



SUSTAINABILITY
PROGRESS REPORT
2021/22

LONDON
& PARTNERS

This report has been developed in accordance with the climate disclosure framework for small and medium-sized enterprises, created by CDP for the SME Climate Hub.

Our report is structured as follows:

Measure – reporting on the emissions for our baseline year (2019-2020) and our first comparison year (2021-22)¹. This chapter also includes a breakdown of our energy and value chain emissions.

Commit – an outline of the commitments we have made as an organisation and current stage of carbon reduction planning.

Action & impact – setting out the initial areas of focus for our reduction plan, alongside an overview of specific initiatives and expected carbon savings.

Management and resilience – an overview of our management structure for sustainability and risk management processes.

Climate solutions – an introduction of our wider sustainability strategy and what we do to influence our client and stakeholder communities.

¹ We have opted not to report on the year 2020-2021, as it was a highly unusual year for London & Partners as a result of the pandemic. We were not using office space nor conducting any in-person events or business travel, which are some of the biggest areas of emissions for us.



INTRODUCTION

Sustainability is a core part of our organisation's mission, which is to create economic growth that is resilient, sustainable and inclusive.

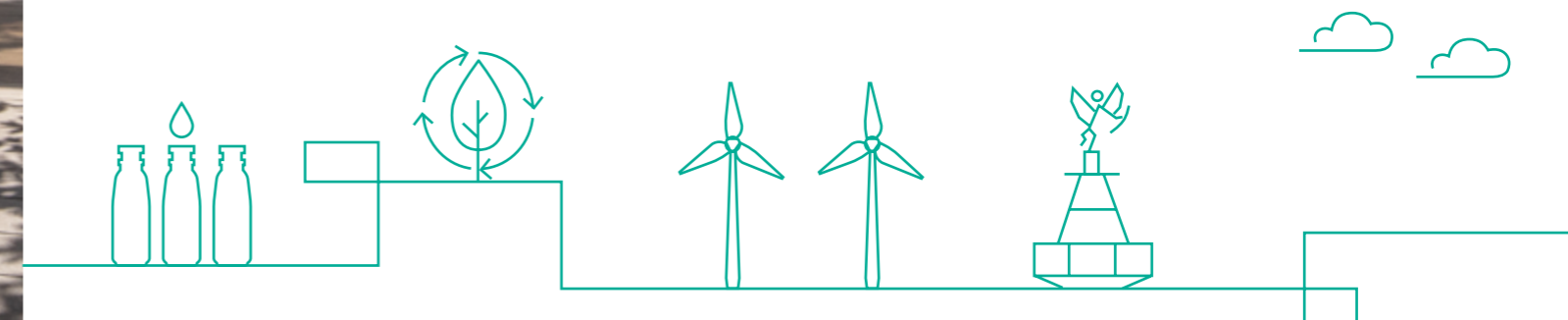
As part of our sustainability strategy, we aim to lead by example and embed sustainable business practices across the organisation. We have made a pledge to Race to Zero via the SME Climate Hub and have committed to measuring and reporting on our carbon footprint annually and to developing and implementing robust carbon reduction initiatives.

We are in the early stages of this journey and this is our first carbon footprint report, covering the data for our baseline year (1 April 2019 – 31 March 2020) alongside our first comparison year (1 April 2021 – 31 March 2022). We adopted 2019-2020 as our baseline year, as it was a more representative year for our organisation than the two following ones, where business-as-usual was heavily impacted by the effects of the global pandemic.

Our response to the global pandemic as well

as to the accelerating importance and impact of climate change on business, has already led to changes to the way we conduct business and engage with our clients and stakeholders. However, the time has come to embed these responses into formal business practices and to develop further proactive carbon reduction strategies.

