

Pathways to Net Zero

Using the IEMA GHG Management Hierarchy



1) What this paper does

Considers the increasing use of ambitious carbon¹ targets and the developing practice context for sustainability professionals

Updates the IEMA GHG Management Hierarchy, adding new schematic diagrams and guidance for use in net-zero transitions

Calls for professional 'in-practice' examples and feedback.

2) Climate Urgency and the 'Net Zero' transition challenge

The 2016 Paris Agreement,² aims to achieve a global balance between anthropogenic (human induced) emissions and removals by sinks of greenhouse gases in the second half of this century. The status of this 'balance' is sometimes referred to as achieving net-zero global greenhouse gas emissions. It has also been referred to as a planetary level carbon neutrality.

Subsequent to the Paris Agreement however, the IPCC (2018) special report³ is salutary, highlighting the dramatic difference in reduced climate impacts for a world warmed by 1.5°C rather than 2°C (with 1.5 degrees now increasingly seen as the appropriate scenario to pursue in line with sustainable development principles). It also evidenced the urgency for change and the now '10 year' window for action,⁴ where globally emissions will need to be cut 45% by 2030 – compared with a 20% cut under the 2°C pathway and to zero by 2050 (compared with 2075 for 2°C).

Below the planetary scale, the concept of actors (entities) achieving their own net-zero status is growing rapidly, with many organisations starting to make ambitious commitments. In November 2019, a Climate Change practice survey of just under 400 professionals, evidenced this trend within the work of IEMA members;

- 18% indicated their organisation had already declared a Climate Emergency, with 22% of the remainder considering making such a declaration
- 24% had set a Science Based reduction target, with 36% of the remainder stating this was under consideration
- 29% had already set a net zero target, with 43% of the remainder stating this was under consideration
- 44% had used the concept of carbon neutrality, with 36% of the remainder stating this was under consideration
- 58% had used another climate action related target or objective

In 2014 IEMA first advocated for a 'professional urgency' on Climate Change committing to work with our members and to support action (e.g. through guidance, webinars and an active member focused professional network). In 2019 IEMA declared a Climate and Environmental Emergency⁵ and itself pledged to become both carbon neutral now, as well as to pursuing science based reduction targets towards net-zero (in line with a 1.5°C scenario and with a 46% reduction target by 2030).

The organisational drivers for carbon reduction are evolving, still including legal compliance and performance improvement, but also now an increasing prominence on values and reputation. The following statistics are from the IEMA Climate Change Practice survey in November 2019 and indicate the three top rated drivers in rank order (positions from similar research in 2010 are in brackets):

1. Reputation of the organisation or brand (4th in 2010)
2. Compliance with Legislation (3rd in 2010)
3. Cost savings and financial efficiency (identified as top driver in 2010)

Sustainability professionals will note the growth of Corporate Reputation as a leading driver, especially notable in the context of 'greenwashing' and ensuring that net-zero, carbon neutrality or similar claims and declarations are credible.

Sustainability practice itself is responding to the growing net-zero ambition and to the complexity of related business drivers. For IEMA members, a primary challenge is now to build a strategic view, collaborate internally, advise objectively and to plan tailored change pathways. In addition to core topic and solutions knowledge, this requires an understanding about the business and the sector, as well as how change works within the organisation's culture and context⁶. This draws on the wider skills and broad business awareness for sustainability professionals including communication and reporting, financial and business knowledge, governance, systems thinking, mainstreaming, risk and scenarios, collaboration, stakeholder management and innovation.

3) Towards Net-Zero – Using the IEMA GHG Management Hierarchy

IEMA's original GHG Management Hierarchy (2009 version) provided a framework to help the scoping and strategic planning of energy and carbon (GHG) management and was updated in 2014 to include a low carbon transition planning graphic over time. IEMA's 2019 survey indicated that 53% of respondents had used the hierarchy within their work and it has also informed wider guidance and standards (e.g. ISO guidance on Climate Change for standards writers). The hierarchy approach has been adopted in many schemes, an example being principle 2 within the UNFCCC Sports for Climate Action framework⁷. This paper updates the Hierarchy Diagrams to support net-zero approaches and to reflect experience of sustainability professionals in practice. New 'target-zero' diagrams are also introduced.

Part of the Hierarchy's original (2009) rationale was to help drive a focus upon significant and so called 'at source' carbon emissions and to avoid what had been seen as a simplistic traded carbon solution (sometimes referred to as avoiding the risk of jumping straight to an offset solution). Although the updated GHG management hierarchy encourages this focus on optimum carbon reductions, it is recognised that a) the climate emergency now requires an escalation of action across all hierarchy levels and b) context will itself be variable and the scale of potential carbon savings will not always follow a sequential approach (through the hierarchy).

The 2020 update is outlined in Fig I. Working through the hierarchy, priority is placed on seeking to eliminate carbon emissions, followed by carbon and energy reduction and then by substitution measures such as on-site renewable energy. Compensation measures are then considered and utilised, including carbon offsetting.

