

A leopard is walking through a snowy landscape. The leopard is in the center-right of the frame, moving towards the left. It has a distinctive spotted pattern. The ground is covered in snow, and there are several evergreen trees in the background, some of which are heavily laden with snow. The sky is overcast and grey. The overall scene is a winter landscape.

**B B C**

# **OUR NET ZERO TRANSITION PLAN**

2024

# Contents

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**3** Foreword

**4** Introduction

**9** Ambition

**21** Action

**43** Accountability

**66** Appendices

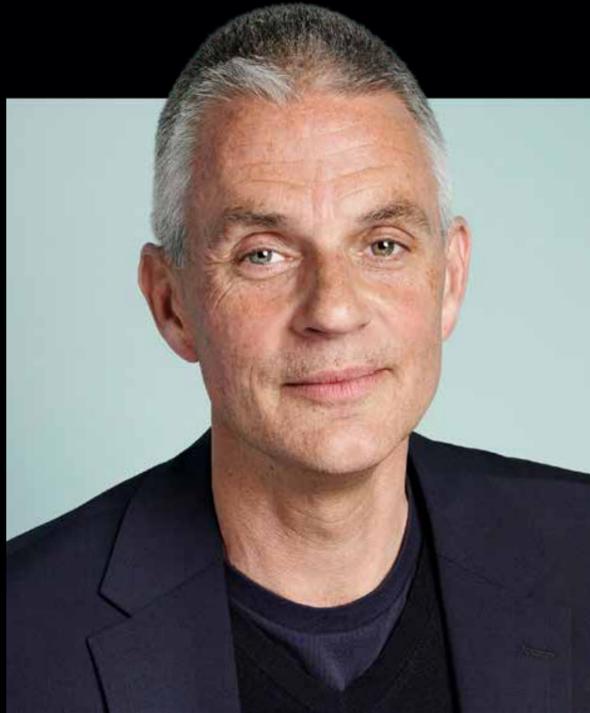


*Asia*

Please click here for a plain text version of our [plan](#)



Our Net Zero Transition Plan



*“Surely now we’re at a point where sustainability, the agenda around nature, must be there front and centre.*

*This is a real moment for us to do that. The audience is very interested in this topic and we, as public service broadcasters, have a huge creative opportunity.*

*It’s not just a corporate initiative, it is the priority for next year, to bring it alive even more in programming beyond the obvious strands.*

*That really excites me.”*

**Tim Davie**

Director-General

# FOREWORD

The BBC's mission, as set out in our Royal Charter, is to act in the public interest, serving all audiences through impartial, high-quality and distinctive content which informs, educates and entertains. We ensure our coverage is based on facts and the latest scientific evidence in our pursuit of truth with no agenda.

We are committed to delivering on our mission through our Value for All strategy which underpins everything we do.

Given the importance of climate change and biodiversity loss, we know how essential it is that all our output provides accurate environmental information and compelling storytelling that bring these topics to life, for all our audiences.

Our reputation in wildlife and nature programming is globally renowned. Off-screen, as a responsible business, we also take our duty to the environment and respect for the planet seriously, which is why we aim to be Net Zero by 2050.

This Transition Plan explains how Net Zero is one of the three pillars of our Sustainability strategy, which also includes Nature Positive, and People Positive. These pillars underpin and shape our climate ambitions as we build a BBC for the future, and they are aligned with our mission, and Value for All strategy.

Our Plan demonstrates that our objectives, goals and targets will be achieved through tangible actions, underpinned by scientific rigour to meet the highest standards of ambition and accountability. To deliver this, we are working collaboratively with suppliers, academics and creative peers, across the UK and beyond, to help create a sustainable industry on and off-screen.

We know this also matters to our staff, as we strive to be the most sustainable creative organisation in the world. Getting this right is a responsibility that we don't take lightly and we recognise that the BBC's transition towards a low-carbon future will take time and require some changes to the way we operate, across the BBC.

We will update this plan as we go to ensure it meets future regulatory requirements, and to reflect our progress and what we have learned. This increased transparency will enable our audiences, staff, suppliers, partners and peers to clearly assess how we intend to transition to a low-carbon future. We will need everyone who works at, and with, the BBC to play their part.



**Alan Dickson**

Chief Financial Officer and  
Sustainability Executive Sponsor

# INTRODUCTION



In October 2021, the BBC announced its 2030 Near-Term Targets with the official body for validating climate goals, the Science-Based Targets initiative (SBTi), of 46% reduction against our Scope 1 and 2 direct operational emissions and 28% reduction against our wider Scope 3 indirect emissions, which includes the supply chain.

In February 2022, the BBC committed to setting Long-Term Targets and the adoption of the Science-Based Targets Net Zero standard which have recently been approved by the SBTi. This requires us to decarbonise by at least 90%, across all scopes, in order to claim that we are a Net Zero organisation.

Our Transition Plan has been developed in line with the Transition Plan Taskforce (TPT) Disclosure Framework released in October 2023. It has been informed by stakeholders across the BBC and approved by the BBC Executive Committee and BBC Board.

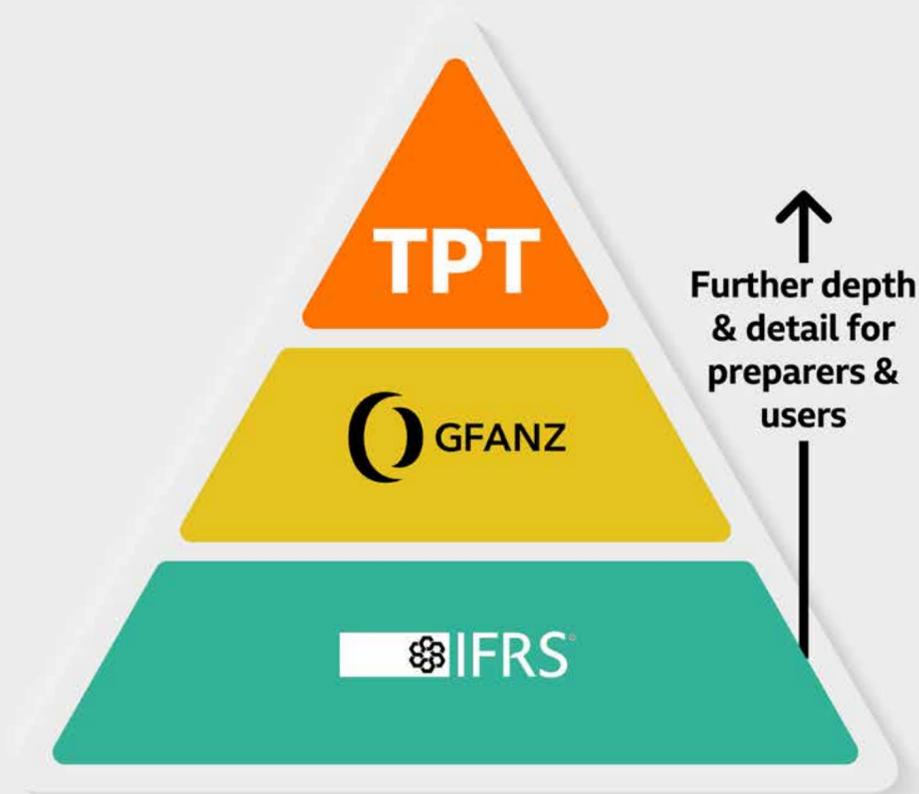
We intend to publish an updated version at least every three years, in line with the TPT recommendations, whilst continuing to provide updates on an annual basis through our existing climate-related disclosures and the BBC's Annual Report and Accounts. Our greenhouse gas emissions data for all scopes, including Scope 3, is currently independently verified to a limited assurance standard.

We will continue to review our approach to ensure that we always meet the highest standards in sustainability practice, reporting and disclosures. More information about our Environmental Sustainability strategy can be found on our [website](#).

## Disclosures

The TPT's Disclosure Framework builds on TCFD and the International Sustainability Standards Board's (ISSB) Sustainability Disclosure Standards. It is also aligned with the guidance from the Glasgow Finance Alliance for Net-Zero (GFANZ).