This transition is set against a backdrop of change for the organisation. We are in a period of significant growth with an opportunity to evolve and refresh how we conduct our business in our two key areas: the Business Growth directorate (where we support domestic and international businesses to scale and grow) and the Destination Directorate (where we promote London for leisure and business tourism). While we are committed to sustainability and better business practices, we can expect to see an initial increase in our absolute carbon footprint in the early stages while we develop a pathway towards decoupling our growth from our environmental impact.



MEASURE

We have adopted financial year 2019-2020 (1/4/2019 - 31/3/2020) as our baseline year.

We have chosen to measure scopes 1, 2 and 3 and have used the Climate Essentials carbon calculator (licensed by Climax Community) to calculate our carbon footprint. This calculator follows the Greenhouse Gas Protocol standards.

In Appendix 1 we have provided an overview of the methodology we have used to collate and measure the emissions data for both years, including where we have used estimates.

Since finalising our baseline emissions, we have conducted a significant overhaul of our finance budget codes and data collection process. This has included aligning our budget codes to the categories for emissions data and setting up new processes for collating event information and travel data.

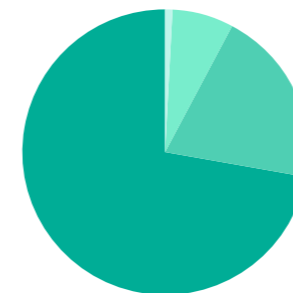


Carbon Footprint

The below table and subsequent graphs provide a high-level overview of our carbon footprint for 2019-2020 (our baseline) and 2021-2022.

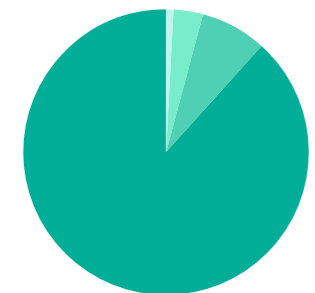
	1 April 2019 - 31 March 2020	1 April 2021 - 31 March 2022
Overall carbon footprint	1,905,919kg CO2e	1,487,674 CO2e
Scope 1 emissions	3,956kg CO2e	9,239 kg CO2e
Scope 2 emissions	96,075kg CO2e	35,403 kg CO2e
Scope 3 emissions	1,805,888kg CO2e	1,443,010kg CO2e
Carbon/employee	7,941kg CO2e/FTE (190 FTE)	6,199kg CO2e/FTE (188 FTE)
Carbon/revenue	0.0726kg CO2e/£	0.074kg CO2e/£

Emissions by category 2019-20



- Products and Services
- Transport
- Energy
- Waste

Emissions by category 2021-22



- Products and Services
- Transport
- Energy
- Waste

We assume that we are no different to most SMEs embarking on this journey. Data collection for these two years has not been without challenge, as our systems and processes were not set up to collate this type of information. As outlined above, we have developed and implemented new reporting tools and procedures to improve the accuracy of our data collection moving forward. We expect to see this have an impact on our data accuracy from 2022-2023 onwards.



Energy Data

Our energy consumption data are as follows:

	2019 - 2020	2021 - 2022
Grid gas	3,956kg CO2e	9,239kg CO2e
Electricity	96,075kg CO2e	35,403kg CO2e
Transmission and losses	8,157kg CO2e ²	2,334kg CO2e

2. This did not include any renewable energy (to the best of our knowledge, as supplied through the landlord).

Value chain emission data

Our scope 3 emission data are as follows:

Supply Chain related emissions (upstream):	2019 - 2020	2021 - 2022
Purchased goods and services (inc. water use, employee F&B and accommodation)	677,649 kg CO2e Events (calculated separately): 680,620kg CO2e	1,048,676kg CO2e Events (calculated separately): 207,275 kg CO2e
Capital goods	N/A	N/A
Fuel-and-energy-related activities (not included in operational emissions)	N/A	N/A
Upstream transportation and distribution	(minimal – some transportation of goods captured under services)	
Waste generated in operations	1,756 kg CO2e	6,407kg CO2e
Business travel	260,965 kg CO2e	43,413kg CO2e
Employee commuting	118,390 kg CO2e WFH emissions: 58,531kg CO2e	51,341kg CO2e WFH emissions: 83,586kg CO2e
Upstream leased assets	N/A	N/A
Customer related emissions (downstream):		
Downstream transportation and distribution	N/A	N/A
Processing of sold products	N/A	N/A
Use of sold products	N/A	N/A
Downstream leased assets:	N/A	N/A
Franchises	N/A	N/A
Investments	N/A	N/A

COMMIT

London & Partners made a formal pledge to 'Race to Zero' via the SME Climate Hub in October 2021.