¹ Throughout this document Carbon is used as a shorthand for GHG emissions (converted to CO₂e - equivalent)

² unfccc.int/files/meetings/paris_nov_2015/application/pdf/paris_agreement_english_.pdf

³ IPCC 1.5 special report - www.ipcc.ch/sr15/

⁴ The IPCC 1.5 degrees special report confirms that global emissions will need to be cut 45% by 2030 – compared with a 20% cut under the 2°C pathway and to zero by 2050 (compared with 2075 for 2°C)

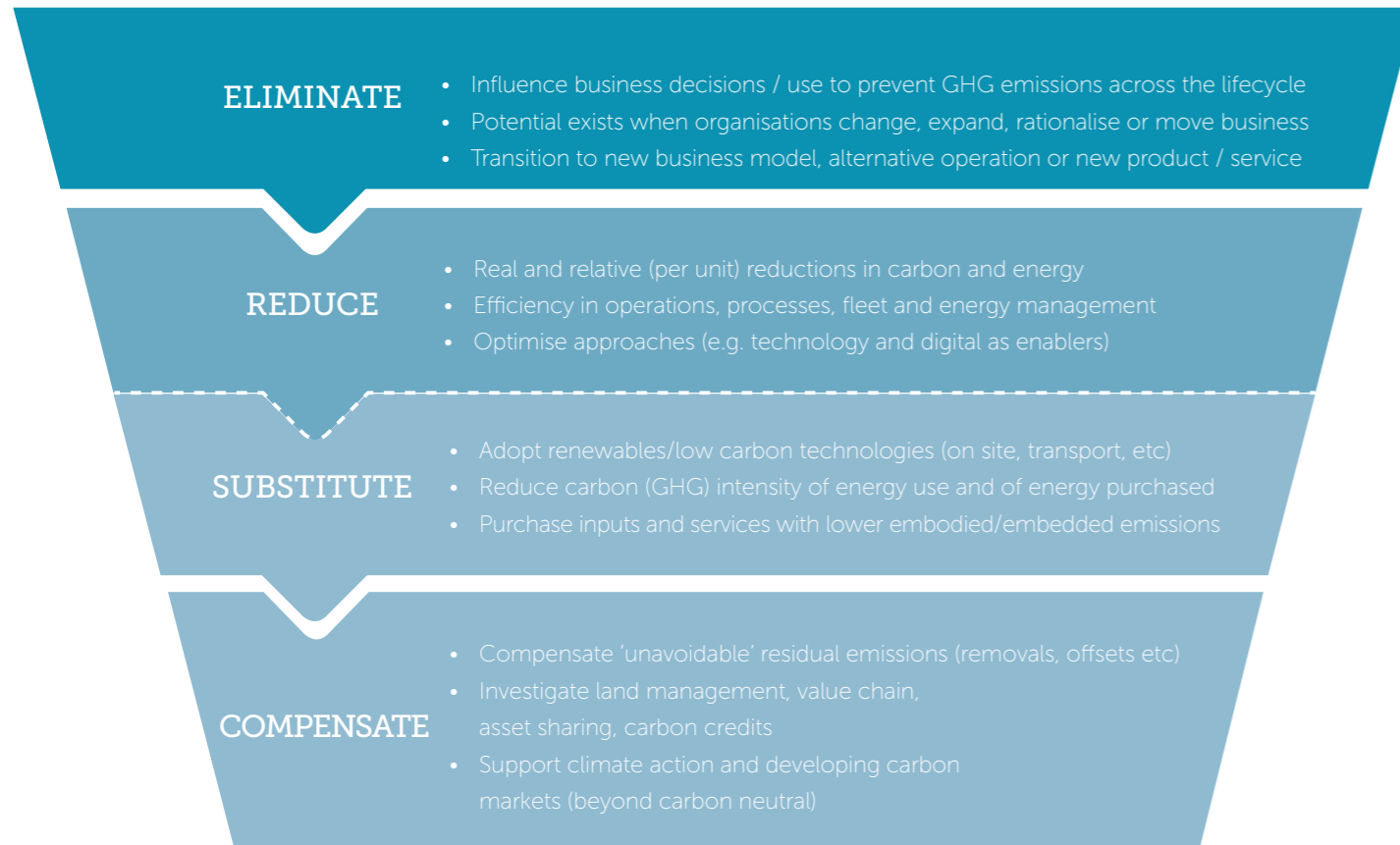
⁵ IEMA – Emergency declaration (2019)

⁶ IEMA publication – [Change Management for Sustainable Development \(2017\)](#)

⁷ unfccc.int/climate-action/sectoral-engagement/sports-for-climate-action

Fig - 1

IEMA Greenhouse Gas Management Hierarchy (updated 2020)



Updated from original IEMA GHG Management Hierarchy, first published in 2009

Changes (2020) - A small number of changes have been made to the diagram, reflecting emerging practice from surveys and workshops and from the wider developing agenda of net-zero and science-based transition. These include;

- A wedge shape is now used as an implicit reminder for users to keep looking 'up the hierarchy' and as a generalisation to search out all direct and significant carbon savings within and across the organisation, project or entity in question.
- The top tier is no longer labelled 'AVOID' and now is titled as ELIMINATE. There is an addition of 'transition' and an extension to cover all business decisions (not just major ones). Listed examples are otherwise largely unaltered. The new title helps to remove potential confusion that can exist around 'avoided emission' carbon offsetting (within COMPENSATE).
- There are some additions in the hierarchy to reflect increasing use of technology and digital as enablers (e.g. to optimise energy efficiency in REDUCE).
- As before, embodied emissions are an important SUBSTITUTION focus and 'lifecycle' considerations are now more explicitly stated.