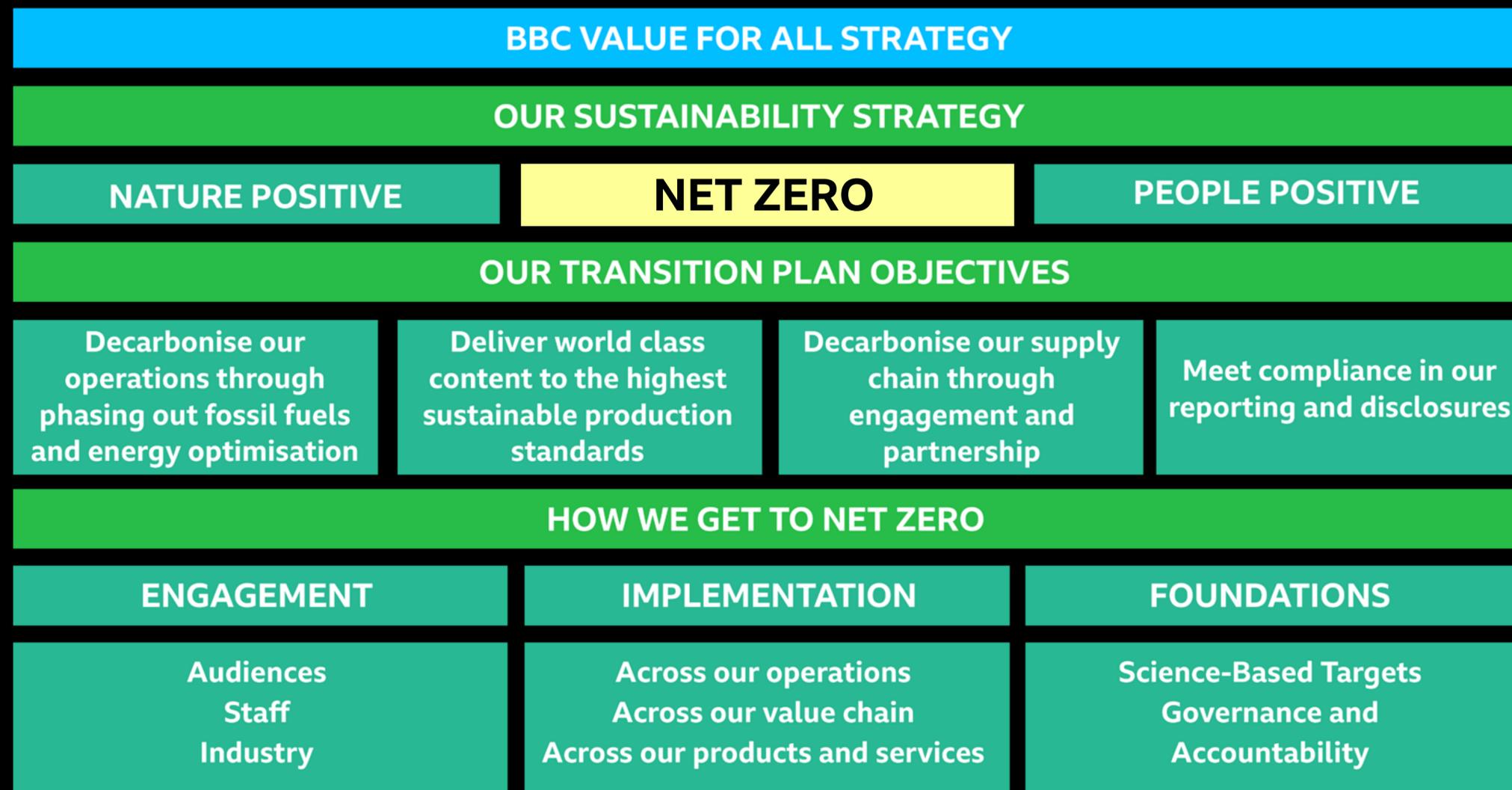
## The Transition Plan Disclosure Landscape



Our disclosure strategy is reviewed annually with our external auditors and shared with the BBC Audit and Risk Committee and BBC Board for approval. More information about our disclosures is provided in the Appendices.

# OUR STRATEGY ON A PAGE

## OUR TRANSITION TO NET ZERO



## KEY CHALLENGES, ASSUMPTIONS AND DEPENDENCIES TO ACHIEVE OUR PLAN

Our plan, targets and objectives are not only dependent on external factors that are out of our control but are also based on a set of assumptions that we can make today about the world tomorrow. These include:

**DATA QUALITY:** Accurate emissions data is essential for analysing, reporting, and reducing our GHG emissions. However, Scope 3 presents challenges due to our current reliance on spend-based calculations and the lack of availability of accurate activity based emissions data.

**SUPPLIER DEPENDENCY:** The supply chain is our largest emissions source, but supplier maturity varies. Achieving Net Zero hinges on our suppliers joining the decarbonisation effort and meeting the requirements of our supplier code of conduct. We also require accurate activity based emissions data from our suppliers to ensure our data is accurate and can be independently verified.

**GOVERNMENT POLICY:** Our decarbonisation must be supported by government policy. Targets to decarbonise the electricity grid, phase out gas boilers and transition to electric vehicles (EVs) must be met. This includes the Clean Energy Mission to deliver a clean energy UK national grid by 2030. Please note that this is not limited to the UK as we have a dependency in other international countries on their Net Zero policies and availability of renewables in our key markets.

**COST PRESSURES:** Sustainable options like EVs and heat pumps require significant capital investment upfront and delays to investment will impact our ability to decarbonise quickly.

### BBC Earth Experience

Taking place in London and Melbourne in 2023, the award-winning BBC Earth Experience aimed to inspire visitors to protect the planet through spectacular footage. With over half a million visitors, it enabled audiences of all ages to interact with the natural world in a unique way.

As well as epic footage from the iconic BBC Studios Natural History Unit television series *Seven Worlds, One Planet*, the 360° audio-visual journey also featured bespoke narration from David Attenborough. It showcased the beauty, diversity, and fragility of Planet Earth, inspiring all to consider their role in protecting the planet and its precious biodiversity.

Additionally at the venue, there was a particular focus on bringing sustainability best practice to the forefront and maximising efficiencies in operating the space, such as rainwater harvesting, the building materials and waste management.

## KEY CHALLENGES, ASSUMPTIONS AND DEPENDENCIES TO ACHIEVE OUR PLAN CONTINUED...

**INDUSTRY COLLABORATION:** To decarbonise TV production, we need a unified industry approach for measurement and reporting, sharing both successes and challenges. Additionally, we need to collaborate on standards for sustainable production for TV, Radio and film. This includes requirements on energy usage, studios, travel, catering, costumes and set production.

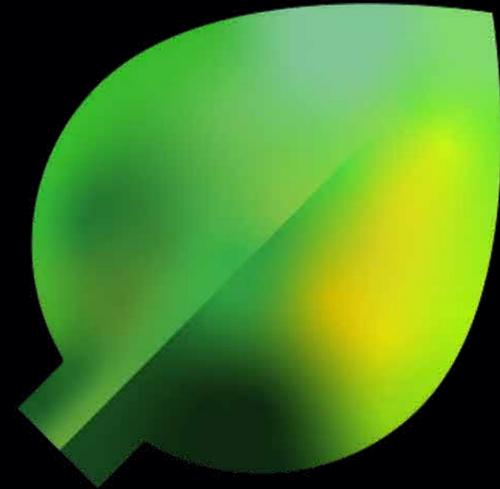
**TECHNOLOGY DEPENDENCY:** Our success with decarbonisation depends on the development and availability of new low-emissions technology. For instance, reducing emissions from air travel relies heavily on the aviation industry's progress in decarbonisation. Also, availability of battery and hydrogen solutions, where appropriate.

**INDEPENDENT PRODUCTION COMPANIES INVESTMENT AND SKILLS:** Capital investment often required to implement sustainability initiatives can be challenging for small and medium sized suppliers. There is also a lack of carbon accounting skills across the industry and a need to upskill production staff and practitioners.

**USE OF AI AND DIGITAL SERVICES COULD INCREASE EMISSIONS DUE TO ENERGY INTENSITY:** We continue to monitor the evolving developments in the area of artificial intelligence and are actively engaging with our supply chain for more transparency of their emissions data. We are tracking this risk in both our Sustainability and AI governance structures, given that the use of AI is known to be very energy intensive.

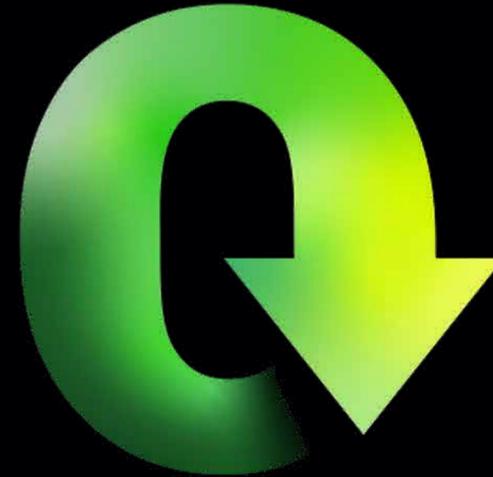


# AMBITION



## **NATURE POSITIVE**

Managing our impact on nature to do more good than harm to our planet



## **NET ZERO**

Adopting a decarbonisation first approach that is underpinned by the science



## **PEOPLE POSITIVE**

Informing and educating audiences on the most pressing issues facing our planet

# AMBITION: HIGHLIGHTS

- Our sustainability strategy has three pillars
- Fully aligned to the Value for All strategy
- Underpinned with scientific rigour
- Active collaboration to drive decarbonisation at scale
- Adopting the highest standards in disclosures



**Leigh Tavaziva**  
Group Chief Operating Officer

*“Sustainability, and particularly our path to Net Zero, is a crucial strategy at the BBC. It articulates how we will transform to meet the demands of a low-carbon future and achieve a true Net Zero position. This will require operational transformation, strong partnerships, and innovation, both within the BBC and the broader media industry.”*

# A RESILIENT BBC FOR THE FUTURE

## A low-carbon BBC

The BBC's funding model is based upon the payment of a licence fee in Great Britain and Northern Ireland. The UK Government will review this again in 2027, when the latest Royal Charter period ends. The requirements of the BBC are set out in the Royal Charter which include our service requirements. UK Policy and legislation requires us to meet Net Zero by 2050 at the latest. Our Value for All strategy underpins our plans to deliver a BBC that is more relevant, universally used and offers outstanding value for our audiences. As part of our Charter requirements and Value for All strategy, the BBC needs to ensure that it's fit for the future, meets environmental regulation and is a responsible business.