Our targets are Race to Zero aligned and we have committed to:

- **Halve our emissions by 2030**
- **Become net zero by 2050**

As our scope 3 emissions are material to our business, we have opted to include and report on these.

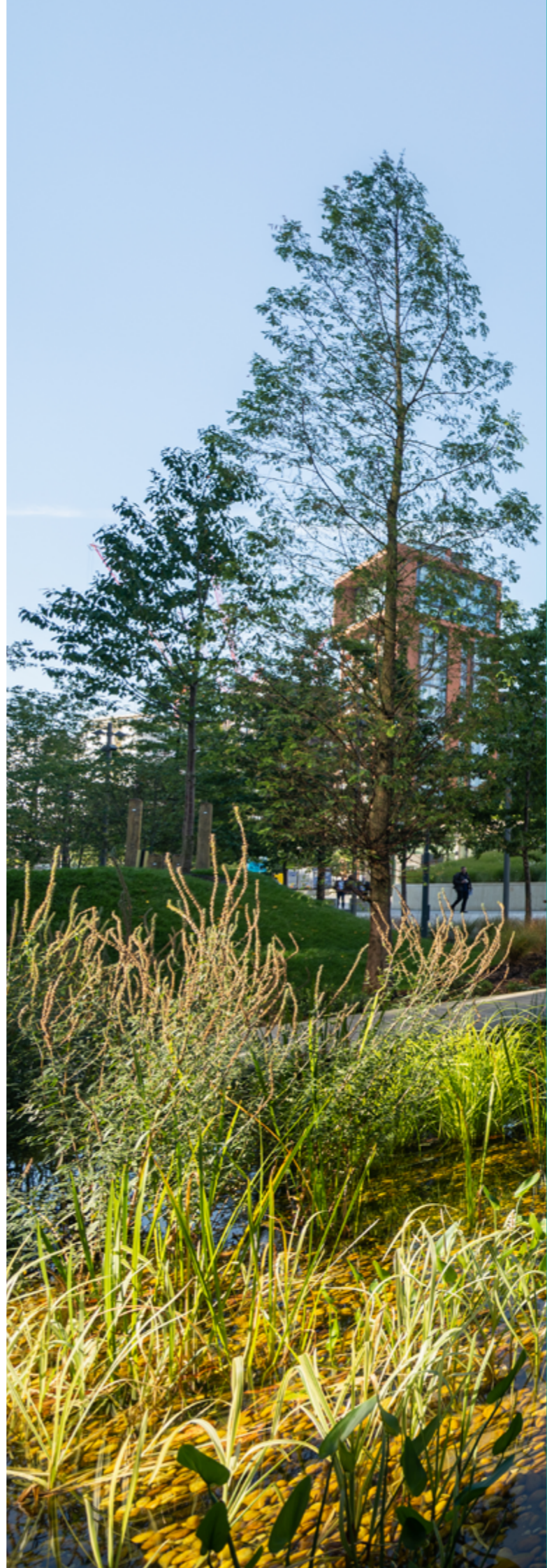
From our initial baseline, we have identified the following as our largest areas of emissions (exceeding 100 tonnes):

- **Purchased goods & services**
- **Events**
- **Business travel**
- **Commuting**

We have set out an emerging plan of carbon reduction initiatives below. As outlined above, we are in the early stages of carbon reduction planning and are still undertaking feasibility reviews for some of the areas we are focusing on. Where possible, we have added information on savings achieved through policy changes we implemented during the pandemic. In addition, we have also included specific carbon reduction targets in areas where we have been able to set these.