- Purchased green electricity tariffs (also green gas) are increasingly being considered within net-zero approaches. In earlier versions of the Hierarchy, these tariffs only appeared within COMPENSATE. This is still the case for market-based approaches that use certificates where additionality or quality thresholds are poor, or hard to substantiate. The hierarchy does now allow for higher quality energy tariff purchases within the SUBSTITUTE line, reflecting developing practice and some improved purchasing arrangements (e.g. higher quality procurement or quasi-investments via power purchase agreements).
- There is now a specific reference to supporting the development of carbon markets within COMPENSATE and the possibility of targets beyond neutrality (or zero). This reflects the urgency of the climate emergency and the importance of additional contributions (potentially even to address historic emissions). There is also reference to the scaling up of voluntary carbon markets, as an important climate action contribution that organisations can support.

The hierarchy provides a framing and scoping approach, supporting efforts to seek out significant carbon savings within the entity (business model). It is recognised that context will vary and in all cases, transition actions themselves should not be restricted by a fixed sequential approach (actions should not be held up or delayed and this is further considered within Figure 5).

FIG 2 - IEMA GHG MANAGEMENT HIERARCHY – TARGETING NET-ZERO

Further graphical representation of the GHG Management Hierarchy is indicated here in a 'target' aiming for net-zero, indicating a planned approach through all hierarchy levels from eliminate to compensate. This version with emissions proportionally indicated, considers the reality of actual carbon emissions at the outset (rather than the organisation's initial quantified inventory / footprint). In this example, Scope 3 emissions are estimated and known to be extensive. A comprehensive approach by the organisation is therefore required for any meaningful net-zero target (i.e. working with suppliers and through the value chain).

Supplier and value chain engagement to address materially significant indirect carbon emissions is a challenging and developing field of practice for credible net-zero approaches. The IEMA November 2019 survey indicated that 57% of respondents were either not yet quantifying their Scope 3 emissions or were only including limited sources such as commuting and business travel. Scope 3 / value chain emissions are recognised as a priority area for further attention, in both understanding and in sharing good practice for professionals.

IEMA GHG MANAGEMENT HIERARCHY – TARGETING NET-ZERO

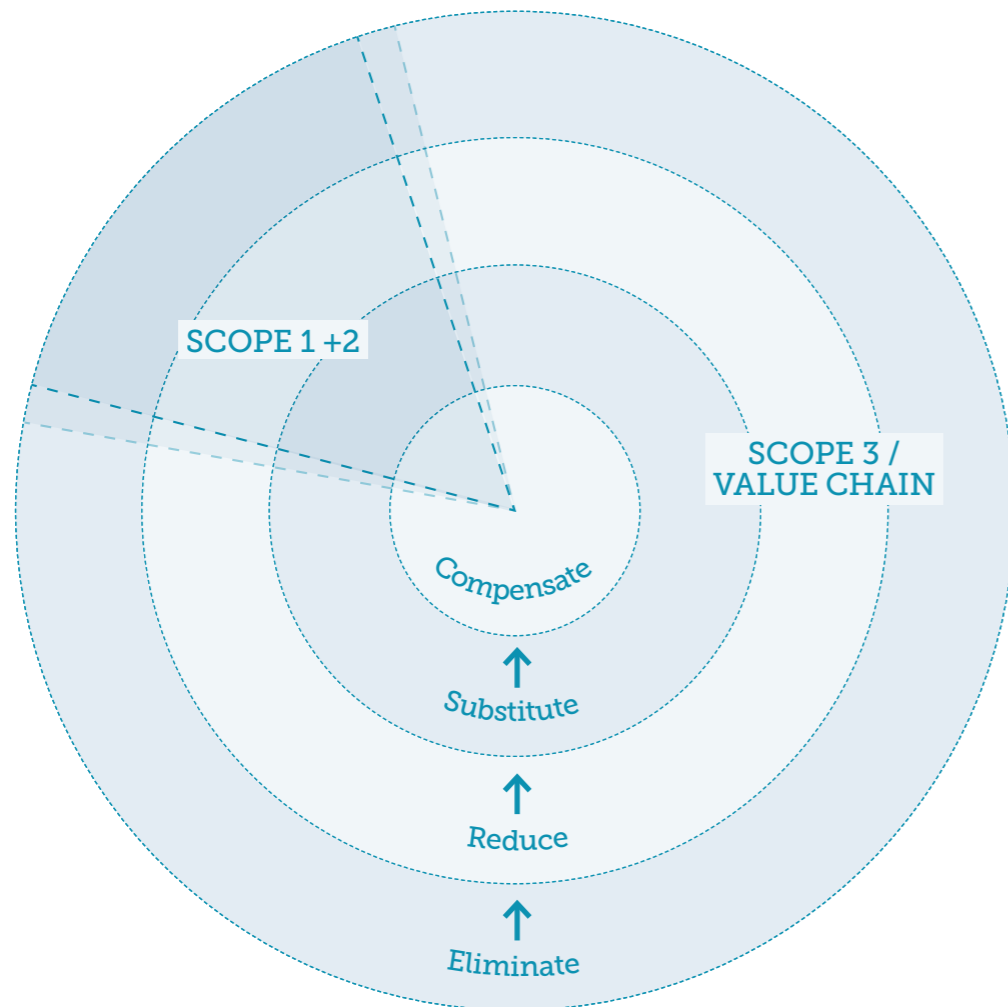
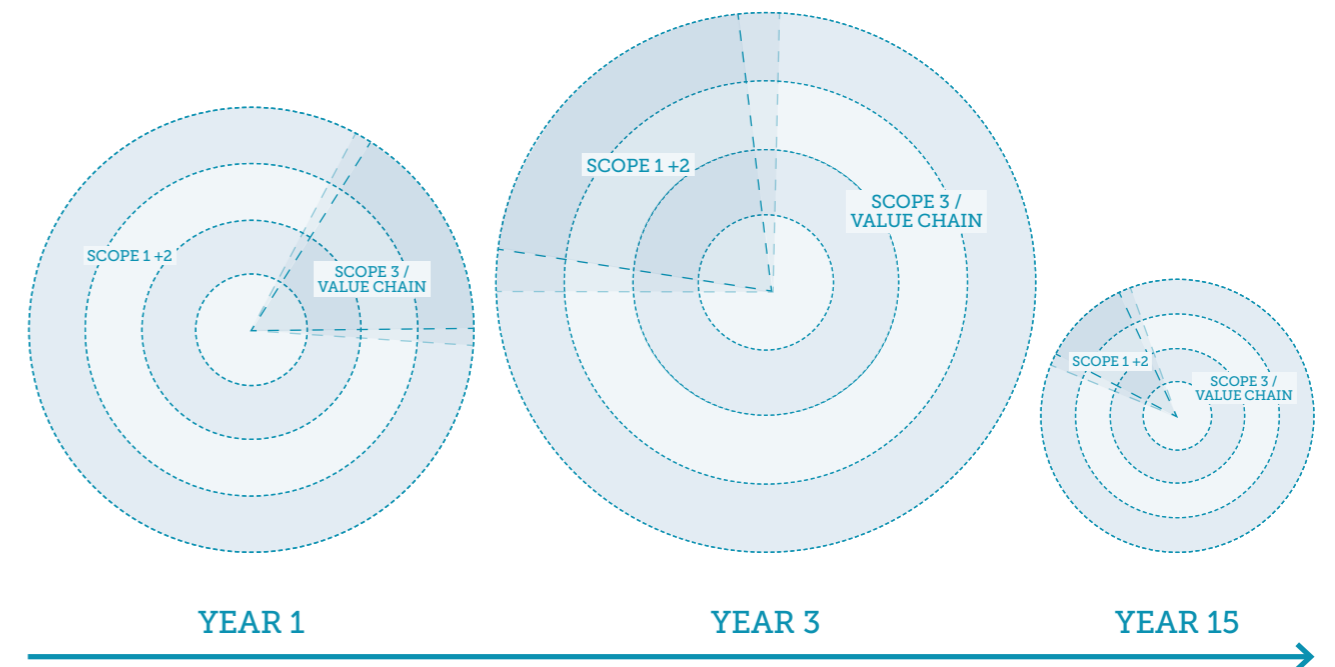