## A resilient BBC

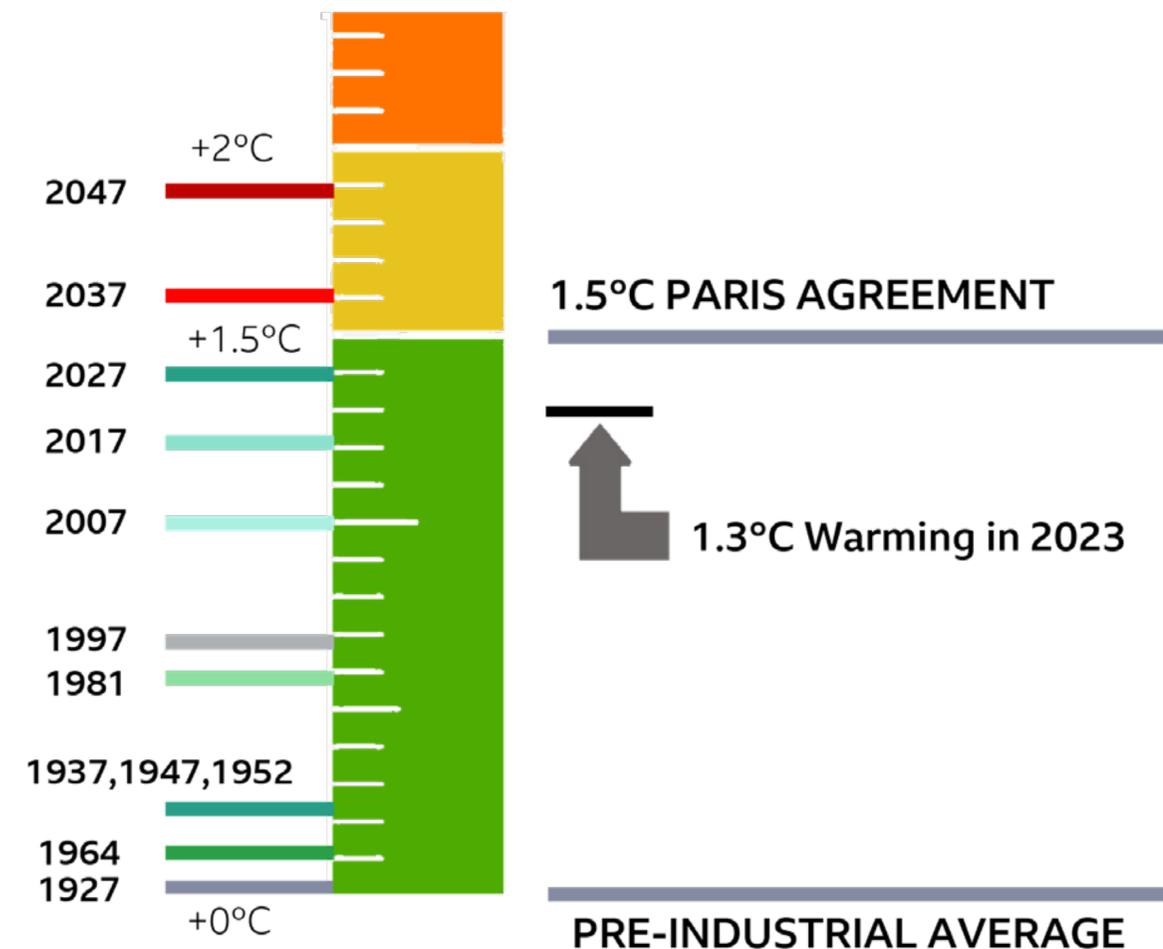
In addition to our annual risk evaluation activity in March 2023 we also mapped the Royal Charter review dates, key contracts and assets against the projected temperature rises, to evaluate our resilience to climate change as a business.

This means being able to adapt to a world affected by climate change, avoiding service disruption and adjusting the way we operate, as a response to changing temperatures and weather conditions.

To meet our Charter service requirements, we determined that we need a resilient BBC for the future. Our climate risks and potential impacts require regular evaluation, as part our risk management activity. This analysis used the globally recognised Carbon Tracker tool and the Intergovernmental Panel on Climate Change scientific reports to evaluate the climate scenarios and projected global temperatures. Further work is being explored to determine specific risks at the property level globally using a range of tools that highlight natural hazards at the site level, based on historical and scientific evidence. Service continuity is a key Charter requirement for the BBC.

# GLOBAL ACTION TRACKER AND WARMING PROJECTIONS

BBC Charter Dates and Global Temperature Rise  
Current global policies put us on track for 2.7 degrees



Source: Intergovernmental Panel on Climate Change (IPCC)

Link to climate tracker can be found [here](#)

# OUR TARGETS

## What does 'Science-Based' mean?

Science-based targets are recognised internationally because they are grounded in climate science. These targets align with the latest climate research and specify what is needed to meet the goals of the Paris Agreement, which aims to limit global warming to 1.5°C above pre-industrial levels.

## What is the Net Zero Standard?

The SBTi's Corporate Net Zero Standard is a framework for corporate net-zero target setting in line with climate science. It includes the guidance, criteria, and requirements companies need to adopt to set science-based net-zero targets, consistent with limiting global temperature rise to 1.5°C.

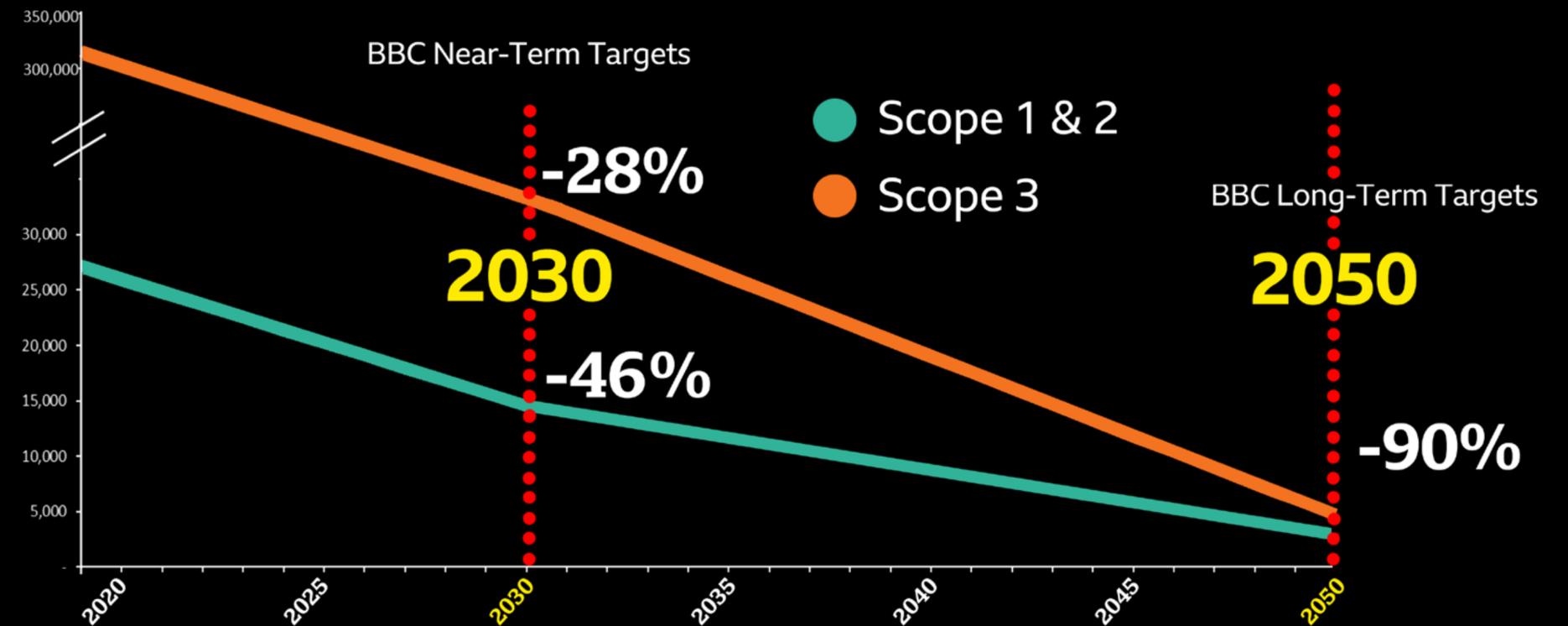
We have developed and committed to a set of SBTi Targets to guide our path to Net Zero. The SBTi officially validated the BBC's 2030 Near-Term Targets (in October 2021) and 2050 Long-Term Targets (in August 2024), ensuring alignment with the SBTi's Net Zero Standard.