We will provide further detail on other proposed initiatives in our 2023 report, to ensure we have a defined pathway in place to meet our near-term 2030 target.

At present we are not implementing any carbon removal activities, but it may be something we consider in the coming years.



ACTION AND IMPACT

In the first few years of our carbon reduction strategy, taking us up to 2025, we will focus on identifying and implementing savings within our existing business model. As we go through a new phase of growth, we will make sustainability a key consideration in that process to ensure our new business and operational models are aligned with our net zero target.



Purchased goods & services

The carbon footprint for products & services accounted for 677,749kg CO₂e in our baseline, representing app. 36% of our baseline footprint.

The vast majority of our emissions are associated with publishing & marketing services (6.9%), computer programming & IT services (6.8%) and professional contractors (5%) so those are the areas we are primarily looking at for carbon reduction initiatives. In addition we are also considering print marketing and electronics, which have some of the highest carbon factors and still make up a significant part of our expenditure.

The increase in emissions we saw in 2021-22 was largely as a result of the major tourism campaign – Let's do London, we ran that year. This campaign brought in an additional £3.969 million of funding, much of which was dedicated to areas such as asset production, media buying and representation, and advertising.

In recent years we have seen sustainability requirements and commitments accelerating in volume and scale, in response to the urgency of climate action, changes in consumer attitudes and regulatory requirements. On the other hand there are also industry trends, e.g. a drive towards video usage in media, that could increase carbon emissions. Moving forward we will need to carefully consider choices and related trade offs holistically in terms of our engagement, brand and impact.

OUR INITIATIVES

What we have implemented:

- A reduction in print marketing – this started primarily as a result of the pandemic and the halt to in-person engagements. However, many of these changes have now been embedded as good practice and will be formally adopted as company policy.
- Recycling of electronic equipment – this is something we have been doing as a company and will continue to implement. We will work with our partners to quantify the carbon savings from this.
- Ensuring our websites are certified as eco-friendly – in 2021, three of our websites (corporate, business and convention bureau sites) were audited by The Eco-Friendly Website Accreditation, certifying they emit less than 1 gram of CO₂e per page view.

Planned actions and initiatives for 2023 include:

- Incorporating sustainability criteria in our procurement practice, to ensure we make this a key part of our assessment process for new suppliers.
- Engaging existing suppliers around our net zero journey, so we get a better insight into what they are already doing and/or encourage them to set their own decarbonisation strategies. One particular area we will review are the carbon savings derived from using data centres powered by renewable energy.
- Implementing sustainability criteria for asset production, with an objective to set new company policies and associated carbon reduction targets
- A continued reduction in print marketing, achieving a minimum 50% reduction by 2023 (saving 22,300kg CO₂e against our baseline)

Events

Our carbon footprint from events³ is very significant, accounting for 680 tonnes or nearly 36% of our baseline footprint. The vast majority of these emissions are associated with trade missions (29%), trade shows (17%) and some of our larger innovation programmes, e.g. SVC2UK (6%).

Those emissions are primarily driven by travel and catering, with catering accounting for nearly half of our overall events footprint. Similarly, air travel is the largest direct contributor to the footprint of a trade mission (90+%), where we account for the carbon footprint of both our own staff travel as well as that of the delegates.

The decrease in emissions we saw in 2021-22 was a direct result of the pandemic and its impact on in-person meetings and travel restrictions. Whereas we ran a completely virtual operation

in 2020, we slowly returned to in-person activities and a resuming of business travel from September 2021 onwards.

In the world of events we have seen quite a marked change largely as a result of the pandemic, with virtual and hybrid events becoming the norm and having some staying power. At the same time, the recovery from the pandemic and the return to normal life has reinvigorated the demand for in-person interaction. However, we have seen sustainability become an increasingly important factor in companies' and individuals' decision making around the location, travel and business case for events' organisation and attendance.