FIG 3 - SCOPE 3 AS A NET-ZERO JOURNEY

QUANTIFIED EMISSIONS - VARIATION OVER TIME



The Fig 3 timeline diagrams, use Fig 2 as a basis and consider variation with time (this is an example net-zero journey). One difference in the figures here, is that the size of the circles are proportionate to the quantified carbon footprint at each point on the timeline.

- In year 1, not all emissions are quantified (estimated) and the largest emissions appear to be the combined direct (Scope 1 emissions) and indirect emissions such as electricity (Scope 2).
- In year 3, the accounting approach has matured, and value chain / Scope 3 emissions are now well estimated and included. The organisation's emissions appear to have increased (this is reflecting the extended coverage and improved quantification).

- In year 15, the net-zero transition has delivered a smaller (residual) carbon footprint. To achieve net-zero as a target, this may be balanced with the purchase of credible carbon credits.

Scope 3 GHG accounting guidance has been produced by the [GHG Protocol](#).

It is clear that approaches continue to develop regarding collaboration and requirements across the value chain. The 2019 IEMA survey asked the following related questions concerning clients, investors and suppliers. Percentages given below are for a positive (yes) response, with figures from 2010 for the same question also indicated.

| Carbon engagement with other interested parties (IEMA Survey November 2019) | 2010 | 2019 |
|--|------|------|
| Do any of your clients/customers place any requirements on your organisation to either manage, reduce, quantify or report on your carbon (GHG) emissions? | 39% | 43% |
| Do any other stakeholders, such as investors, place requirements on your organisation to either manage, reduce, quantify or report on your carbon (GHG) emissions? | 36% | 36% |
| Do you place any requirements on your suppliers to either manage, reduce, quantify or report on their carbon (GHG) emissions? | 28% | 35% |

The use of 'carbon requirements' has grown, however the increase since 2010 is modest. This reflects some of the complexity faced when addressing wider Scope 3 emissions and (in some cases) challenges that exist within sustainable procurement.

Although investor and stakeholder interest remains unchanged in 2019, it is recognised that this will also

increase in coming years, as the requirements of the Task Force on Climate Related Financial Disclosures are adopted (i.e. progressing from good practice into requirements)⁸. In 2019, the IEMA survey indicated that 23% of respondents were now either investigating or were engaged on TCFD within their professional work.

Fig 4 – IEMA GHG MANAGEMENT HIERARCHY - NET-ZERO MAPPING

This schematic uses the 'net-zero' target version of the GHG Management Hierarchy as a mapping tool. A range of contributing approaches, tools and even professional disciplines can be mapped across the target, helping to visualise their contributions to the pursuit of net-zero emissions. This template can be tailored to situations where multiple approaches are contributing and can be scaled accordingly.