The Net-Zero standard requires the BBC to:

- Focus on decarbonisation first and achieve at least 90% emissions reduction across all scopes by 2050.
- No reliance on offsetting to achieve the targets.
- Only allow permanent emission removal technologies, for any residual emissions, up to a maximum of 10%.

The BBC will remove emissions in a way that supports nature in the future, for example investing in ecological restoration projects that benefit biodiversity and sequester carbon, supporting our strategy to be Nature Positive.

## Our projected linear pathways to deliver our Science-based targets and Net Zero by 2050



# TARGET SETTING

## Target boundary for emissions What's in and what's out?

Both the Greenhouse Gas Protocol Standard (GHG) and the SBTi require organisations to conduct an assessment to identify relevant emission categories based on their sector and business operations, ensuring that all significant emissions are included in the target boundary. This approach ensures consistency with other media organisations and industry peers in terms of boundary definition and emission calculations.

Therefore, the first step in setting GHG emission targets was to define the boundary of our carbon footprint, determining what is included and excluded. The BBC's target boundary (illustrated in the accompanying diagram) includes:

### Scope 1:

Direct emissions from sources under our control, such as natural gas used in our offices and fuel consumed by our vehicles.

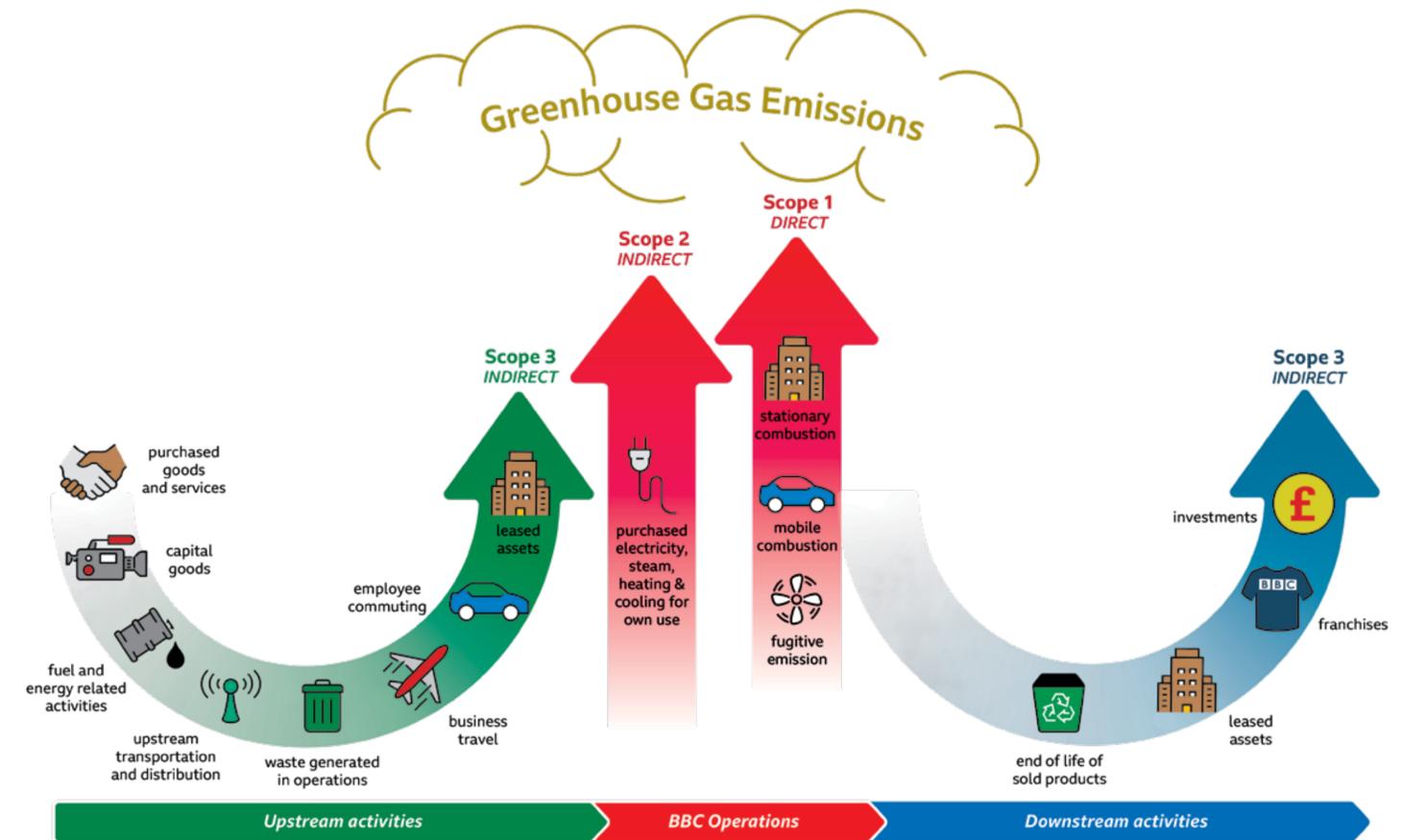
### Scope 2:

Indirect emissions from energy we purchase, such as electricity used in our offices and by our electric vehicles.

### Scope 3:

All other indirect emissions within our value chain, both upstream and downstream. Of the 15 Scope 3 categories, 12 are relevant to BBC operations. For instance, emissions from content production falls under Category 1: Purchased Goods and Services, while the emissions from transmitting and distributing content to our audiences is classified under Category 4: Upstream Transportation and Distribution. However, the emissions from energy consumption of devices such as laptops, TVs, and tablets used by our audiences to watch or consume content are out of scope, as they are from indirect energy usage.

We regularly review the standards and frameworks to ensure compliance with best practices, up to date GHG emissions accounting regulatory changes.



## BBC Target Boundary for our science-based targets

# TARGET SETTING

## Our baseline FY2019/20

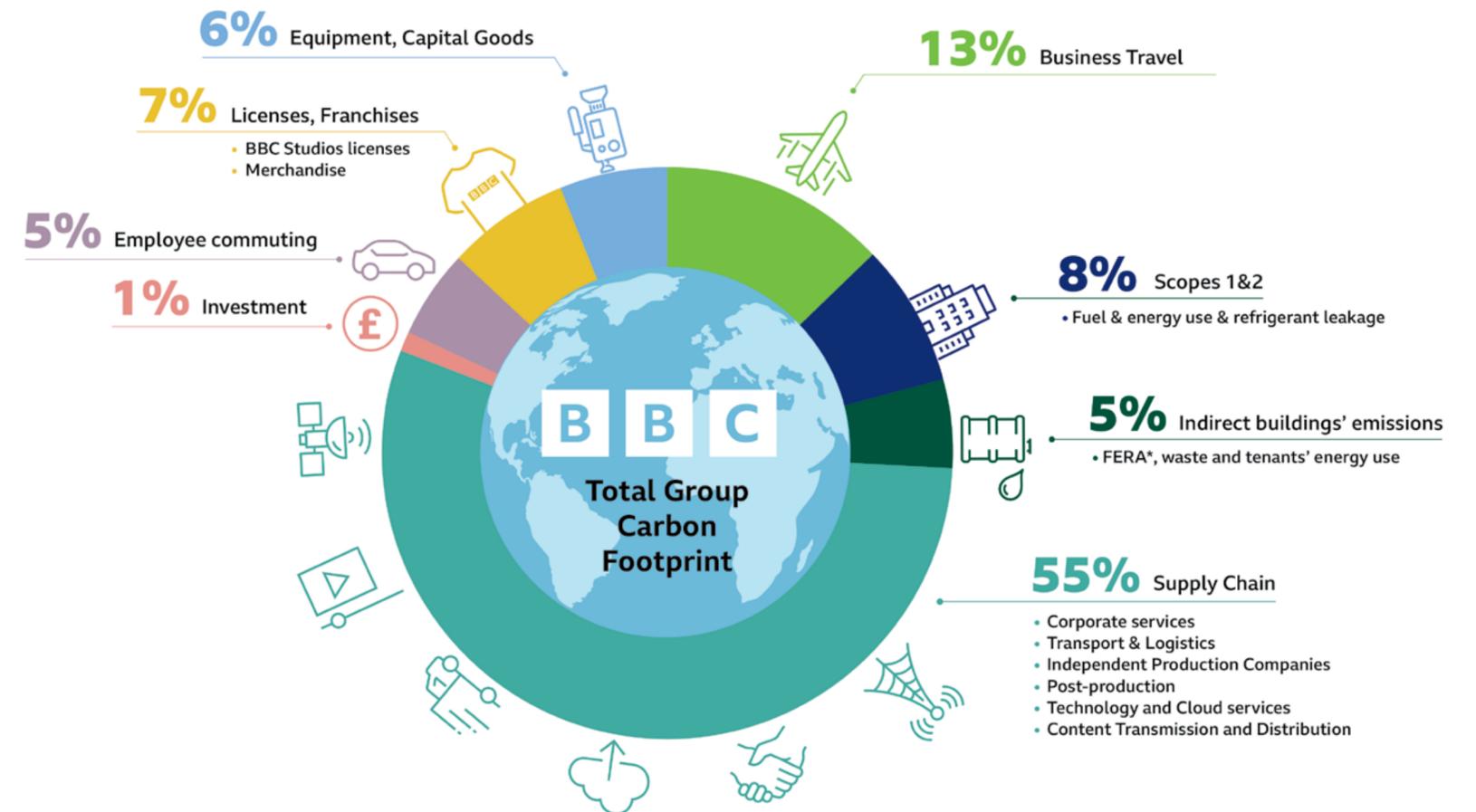
The BBC's GHG emissions footprint for the baseline year FY2019/20 was calculated in line with the GHG Protocol's Corporate Reporting Standard.