OUR INITIATIVES

Since the recovery from the pandemic, we have responded to the expectations of our community for a return to in-person activities, however we have retained some of the good practices established.

What we have implemented:

- A reduction in the overall number of events, including a move to fewer, but higher impact in-person events
- Continued inclusion of virtual events in our accelerator programmes, in particular for our core workshops and webinars
- Stopping the use of hard copy printed materials at events

Planned actions and initiatives for 2023 include:

- Reviewing our events policy to incorporate criteria around choosing sustainable suppliers (e.g. venues) and reducing the number of virgin materials used, e.g. through recycling equipment, renting instead of purchasing equipment where possible, moving from physical to digital materials, phasing out giveaways.
- Reducing overall catering expenditure and opting for more sustainable catering options. Objective: achieve 20% reduction in catering expenditure and 50% of catering to be vegetarian by 2024 (potential to save an estimated 123,600 kg CO₂e against our baseline)
- Explore the feasibility of setting carbon intensity targets for trade shows and trade missions. CO₂e against our baseline)

³ The carbon footprint for events includes event associated travel, accommodation, catering, utilities and digital footprint for virtual events.

Business travel

Air travel accounted for app. 260 tonnes of CO₂e or nearly 14% of our baseline footprint.

The decrease in emissions we saw in 2021-22 was a direct result of the pandemic and its impact on travel restrictions. However, as life has returned back to normal, we have seen a renewed demand for in-person engagements and hence a return of business travel from the second half of 2021 onwards.

Even though restrictions have now been lifted across most of the globe, the pandemic has had a lasting influence on how people conduct business, with a much higher acceptance of virtual meetings and virtual events.

As such we are working to find a balance between meeting the expectations of our community while retaining some of the good practice resulting from the pandemic.

OUR INITIATIVES

What we have implemented:

- Greater efficiencies around business travel planning, leveraging events where possible to increase the number of meetings and opting for fewer trips with longer stays, where practical.
- Greater use of in-market resources to reduce travel from our London office, e.g. for IMEX North America, where we make use of our locally based staff.

Planned actions and initiatives for 2023 include:

- A phaseout of business class for long-haul flights in favour of economy or premium economy flights by 2023 (potential to save an estimated 49,000kg CO₂e against our baseline)
- Scoping the feasibility to switch to more sustainable modes of travel for short-haul or in-market travel. We have identified the need to establish a company working group and potential pilot to validate the feasibility of proposed targets (e.g. a 10% shift from short-haul flights to rail) as they will have a business impact, including on productivity.
- Update policies for local travel to further prioritise sustainable and active travel, while balancing cost and safety considerations.
- Pilot an automated carbon tracking tool for employee commuting and business travel with a view to improving data accuracy and identifying further opportunities for carbon savings.



Commuting

Employee commuting accounted for 118 tonnes or 6% pre-pandemic, as evidenced in our baseline footprint.

Following a lengthy period of operating fully virtually as a result of the pandemic, the company has retained some of the positive outcomes from this working practice and has put in place a new hybrid working policy, consisting of 2 days in office + 3 days working from home for all staff.

This not only provides flexibility to staff, but also improves opportunities for talent recruitment and generates carbon savings.

The decrease in emissions in 2021-22 was mostly as a direct result of this new policy albeit with slightly elevated savings due to the first few months of the year still operating in full virtual mode.

The hybrid working policy will remain in place and we hence expect a permanent 50% reduction in commuting emissions, of course with a caveat around increases as a result of company growth and higher staff numbers.

Other initiatives we already have in place to encourage more sustainable modes of commuting include a cycle to work scheme where employees can obtain interest free loans on new bikes via Evans Cycles, and the opportunity to trial a Brompton Bike free for up to 1 month, provided by Better Bankside.

MANAGEMENT AND RESILIENCE

London & Partners' board is the principal and senior governance mechanism. As such, it provides an advisory and oversight role on the company's overall strategy and plan, including sustainability.