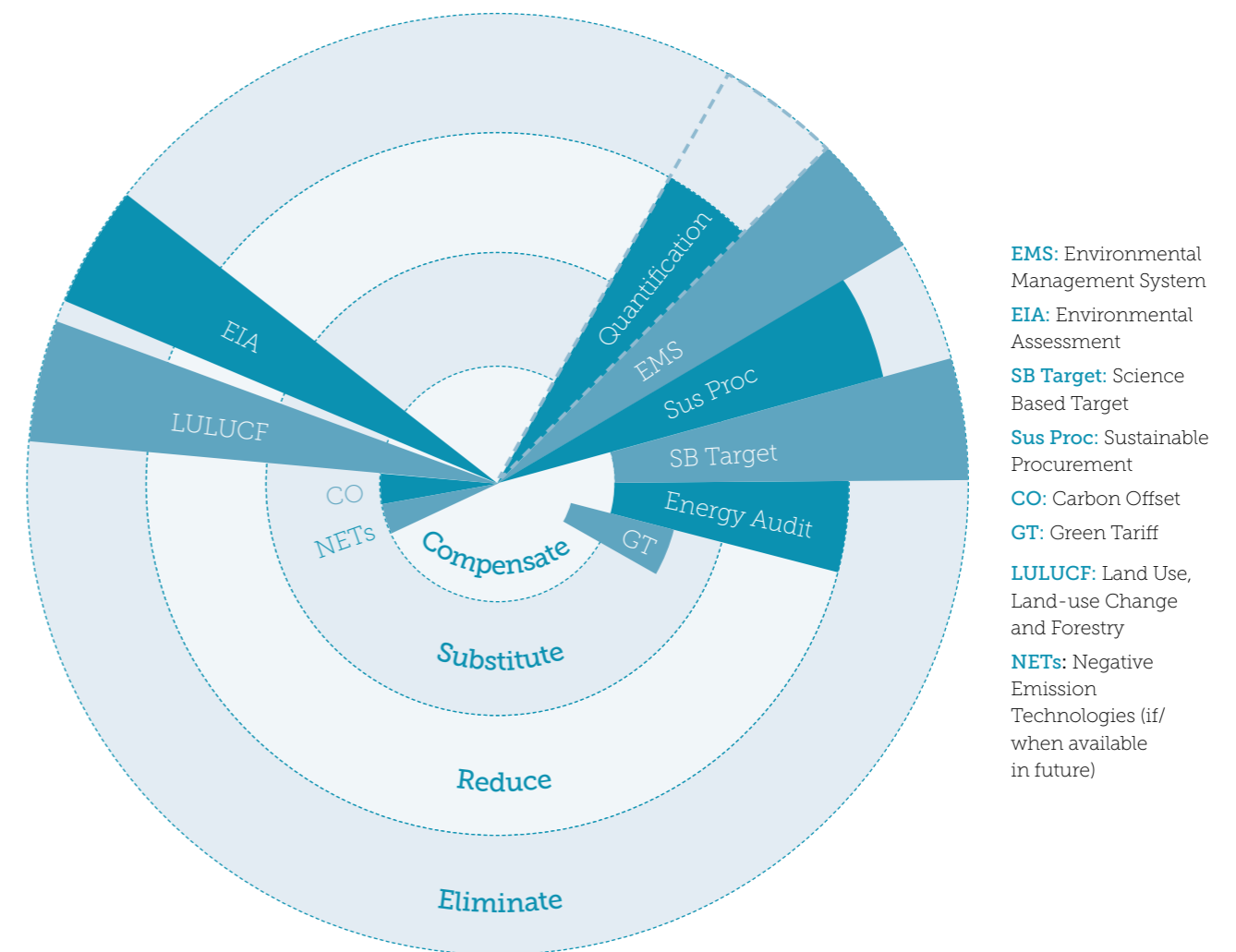
For example, the situation indicated prominently includes LULUCF, so clearly this is a business with direct and indirect materially significant land management (either directly or within the value chain). Other business

examples may not include LULUCF at all, or it may be very limited (for example within compensation ring as a woodland creation carbon credit).

The diagram is simplified and some wedges (e.g. the EMS) may be plotted to encompass others. Mapping can also in some cases depend upon factors such as professional judgements – an example being green power tariffs, which may be seen as either a compensation or a substitution (depending upon factors such as quality criteria, timing, the nature of the claim, the use of certificates, etc).

⁸ In 2019 IEMA published user [guidance on TCFD](#) with the Institute and Faculty of Actuaries and this along with wider guidance is available on the [TCFD hub](#) (extensive knowledge hub hosted by CDP).

IEMA GHG MANAGEMENT HIERARCHY – NET-ZERO MAPPING



Within the above graphic, core approaches such as Environmental Management Systems and Impact Assessments span across all hierarchy bands, indicating their potential for strategically driving out carbon (Corporate Sustainability approaches can be similarly plotted or seen as encompassing all elements).

Quantification is an essential approach in line with the 'measure to manage' principle. It is hatched across the eliminate band, to reflect a reality that some business 'step changes' may not be easily quantified

in their carbon savings. A number of GHG accounting standards are widely used, including international (ISO) standards and British standards such as PAS2050 and PAS2080. The three most used sources identified by IEMA professionals in 2019 were as follows;

1. UK Government guidance on Environmental Reporting (updated in 2019 for SECR)
2. GHG Protocol Corporate Standard
3. GHG Protocol Scope 2 Emissions (see GT on Figure 3)

A range of tools, techniques, and approaches can be plotted, and tailored (as context specific for organisation or sector).