Although initially calculated in Spring 2021, we re-baselined our footprint in 2023 to improve accuracy, incorporating more complete activity data as well as updating site information and changes to our calculation methodologies. Re-baselining is standard practice in GHG emissions accounting, and the SBTi requires organisations to re-baseline at least every five years.

Therefore, we will continue to improve our data and re-baseline as required to account for any significant changes, such as structural shifts, methodology updates or data errors.

We have set a threshold for significance as changes that alter baseline year emissions by more than 5%. However, we may also choose to recalculate our baseline for changes below 5%, particularly when structural changes occur. We expect the 2026 GHG Protocol update to affect the calculation methodology across all categories, likely triggering a re-baseline.

Our GHG emissions data is independently assured and disclosed in our Annual Report and Accounts and we submit an annual climate questionnaire to the CDP.



## BBC Carbon Footprint baseline – FY2019/20 data

(Data updated in June 2024)

Read more about our greenhouse gas footprint calculation methodology [here](#).

# TRANSPARENCY

## Adopting leading disclosure frameworks

Climate-related risks

Material risk or opportunity	S	M	L	Description	Potential financial impact if no action is taken to mitigate risks or if opportunities are realised	Impact until 2030		Strategic Response
						Current policies (3.5-4.5°C)	Net Zero (1.5°C)	
<b>Increased costs associated with carbon pricing, offsets and taxation</b>				UK and international Net Zero commitments will likely result in the acceleration and implementation of carbon pricing mechanisms, including emission caps with offsetting requirements and carbon taxes.	Increased direct costs associated to the BBC's emission footprint and indirect costs through BBC suppliers passing on carbon costs.			Review offset strategy schedule and assess potential of internal carbon price to accelerate decarbonisation activity, raise funds and continue to pioneer low carbon innovation.
<b>Reduced staff and talent attraction and retention</b>				The BBC's decarbonisation strategy and reputation on climate-related matters will affect attraction and retention of BBC employees.	Increased staff costs to incentivise and retain employees and additional operating costs related to hiring due to higher attrition rates.			Ensure sustainability ambition and activity meets leading practice standards and aligns to industry and employee expectations.
<b>Limited access to capital</b>				Providers of capital increasingly have their own Net Zero commitments, resulting in a higher cost of capital for organisations that are perceived not to be taking sufficient climate action.	Increased interest rates associated to capital borrowing, which has the potential to impact the commercial side of the business.			Ensure that progress against targets is performance monitored with necessary interventions to maintain critical path.
<b>Reputational risk from greenwashing</b>				Public perception of mismatch between strong content messaging and poor performance against targets or suppliers/employees misaligned with BBC's climate strategy.	Loss of revenue from reputational damage resulting in reduced partnership opportunities as customers shift to competitors, as well as increased costs from climate mitigation.			Ensure that progress against targets is performance monitored with necessary interventions to maintain critical path.
<b>Flood risk causing damage and service disruption</b>				Increased precipitation and event intensity will likely increase the risk of flooding, thereby increasing the risk of both damage to assets and infrastructure, as well as disruptions to service provision.	Increased costs from repairs and maintenance, increased insurance premiums, as well as decreased revenue as a result of prolonged service disruptions.			Ensure asset exposure to flood and high temperature risks is regularly monitored with necessary resilience built in.

**S - Short-Term M- Medium-Term L - Long-Term**

Anticipated onset of risk/opportunity

Estimated full impact of risk / opportunity

Includes mitigation action

Low Risk

Medium Risk

High Risk

## Task Force on Climate-Related Financial Disclosures (TCFD)

As an early adopter of the TCFD framework we are now in our fourth year of assessing and calculating our climate risks and opportunities, as recommended by the TCFD framework.

Alignment to TCFD is now mandatory in the UK, but it is always good practice to evaluate the climate risk impacts we are exposed to, whilst also determining our opportunities. Our Group Sustainability team works in partnership with our Group Finance and Commercial Finance colleagues to complete the TCFD process and disclosures annually. We adopt the recommendations set out in the TCFD framework on Governance, Strategy, Risk Management and Metrics and Targets.

The BBC is supported externally in this process and our disclosures are advised by industry specialists. Our TCFD disclosure can be found in our Annual Report and in FY23/24, we improved our climate scenario analysis to incorporate our strategic response and mitigating actions in our financial impact modelling, where possible. Additionally, two climate scenarios were explored this year under the globally acknowledged third-party 'Net Zero' (1.5°C warming equivalent by 2100) and 'Current Policies' (3.5-4.5°C warming equivalent by 2100) scenarios. We also evaluated our Climate Risks and Opportunities (CROs) against three different time horizons for the short (2023 to 2029), medium (2030 to 2039) and long-term (2040 to 2059).

There is inherent uncertainty in all climate scenario analysis modelling, which is why it is important to review this annually and undertake a process of continuous improvement.

# TRANSPARENCY

## Adopting leading disclosure frameworks

Climate-related opportunities

Material risk or opportunity	S	M	L	Description	Potential financial impact if no action is taken to mitigate risks or if opportunities are realised	Impact until 2030		Strategic Response
						Current policies (3.5-4.5°C)	Net Zero (1.5°C)	
Savings from energy efficiency	■			Opportunity to roll out energy efficiency improvements to BBC buildings, operations and behaviours will likely enable energy and cost savings.	Reduced direct costs from reduced energy consumption across BBC's estate and operations and shifting to more sustainable cost effective fuel types.	●	●	Implement energy efficiency and building optimisation programme across BBC Group and estate.
Engaging audiences and producing factual content	■			BBC has the opportunity to be a leader in the production of factual content by informing and educating audiences through our content.	BBC's factual content services appeal to wider audiences and new markets, enabling new partnership and funding opportunities across the BBC Group.	●	●	Undertake market testing of audience preferences and implement carbon measurement across products and services.
Reputation of climate leadership	■			BBC has the opportunity to demonstrate climate leadership in the media industry, both through climate strategy and targets.	Increased revenue driven by reputational benefits resulting in a wider audience for BBC services, as well as increased partnership opportunities across BBC Group.	●	●	Undertake regular audience testing and ensure BBC Strategy meets highest operational standards. Undertake climate impact measurement across BBC content.