The day-to-day running of the company's business is undertaken by the Chief Executive with the support of the Management Committee. The Management Committee is responsible for the overall direction, performance and culture of the organisation. The Managing Director for Strategy & Operations, is the accountable executive for the net zero target.



Delivery of the company's sustainability strategy including the responsibility for climate change is shared between;

- The Director for Strategy, Insights & Planning who leads on the net-zero reduction planning and annual tracking of carbon footprint and
- The Head of Sustainability, who leads on the net-zero pledge including the internal staff engagement on sustainability and on the externally facing aspects of the strategy and how it will impact the tourism and business eco-system

London & Partners is aligned with a net-zero future i.e. halving emissions by 2030 and reaching net-zero by 2050 at the latest, thereby limiting global warming to 1.50C. This means halving scope 1 and 2 emissions and business travel. As our scope 3 emissions are material our aim is also to make progress towards halving these. The former could be achieved by making reductions within our existing business model whereas the latter would require a significant change to our business model.





Climate risk assessment

London & Partners identify, assess, and manage risks including the direct or indirect implications of climate risks which are mainly short to medium term downstream risks (as expected from a service provider).

There are several mechanisms through which risks are identified and managed. At the Board level we maintain a risk register which captures our principal corporate risks alongside mitigations. This is scrutinised through our Audit & Finance committee on behalf of the full Board.

At the executive level mechanisms include our ethics committee, which is chaired by the Chief Executive. This committee supports transparent and challenge-rich decision making where issues raise complex or competing ethical questions. These may (and have) include sustainability and climate impacts.

The major climate related type of risk for London & Partners is reputational risk of climate change over the short, medium and long-term in terms of how it impacts London as a city. The risk increase if London as the 'product' we 'sell and market' is not keeping up with competition in terms of its green credentials. The implications of the risk occurring is that London may lose out if investors, tourists and events do not choose London, resulting in lost Gross Value Add (GVA) and jobs.

We manage this risk by

- Growing London's green economy. It is our role to promote London globally as a leading cleantech hub and work with partners to strengthen the ecosystem and help accelerate the growth of these businesses in London through our business support programmes.
- Telling London's sustainability story by positioning the capital as a sustainable destination of choice through our campaigns and activations. We also encourage businesses to be more sustainable and provide advice and support to our clients and partners.



CLIMATE SOLUTIONS

In addition to our commitment to a net zero transition, our wider sustainability strategy incorporates two external focused pillars:

- **Telling London's sustainability story**
- **Growing the green economy**

London's sustainability story

As London's business growth and destination agency we have a significant role in shaping London's narrative and promoting London as a city on the world stage. With sustainability an integral part of the Mayor's vision for London and the city on a clear pathway to become net zero by 2030, we have incorporated sustainability as a core part of our mission and London's narrative.

Over the past year our work in this area has included the creation of:

- Dedicated sustainability hubs on our **Business** and **Convention Bureau** websites
- A sustainability guide for business – setting out the benefits and opportunities for businesses going green, alongside more in-depth information on what businesses can do in buildings, transport, waste and digital

- A sustainability guide for events – setting out how London is well positioned to host sustainable events and what organisers can do to make their events more sustainable, from planning & design to transport, food and onsite delivery.

In addition, sustainability was also one of the key pillars for the new **Tourism Vision** for London (published in October 2022), including a goal to create the highest economic benefit per kilo of carbon generated, with net zero domestic transport, sustainable accommodation and green attractions all contributing to this, alongside the UK's wider net zero ambitions.

Moving forward, we will build on this and will increasingly make sustainability a core part of our domestic and global campaigns and activations, ensuring we position the capital as the sustainable destination of choice for business and tourism.





Growing the green economy

As part of our work to support businesses to grow, we promote London as a leading hub for clean and green technologies and solutions, and we work with partners to further strengthen its ecosystem.