IEMA's 2019 survey highlighted approaches used in practice, again with the earlier 2010 figures indicated. Although the picture is similar, it is interesting to

note that usage levels are slightly down in higher levels of the hierarchy and have increased for activities in SUBSTITUTION and COMPENSATION (e.g. on-site renewables, fuel switching, green-tariffs, land management and offsetting). The list is from the 2010 survey and therefore not all current approaches are stated (e.g. electric vehicles).

| Carbon Approaches / Tools | 2010 | 2019 |
|---|-------|-------|
| Active energy management and reduction on site | 71.2% | 66.8% |
| Improvements to your buildings and premises | 69.4% | 65.0% |
| Wide staff engagement and awareness campaigns | 63.2% | 61.2% |
| Travel plans | 60% | 50.8% |
| Investing in new plant, equipment and processes | 56.3% | 57.0% |
| Team approaches (e.g. with champions) | 50.4% | 41.2% |
| An overall organisation scale management system - either specific (e.g. on energy / GHGs) or existing (e.g. an EMS) | 47.5% | 43.3% |
| Sustainable procurement (efficiencies /low carbon through supply chains) | 46.2% | 48.7% |
| A strategic approach to reducing the GHG footprint of products / services provided by the organisation | 32.5% | 28.9% |
| Substitution (e.g. fuel switching to lower carbon sources) | 30.6% | 35.6% |
| Developing on-site renewable energy generation | 30.4% | 34.2% |
| Purchasing 'green tariff' energy | 27.4% | 42.0% |
| Land management on our sites (e.g. woodland creation) | 13.1% | 19.3% |
| Purchasing carbon offsets | 11.3% | 16.3% |

Progress on Reductions

Progress on reducing emissions was explored in the IEMA 2019 survey. Just over a quarter, indicated that their organization had reduced emissions by between 10% and 30% over the period 2010 to 2019. Over a fifth had reduced emissions by between 30% and 70%. Some responses will relate to early stage organizational footprints, and therefore further estimation work may be required (to understand Scope 3 more fully). The results however do indicate encouraging progress, with

many organisations being well positioned to continue and to escalate their transitions, towards Net-Zero.

When setting reduction targets, it is important to follow a credible process and to be transparent (e.g. presenting the targets separately from any carbon offsetting). Science-based reductions use targets that are consistent with the science of climate change scenarios (such as so-called Paris aligned targets or preferably the 1.5 degree scenario).

Pledge to Net-Zero

Along with partners, IEMA helped establish Pledge To Net Zero as a sector collaboration for Net-Zero transitions. The scheme has three requirements;

1. To set a target to reduce greenhouse gases in accordance with SBTi guidance – at least following a well below 2°C trajectory but ideally following a 1.5°C route.
2. To publicly report greenhouse gas emission performance.
3. To produce at least one piece of thought leadership each year on accelerating climate action.

At the time of writing, the scheme has 57 organisations signed up, covering around 60% of the environmental consulting industry in the UK. Guidance on reporting and target setting is provided and available at - www.pledgetonetzero.org/

Progress on Compensation

Survey questions were also asked concerning the use of compensation measures such as carbon offsetting (responses are set out in the table below for both 2010 and 2019). Although the overall use of carbon offsetting has remained low, there are indications of change. It is notable that in 2010 only 15% stated that they were investigating carbon offsets, compared to 25% in 2019.

Organisations committing to Net-Zero targets will need to investigate compensation measures and develop an approach to address their residual emissions. Some approaches may also seek measures within an extended Scope 3 value chain (sometimes referred to as carbon in-setting). Voluntary carbon markets will have an important role and contribution to make and require support and development⁹. Well planned and transparently communicated carbon-neutral approaches can be used as complementary to reduction targets¹⁰.

| Does your organisation have any experience of using or considering the use of carbon offsets? Indicate below the statement that would most closely apply. | 2010 | 2019 |
|---|-------|-------|
| Our organisation purchases carbon offsets and has made either a declaration of carbon neutrality or a commitment to become carbon neutral | 4.0% | 5.6% |
| Our organisation purchases carbon offsets and is considering the potential to become carbon neutral | 2.6% | 3.3% |
| Our organisation purchases carbon offsets, but has decided against claiming carbon neutrality | 2.4% | 1.1% |
| Our organisation purchases carbon offsets, but has not considered carbon neutrality | 4.9% | 4.4% |
| Our organisation has not purchased carbon offsets, but we are considering or investigating their potential use | 15.4% | 25.3% |
| Our organisation has decided against the use of carbon offsets | 16.8% | 12.5% |
| Our organisation has not yet considered the use of carbon offsets | 53.9% | 47.8% |

⁹ The Task Force on Scaling Voluntary Carbon Markets – Initial Recommendations, November 2020
¹⁰ unfccc.int/climate-action/climate-neutral-now

Fig 5 – Net-Zero Transition Planning

To accompany the updated Hierarchy, FIG 5 below has also been updated, now with a Net-Zero transition focus. Reflecting the urgency for reductions in line with a 1.5°C or even a ‘well-below’ 2°C scenario, the long-

term step changes set out in the 2014 version have been moved across. Transition is therefore now largely progressed within the short and medium terms.