S - Short-Term M- Medium-Term L - Long-Term

■ Anticipated onset of risk/opportunity

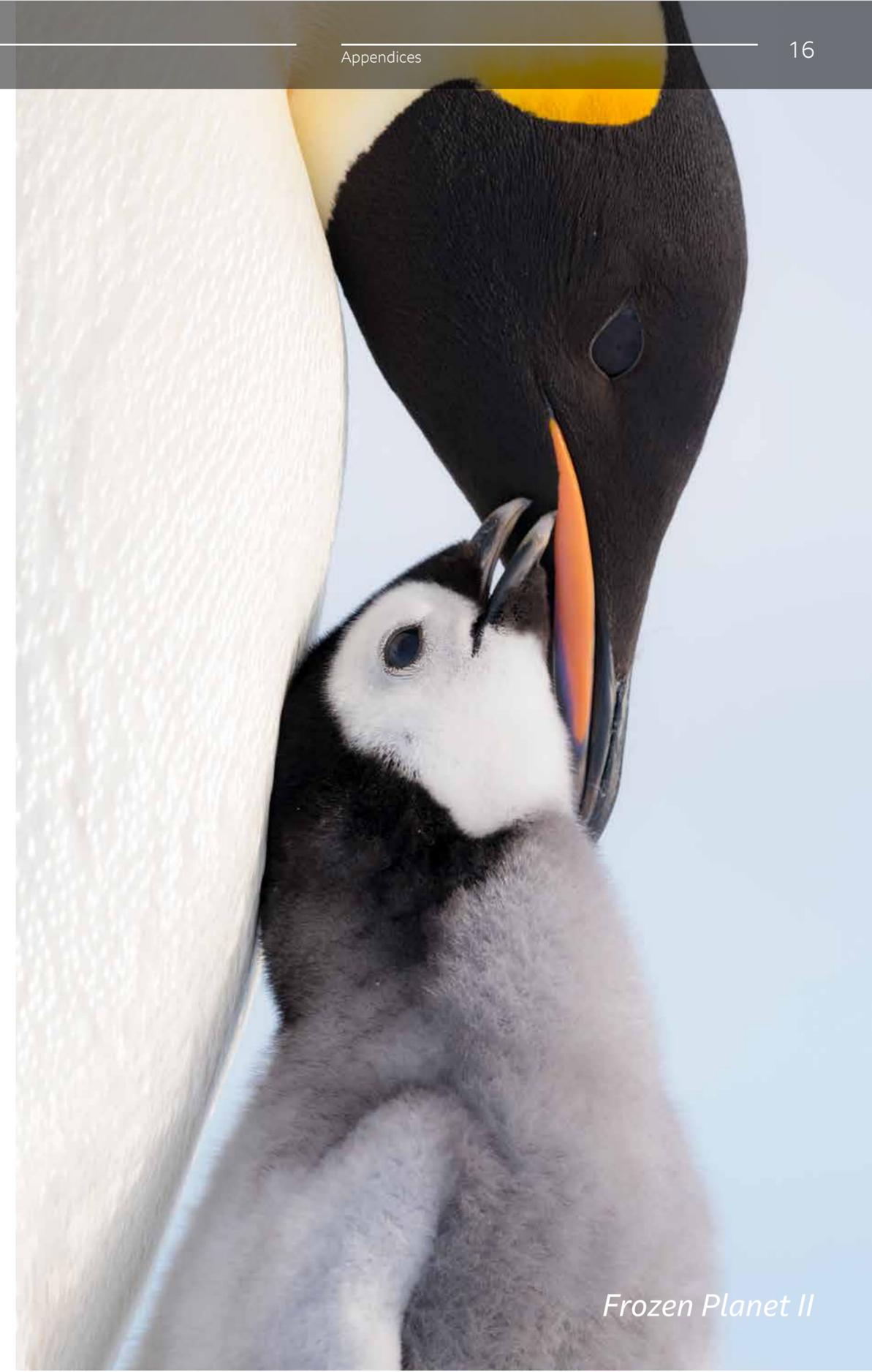
■ Estimated full impact of risk / opportunity

● Includes mitigation action

● Low Opportunity

● Medium Opportunity

● High Opportunity



# TRANSPARENCY

## Adopting leading disclosure frameworks

### The Task Force on Nature-Related Financial Disclosures (TNFD)

The BBC recognises the significance of integrating nature and biodiversity within our sustainability strategy and climate disclosures. In this context, we have been actively engaging with the TNFD technical team and framework, which has helped to define our most significant nature-related impacts, dependencies, risks and opportunities.

We are on a journey to full compliance and our annual TNFD analysis and review is undertaken in tandem with our climate-focused TCFD cycle. Additionally, we refined our biodiversity footprint model in 2024 and ran a series of workshops across the BBC Group to determine our approach to reducing and mitigating our impacts on nature.

In line with the TNFD framework, we have assessed which of our our offices have the greatest impact on nature, particularly with proximity to biodiversity sensitive and low-integrity areas. Some nature restoration and biodiversity uplift projects are already underway at some of our BBC sites. For example, at our BBC Monitoring site near Nairobi, Kenya, we have planted 150 trees having previously installed water-capture storage used for the gardens and toilet facilities.

#### Current activities include:

- Biodiversity footprinting and investigating how we will measure our embodied biodiversity impact in our supply chain
- Developing land and water targets that are science-based
- Reviewing the biodiversity net gain opportunities at four BBC sites
- Reviewing our nature risks and opportunities annually in line with our TCFD cycle
- Development of biodiversity guidance for production in collaboration with BAFTA albert



# INDUSTRY COLLABORATION

## A sustainable media industry is the ultimate goal

We recognise our important role in contributing to the industry and economy-wide Net Zero transition. Transparency around our actions and performance is essential for our brand reputation on the topic of climate change.

We collaborate with a number of industry stakeholders, through convening agents such as BAFTA albert, to instigate and deliver change, most recently working with partners to develop an 'Industry Climate Action Blueprint' which aims to accelerate collective climate action across the film and TV industries with the following priority areas:

1. Measurement and Reporting
2. Culture and Capability
3. Content and Storytelling
4. Off-screen actions that include: Energy, Travel, Materials and Waste, Biodiversity

The BBC is a founding member of the DIMPACT project, an industry collaboration focusing on downstream emissions of digital media. Its model and emissions calculator are built upon the groundbreaking methodology developed jointly by BBC R&D and the University of Bristol.

By working together with other content organisations we can identify opportunities to reduce downstream emissions from our streaming services and jointly use our influence to engage with device manufacturers and other parts of the supply chain.

The BBC is also a key signatory on the Climate Content Pledge, which was signed at COP26 with 11 other broadcasters and streamers. The Climate Content Pledge requires us to deliver more and better climate storytelling for all our audiences, which is informed by the latest climate science. The media has an important role to play in inspiring public engagement around the Net Zero transition through its content and storytelling.

# INNOVATION THROUGH INDUSTRY COLLABORATION

## Three areas of focus to drive change

In November 2024, the BBC participated in a high-level industry summit to launch Liverpool as the first UN Accelerator City, to drive decarbonisation experiments across TV/Film and music, which will speed up work already happening in the sector. A second Accelerator City will take over the mantle in a year's time.

A project of this scale in the North West is of massive importance to the decarbonisation of the Events, TV and Film sector in the UK. The BBC is looking forward to working with the Liverpool Accelerator Team throughout 2025, to pilot and future proof real world concepts, for cleaner more sustainable ways of working.

The United Nations Framework Convention on Climate Change (UNFCCC) says this scheme of work is unprecedented in its range and methodology - to the extent they (materially and officially) consider it to be world leading. The summit highlighted three key areas sharing solutions and leading practice in breakout sessions and technical presentations:

### HOW WE POWER OURSELVES

Switch to clean energy solutions including grid cabinets, battery and hydrogen solutions.

### HOW WE TRAVEL

How as an industry we adopt responsible green travel plans and choose 'trains over planes'.

### HOW WE FEED OURSELVES

How as an industry we can prioritise plant-based menus for content and production teams to reduce our catering emissions and impacts.





***“ We all need to play our part.  
It’s surely our responsibility to do  
everything within our power to create a  
planet that provides a home not just for  
us, but for all life on Earth.”***

