-specific (actual):** Data uses non- estimated monthly/annual fuel consumption from suppliers | Best Quality |
| **Owned Vehicles** | **Spend-based:** Data estimates emissions based on fuel expenditure and vehicle type | **Distance-based:** Data estimates emissions based on the distance travelled and vehicle type | **Fuel-based:** Data includes the quantity and type of fuel consumed and vehicle used (i.e., diesel - litres) | Improved Quality |
| **F-Gas** | | **Asset-leakage (estimated)**: Data estimates emissions based on refrigerant type, asset capacity and estimated leakage rates | **Asset-leakage (actual)**: Data uses refrigerant type and recharge amount to determine fugitive emissions | Best Quality |
| SCOPE 2 | | | | |
| **Electricity** (including heat and steam) | **Average-Data**: Data estimates emissions from cost, industry or portfolio average energy consumption | **Supplier-specific (estimated)**: Data estimates emissions from monthly/ annual electricity consumption from suppliers | **Supplier-specific (actual)**: Data uses non-estimated monthly electricity consumption from suppliers | Best Quality |
| SCOPE 3 | | | | |
| **Category 1**: Purchased Goods and Services | **Spend-based**: Data estimates emissions for purchased goods and services based on expenditure using EEIO factors | **Average-data**: Data estimates emissions using weight/quantity and country of origin (purchased goods only) | **Product-Level/Supplier-specific**: Data uses product-level data from supplier (purchased goods) or supplier-specific factors (purchased services) | Improved Quality |
| **Category 2**: Capital Goods | **Spend-based**: Data estimates emissions for purchased goods based on expenditure using EEIO factors | **Average-data**: Data estimates emissions using weight/quantity and country of origin | **Product-level**: Data uses product-level data from supplier (i.e., lifecycle analysis) | Initial Quality |

| | INITIAL QUALITY | IMPROVED QUALITY | BEST QUALITY | JDR STATUS |
|---|---|---|---|---|
| **Category 3**: Fuel and Energy-Related Activities | **Average-Data**: Data estimates emissions from cost, industry or portfolio average fuel and energy consumption | **Supplier-specific (actual)**: Data uses estimated fuel and energy consumption from suppliers | **Supplier-specific (actual)**: Data uses non-estimated fuel and energy consumption from suppliers | Best Quality |
| **Category 4**: Upstream Transportation & Distribution | **Spend-based**: Data estimates emissions based on expenditure using EEIO factors | **Distance-based**: Data estimates emissions from the mass, distance and mode of transport used | **Fuel-based**: Data includes the quantity of fuel consumed (i.e., litres) | Improved Quality |
| **Category 5**: Waste Generated in Operations | | **Average-data**: Data estimates emissions from total waste going to each disposal method | **Waste-type-specific**: Data uses the specific waste types and waste treatment methods to determine emissions | Best Quality |
| **Category 6**: Business Travel | **Spend-based**: Data estimates emissions based on expenditure using EEIO factors | **Distance-based**: Data estimates emissions from the distance travelled and mode of business travel | **Fuel-based**: Data includes the quantity of fuel consumed during business travel (i.e., litres) | Improved Quality |
| **Category 7**: Employee Commuting (incl. Homeworking) | **Average-data**: Data estimates emissions based on average commuting pattern benchmarks (i.e. national, regional) | **Distance-based**: Data estimates emissions using employee commuting patterns (i.e., distance travelled and mode of transport) | **Fuel-based**: Data includes the quantity of fuel consumed during commuting (i.e., litres) | Improved Quality |
| **Category 8**: Upstream Leased Assets | **Average-data**: Data estimates emissions by average data (i.e., emissions per asset type or floor space) | **Lessor-specific**: Data estimates emissions from lessor(s) scope 1 and scope 2 emissions | **Asset-specific**: Data includes the asset-specific fuel use, energy use, and fugitive emissions from each leased asset | N/A |
| **Category 9**: Downstream Transportation and Distribution | **Spend-based**: Data estimates emissions based on expenditure using EEIO factors | **Distance-based**: Data estimates emissions from the mass, distance and mode of transport used | **Fuel-based**: Data includes the quantity of fuel consumed (i.e., litres) | Improved Quality |

| | INITIAL QUALITY | IMPROVED QUALITY | BEST QUALITY | JDR STATUS |
|---|---|---|---|---|
| **Category 10**: Processing of Sold Products | | **Average-data**: Data estimates emissions of sold intermediate products using average secondary data | **Site-specific**: Data includes the amount of fuel and electricity used and waste generated from processing sold intermediate products | N/A |
| **Category 11**: Use of Sold Products | | **Indirect & direct use-phase (estimated)**: Data estimates emissions using quantity and product type to estimate expected usage of sold products | **Indirect & direct use-phase (actual)**: Data includes specific use profiles, product lifetimes, etc. to determine the emissions relating to use of sold products | Improved Quality |
| **Category 12**: End-of-Life Treatment of Sold Products | | **Average-data**: Data estimates emissions from total waste going to each disposal method | **Waste-type-specific**: Data estimates emissions from expected waste types and waste treatment methods | Improved Quality |
| **Category 13**: Downstream Leased Assets | **Average-data**: Data estimates emissions by average data (i.e., emissions per asset type or floor space) | **Lessor-specific**: Data estimates emissions from lessor(s) scope 1 and scope 2 emissions | **Asset-specific**: Data includes the asset-specific fuel use, energy use, and fugitive emissions from each leased asset | N/A |
| **Category 14**: Franchises | **Average-data**: Data estimates emissions for each franchise using average secondary data | **Franchise-specific (Emissions)**: Data includes site-specific scope 1 and scope 2 emissions from franchisees | **Franchise-specific (Consumption)**: Data includes the specific fuel use, energy use, and fugitive emissions from each franchise asset | N/A |
| **Category 15**: Investments | | **Average-data**: Data estimates emissions using revenue data and EEIO to estimate scope 1 and scope 2 emissions of investee company | **Investment-specific**: Data includes scope 1 and scope 2 emissions from the investee company based on share of investment | Improved Quality |

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