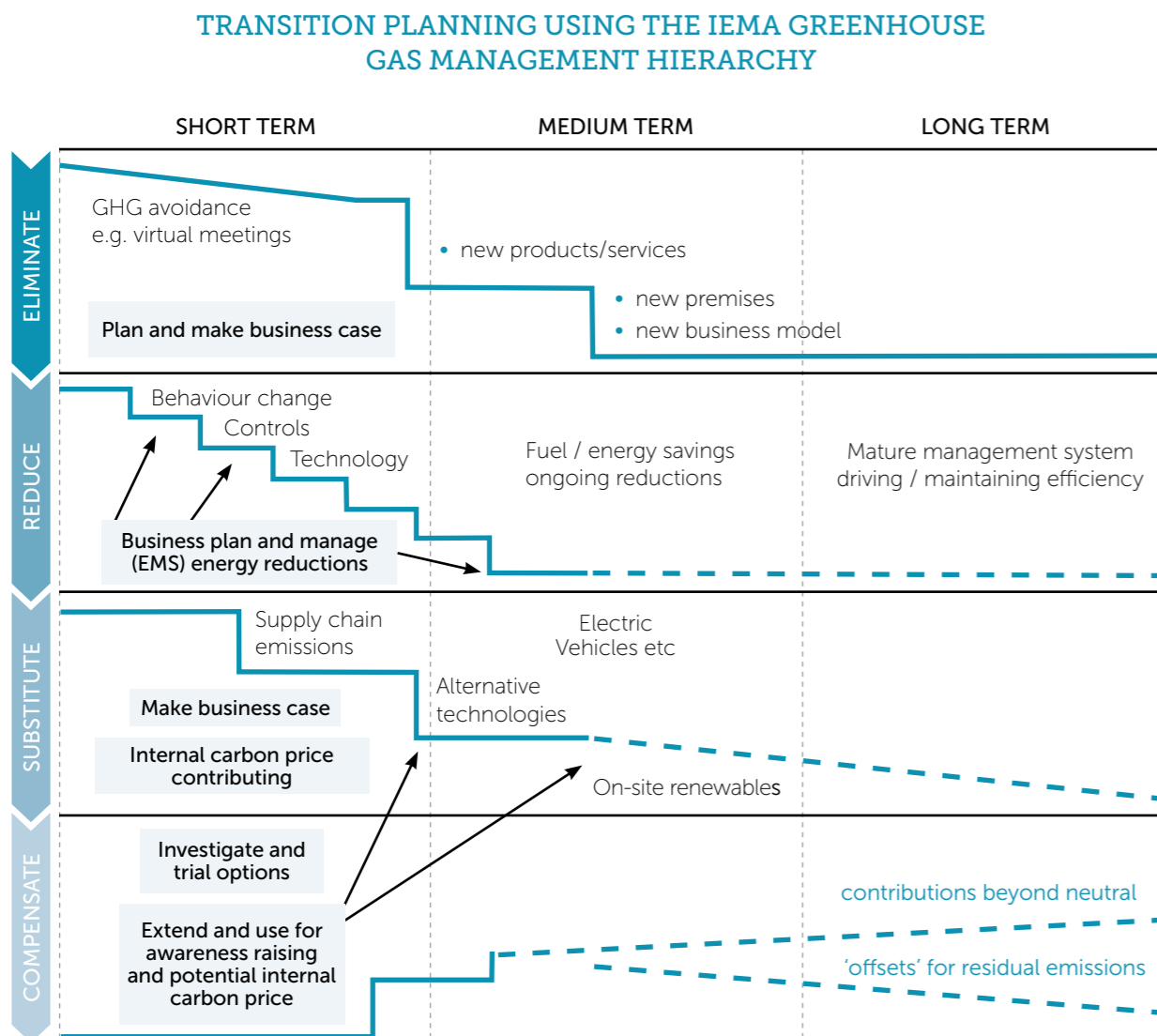


FIG 5 - Bold lines indicate the organisation’s planned ‘carbon improvement’ paths for each level of the hierarchy.

Within this example the organisation is progressing a range of ‘carbon savings’ in the short term whilst planning in further medium-term step changes.

Carbon offsetting is utilised to achieve an immediate ‘economic’ carbon neutrality, whilst the more direct business transitions progress. The cost of the carbon offsetting generates an additional financial driver to investments that more directly drive out carbon from the business model.

A genuine net-zero is achieved in the medium or longer term where there is a Science Based reduced (residual) carbon footprint that can be ‘neutralised’ through recognised compensations (e.g. high-quality carbon offsets, potentially nature based solutions or ‘carbon insets’)

In the short term, a series of measures (across all hierarchy levels) are simultaneously pursued to drive out carbon. Some will require business cases and investment and they will deliver in the medium term. Compensation measures may be used in the short term, but these should not displace effective options in the higher levels of the hierarchy. Different scenarios and approaches can be mapped out, tailored to the transition context.

The example indicated, uses a ‘polluter pays’ rationale to compensate against current carbon emissions (e.g. through offsetting) whilst investments and planned business cases work through to deliver a transitioned business model in the medium term. An alternative approach might prioritise expenditure internally to rapidly drive transition. In that example, offsetting and measures to balance the residual footprint may not be used until the medium term or a date when a net-zero status is achieved.

Within the example provided, an early carbon neutrality approach is combined with longer term science-based reductions towards net-zero. A distinction can deliberately be made between the two terms and be useful within transparent communication of the strategy. Carbon neutrality can be achieved at any point, as a helpful staging post on the journey. Net-zero in this case is different, regarded as the destination after a science-based targets programme has eliminated, reduced or substituted out carbon emissions. The residual emissions that are left are balanced by the use of either carbon credits (purchased from credible eligible schemes) or by removals within the organisation or entity itself (e.g. nature based solutions on owned land or land with partners).

Whatever approach is used, it is important to separate out reduction targets from compensation measures and to ensure that any short-term ‘neutrality’ declarations are not displacing required transitions.