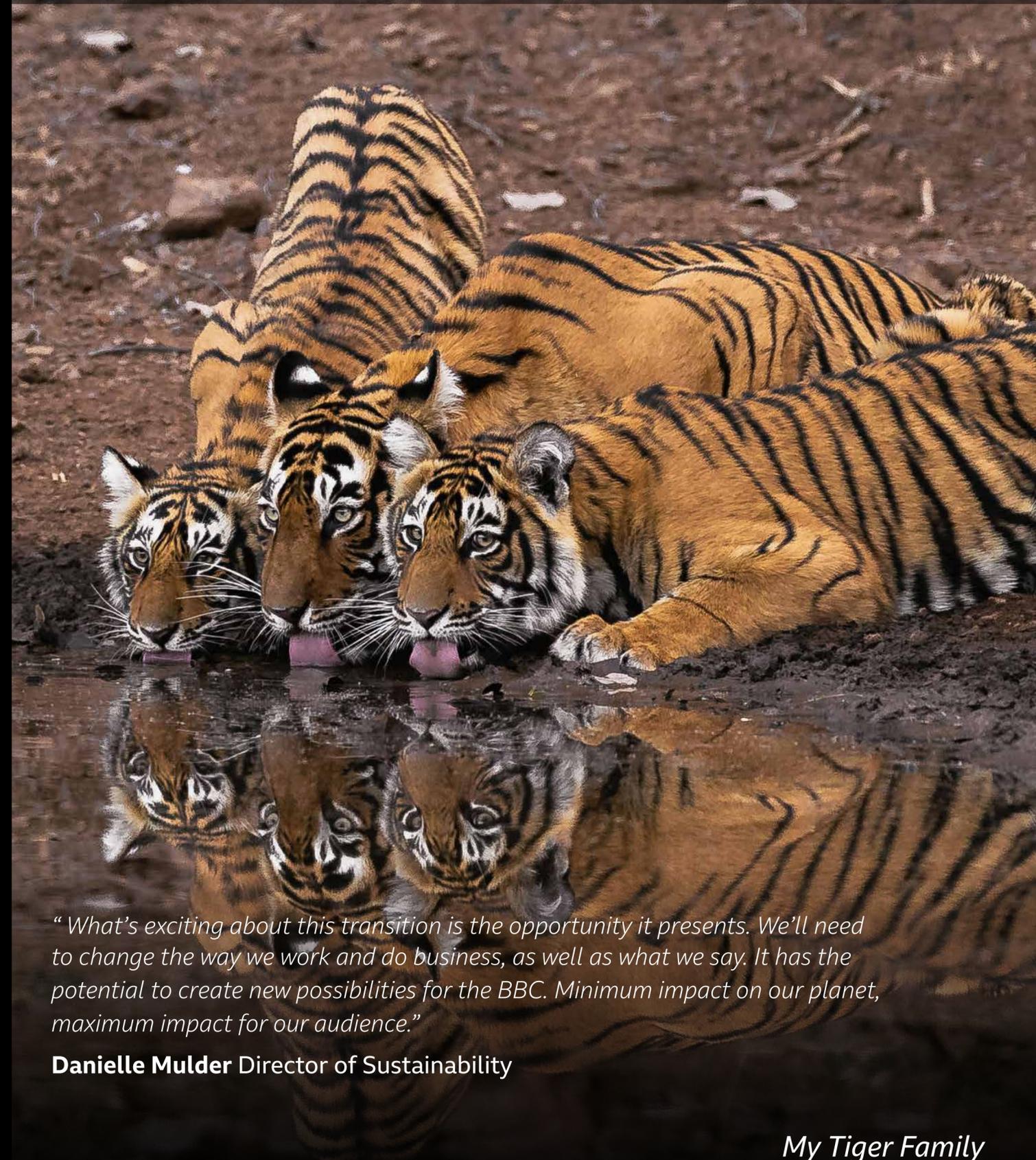
Sir David Attenborough

# ACTION



# ACTION: HIGHLIGHTS

- Approved Near and Long-Term Targets
- True Net Zero by 2050
- Adopting a reduce, optimise and transition approach
- Developing skills and competencies across the business
- Active engagement with our staff, suppliers, and industry partners
- Exploring internal carbon pricing and carbon budgets



*“What’s exciting about this transition is the opportunity it presents. We’ll need to change the way we work and do business, as well as what we say. It has the potential to create new possibilities for the BBC. Minimum impact on our planet, maximum impact for our audience.”*

**Danielle Mulder** Director of Sustainability

# OUR RESPONSIBILITIES

We recognise that in order to be credible, we must adopt the highest standards operationally and actively engage with our supply chain. We also acknowledge the key role the BBC plays around the world by informing, educating and entertaining our audiences and holding those in power to account.

## 1. Our operations

Central to our strategy is reducing our operational emissions. This requires collaboration across the BBC to optimise energy usage, electrifying our buildings and fleet to decrease reliance on fossil fuels.

## 2. Our value chain

Our value chain is diverse and requires a multifaceted approach to decarbonisation. Our strategy has two areas of focus and action: improving Scope 3 data quality and decarbonising our emissions in our supply chain, productions, business travel and licensees.

## 3. Our audiences

Our impact on the planet from our world-leading environmental content and programming reaches global audiences of more than 500 million people annually. We are a signatory of the Climate Content Pledge and have also piloted a Journalism Climate Commitment to ensure that all our content, including News, is focused on accurate climate storytelling and impartial climate coverage that is aligned to the latest climate science.

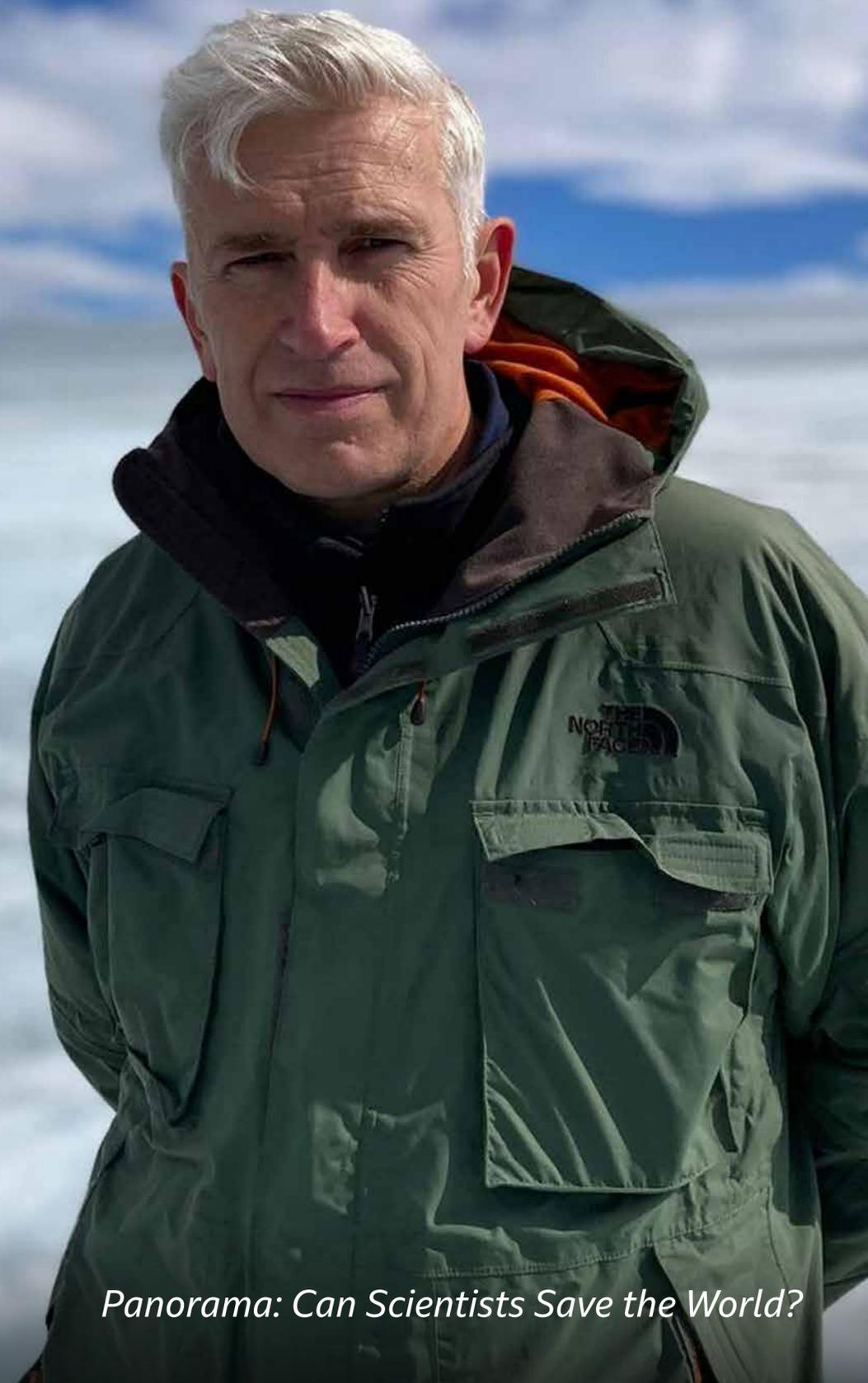
### Journalism Climate Commitment

BBC News launched the Journalism Climate Commitment at the European Broadcasting Union's News Xchange event at Dublin in 2023.

It reaffirms the role of BBC journalists to inform and educate audiences and look at the wider impact of environmental issues throughout the BBC News and Current Affairs coverage without campaigning.

It recognises that climate change is a unique global problem and requires a unique global solution. The ambition was to explore how to help and support journalists around the world to produce impartial climate reporting.

The first stage of the pilot, which included European Broadcasting Union (EBU), CBC, Radio-Canada, RTÉ and France Télévisions, with support from not-for-profit Syli, is now complete, with discussions around content tracking, training and audience research.



*Panorama: Can Scientists Save the World?*

# OUR OPERATIONS

## Our Scope 1 and 2 decarbonisation

Our Scope 1 and 2 emissions currently make up 8% of our total BBC GHG emissions. We have committed to reducing these operational emissions by 46% by 2030 and by 90% by 2050 to achieve Net Zero.

Our strategy is to focus on deep decarbonisation, by reducing our property footprint and eliminating our fossil fuel usage across the organisation. Our approach is to Reduce, Optimise and Transition to low carbon solutions as quickly as we can.

- We will reduce our direct operational emissions by cutting back on energy and fuel use through economising on office efficiency in buildings space and reducing our property footprint. and equipment (e.g. LED).

- We will optimise operations by increasing energy efficiency through upgrading building services and implementing low-energy technologies.

- We will transition to low-carbon alternatives by electrifying our fleet, switching to renewable tariffs, installing heat pumps, and using battery storage and hydrogen power solutions for outside broadcasts.