Over the past few years cleantech has become a core strand of our urban sector strategy. This is reflected in the wide variety of businesses, from early stage London startups to fast growing and innovative international scaleups, we have supported through our accelerator programmes and our foreign direct investment work. In the past year we have updated our [cleantech proposition](#) and [sector page](#) on our website.

Moving forward, we will build on this and develop a proactive strategy to engage more businesses in this space and ensure London continues to grow as a hub for cleantech.



APPENDIX 1: METHODOLOGY FOR CARBON CALCULATION

The basis on which we have conducted our carbon calculations is as follows:

- For these first two years we have recorded all data under our London head office. This includes the vast majority of our company's emissions, as budgets are mostly centrally held. At this stage we have not yet disaggregated data for our international offices. This is something we aim to start in 2022-2023 to further improve transparency and accuracy.
- The majority of our data is expenditure based, with conversion into CO₂e provided through our carbon calculator platform and in accordance with government set carbon factors.
- **The exceptions to the above are:**
 - **Utilities & water** – we have estimated our usage from building wide data provided by our landlord, based on the size of our office⁴.
 - **Commuting** – we have undertaken two staff surveys to date, with response rates of 80+% for our baseline year and 65+% for 2021-22. Data has been extrapolated to cover 100% of employees and accounts for time travelled by mode of transport.
 - **Work-from-home emissions** – for our baseline year, we worked on the assumption that staff worked from home on average 1 day/week (flexible working allowed for up to 2 days, but pre-pandemic the majority of teams will have been in the office at least 4 days of the week). For 2021-22 data we based it on our new hybrid working policy, under which staff work from home 3 days/week. We also took into account the number of weeks the office was closed in 2021 and teams were fully remote. In the 2021-22 staff survey we collected additional information

on green tariffs for gas and electricity which has been reflected in our carbon footprint.

- **Business travel**
 - **Air** – for our baseline year, we estimated the number of round trips and class of travel based on financial data. For 2021-22 we were able to significantly improve data accuracy, moving to miles travelled based on additional information recorded on destinations and class of travel.
 - **Other business travel** – while data accuracy for international and regional rail travel has improved significantly, we are still using a large amount of estimates for other local travel (e.g. bus, commuter rail, etc.) as much of this is not paid for by the company and hence not recorded on our finance records. Time travelled by mode has been based on a combination of expenditure plus an estimate on the level of underreported travel.
- **Accommodation** – for our baseline year, we estimated the number of nights based on financial data. For 2021-22 we were able to report more accurately, based on additional information recorded on number of nights per stay.
- **Waste** – we estimated this based on the size of bins and number of collections per week.
- **Events** – for our standard London-based events we used a combination of data drawn from our CRM system and Eventbrite to record the number of events (in some cases amalgamated per team per quarter), using estimates on attendee numbers where required. Our standard London based events are classified as high density and urban and use average commuter data to estimate associated travel emissions from attendees.
- For **trade shows, trade missions and larger events**, we reported on an individual event basis and included international travel and hotel data for staff as well as delegates/partners/speakers joining us for these activities.

4. We moved offices in 2021 and occupy smaller premises than before.



- **To note:** our catering emissions have to date been recorded in one lump sum rather than on a per event basis. We will seek to improve on this from 2022-23 onwards, in particular for our larger events where we seek to set carbon intensity targets.
- **Exclusions:**
 - We only report on events organised or co-organised by us, but not those we support or sponsor. For instance, for London Tech Week, we include those events we organise but not the full week of activities.
 - For our trade missions, we only include utility emissions for individual events above 75+ attendees, as the associated emissions for other meetings or activities are very small and do not significantly impact our carbon footprint.

Our data will become more accurate from 2022-23 onwards, as we start to see the results from the new budget codes and procedures we have put in place to improve data collection. This will likely have a significant impact on our overall footprint and reduction pathway, which we will be able to assess at the end of 2023 with the possibility to adjust our net zero pathway as needed.