Professional judgement is essential in understanding the entity and its specific change context. Many factors are relevant in building an approach such as the nature of the entity and its commercial positioning (e.g. B2B or customer facing), its own material emissions, level of operational control, relevant legislation, legacy issues (e.g. recent and historic emissions) reputation, stakeholders, etc. The framing approach can be tailored and used accordingly, including for businesses now looking to more ambitious positioning beyond short term neutrality and medium-term net-zero (e.g. Climate Positive).

4) Net-Zero – Considerations and Principles

In transitioning to net-zero, confusion persists around language and terminology. Developing standards and guidance will in time help to clarify these terms. The recently published 'Oxford Principles'¹¹ for example provide one vision on how carbon offsetting can contribute towards net-zero approaches, indicating how over time the type of carbon credit projects themselves could transition. Other important initiatives include SBTi developing a Corporate Standard for Net-Zero¹², ISO developing a new standard on Carbon Neutrality and the Taskforce on Scaling Voluntary Carbon Markets. These and other developments will help, but will not remove the organisation's inherent complexity. Sustainability professionals meanwhile are working hard, building pathways towards net-zero.

The following are considerations for any credible approach in pursuit of a net-zero transition. Many are interrelated and need to be considered together. All stated principles relate to core professional sustainability skills¹³.

Relevance: The net-zero starting point is knowledge and understanding of the entity itself. Fundamental is an understanding of its most significant carbon emissions (direct and indirect). However, also important is the wider transition context, what other changes are relevant and what is on the horizon. This includes consideration of topic relevant drivers such as TCFD, along with trends and drivers around changing markets, profitability, business adaptation. Relevance is fundamental both technically and strategically.

Quantification: The measure to manage principle is used, but also is extended, with estimation techniques to help understand complexity in indirect emissions.

Solutions Focus: A focus is required to seek out meaningful and scalable carbon reductions. Mapping techniques and opportunities can help to build understanding and acceptance.

Credible Scope: Net-Zero and Carbon Neutrality are implicitly strong claims that suggest the inclusion of all material carbon emissions that can be influenced (including Scope 3 and value chain). Ensure that the credibility of the scope matches the implicit strength of any claim or declaration. A further consideration is past emissions. Reputational drivers may open the prospect of compensations to address legacy emissions (e.g. when considering any 'point in time' status of carbon neutrality).

Transparency: It is important to be transparent concerning Net-Zero and related approaches (e.g. carbon neutrality). Provide information that enables others to clearly understand all statements concerning an achieved or sought status. This should include information on assumptions, approach, any standards used and, on the quality, and nature of any compensation (such as purchased offsets).

Sustainability: In relation to solutions, do not be limited just by the scale of carbon impact alone. Investigate opportunities for broader sustainability outcomes (win-wins) and seek to limit trade-offs. Net-zero value chain (Scope 3) initiatives will require collaboration and strategic development. The process itself offers an opportunity for extending into wider sustainability outcomes.

Connected agendas: Partnering into other change agendas is always a valuable tactic, and especially so if corporate commitment has proven challenging.

Mainstreaming: Transition must be owned and supported by critical decision makers and ideally by stakeholders and interested parties. This may not always be possible at the outset and it will always require work (e.g. defend it through regular communications on progress and by internal partnering).

Medium term planning: Capture quick wins but also embrace the medium term. Work within a set horizon (timeline) to schedule transitions. Build business cases and plan for year 5, 10, 15. Understand and work with financial colleagues to evolve financial return approaches that will improve decision making for transition.

Address Complexity: Understand and assess the complexity of indirect and embodied / embedded carbon emissions. Review approaches and learn from others (e.g. products and materials, lifecycle approaches, systems thinking, range of tools and studies).

Conservative approach: It is important to use assumptions and approaches that allow reasonable margins for error (e.g. sometimes a buffer is referenced in purchasing certain offsets). This applies to all aspects of net-zero to ensure that claims are achieved or exceeded. This principle is closely connected with transparency.

Others: Additional approaches and principles¹⁴ include collaboration, innovation, materiality, consistency, accuracy, practicality, resilience.

¹¹ www.smithschool.ox.ac.uk/publications/reports/Oxford-Offsetting-Principles-2020.pdf
¹² sciencebasedtargets.org/net-zero/
¹³ www.iema.net/sustainability-skills-map

¹⁴ Specific GHG accounting principles are also accessible in the UK Government's Environmental Reporting Guidance, in ISO standards (e.g. ISO14064-1) and also within the GHG Protocol Corporate Standard (Scope 2 and scope 3 guidance also available) Also further guidance on materiality, scope 3 and other issues is available www.cdsb.net www.carbontrust.com

About IEMA

IEMA is a professional body with over 16,000 members in 116 countries. Our members are sustainability experts working in public and private sector roles across a wide range of industries from financial services to development and construction. Through a combination of training programmes, sharing of best practice and thought leadership and advocacy, we work with our members to drive change in areas such as corporate sustainability, climate change and energy, the circular economy, environmental management and impact assessment.

For more information about IEMA's work with professionals and our own response to the Climate Emergency please visit - www.iema.net/climate-emergency

If you would like to provide feedback

What works' in addressing net-zero? IEMA is looking to support professionals by sharing information and learning points – why not write to us if you have an example that you think could help or interest colleagues?

We also want feedback on the tools that professionals use as well as challenges and solutions.

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This briefing paper was authored by Policy and Engagement Lead Nick Blyth, FIEMA, CEnv.

It was compiled following practice based workshops and drawing on survey and webinar engagement with IEMA members. It was also reviewed and supported by members of IEMA's Climate Change and Energy Network Steering Group.

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