### BBC Monitoring Kenya

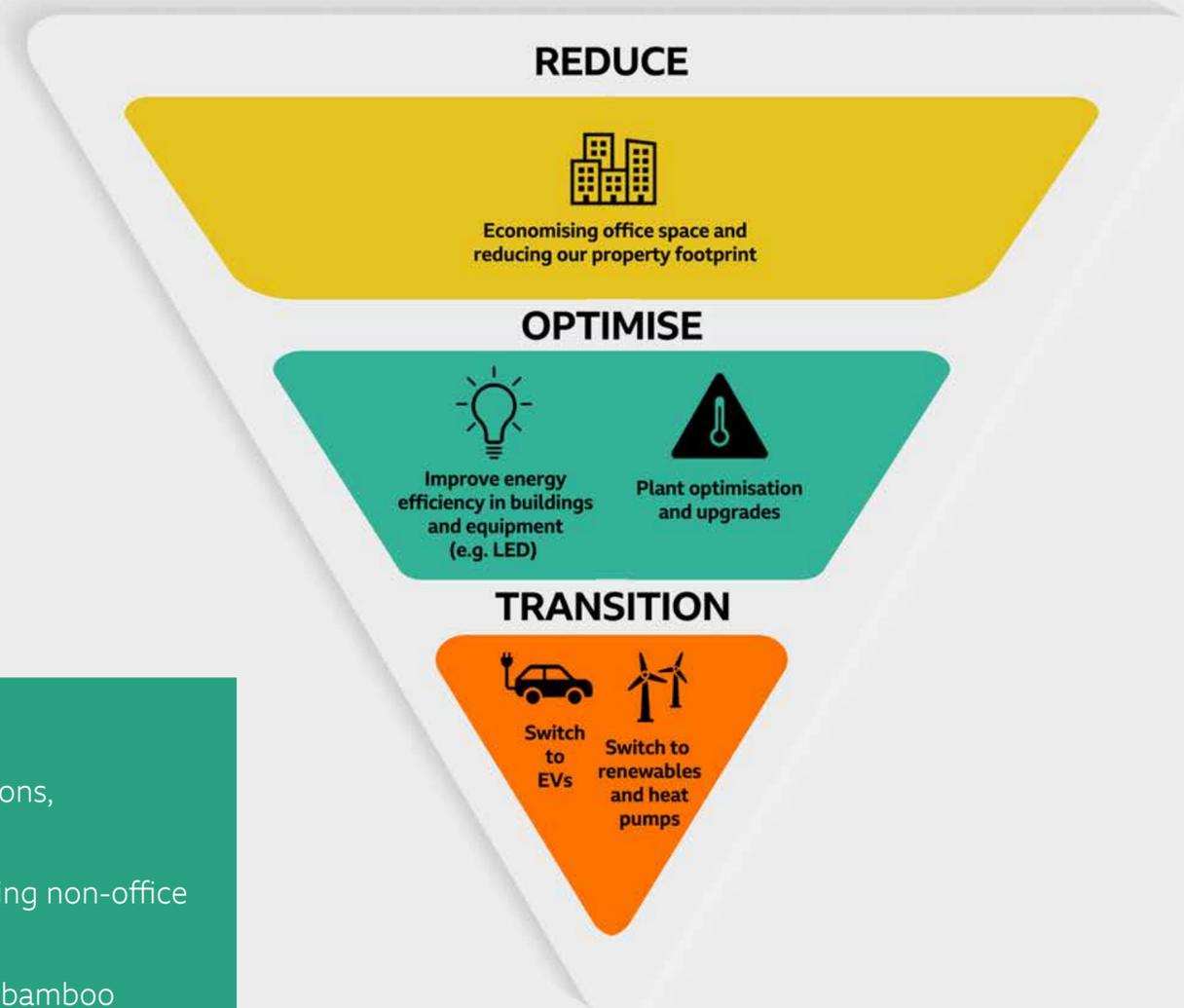
Our BBC Monitoring office in Kenya has been paving the way for sustainability across our international operations, implementing initiatives to reduce energy consumption and increase biodiversity across the site.

Equipment such as desktop computers and printers have been programmed to automatically power down during non-office hours, LED lighting is controlled by smart sensors, and external lighting is powered by solar.

The office has also carried out extensive work in its grounds, including planting over 150 Thika palms and 200 bamboo plants, and installing rainwater collection tanks and a composting pit.

A vegetable garden has been built on the site to grow vegetables, with produce used in the office canteen to reduce external supplies and provide great meals for the staff.

## Plan to reduce direct operational emissions



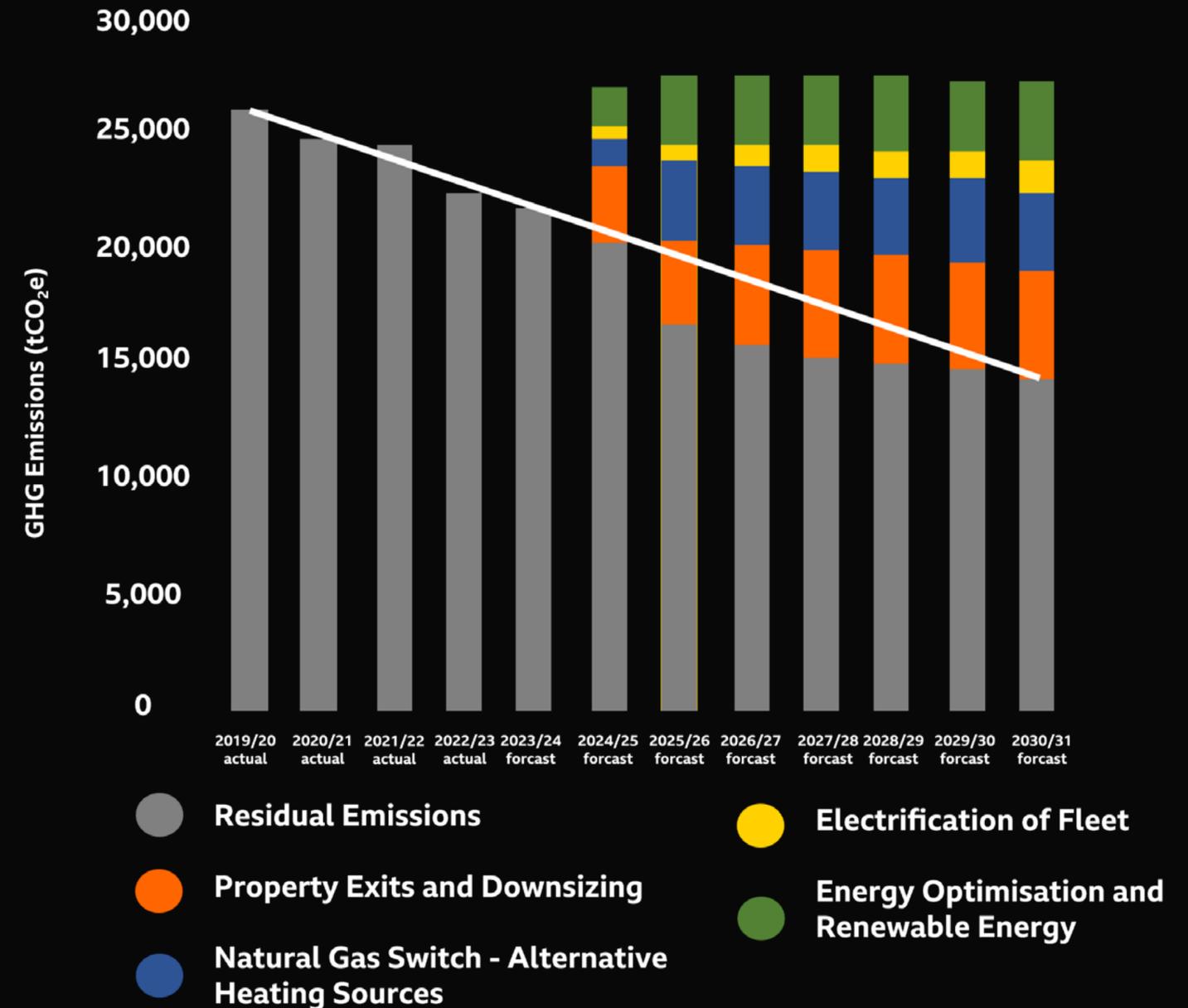
# OUR OPERATIONS

## What is a decarbonisation model?

The decarbonisation model is a forward-looking tool we have developed to evaluate the emission reduction potential of various strategies and policies, modelling potential progress from now until 2030 and 2050. Given the inherent uncertainties associated with this exercise and the potential for a wide range of outcomes, we have modelled three scenarios for both the Scope 1 and 2 model and the Scope 3 model: BAU (Business as Usual), Conservative, and Ambitious, these decarbonisation models are regularly updated to reflect the current position and initiatives underway.

## Scope 1 and 2 decarbonisation model

A key step in our decarbonisation efforts is assessing the emission reduction potential of the strategies outlined on page 27 by building a Scope 1 and 2 decarbonisation model to ensure that the measures enable us to meet our emission reduction targets. As well as our own internal plans, we have reflected external policies and targets within the modelling, such as decarbonisation of the UK electricity grid and UK government policies to phase out fossil fuel technologies.



# OUR OPERATIONS

## Our Scope 1 and 2 business case

In February 2023, we submitted a business case to secure executive support and the necessary funding to deliver our Near-Term Scope 1 and 2 target of -46%. We also ensured that the business case aligned with other key initiatives and strategies including our property strategy, Across the UK plans, Value for All projects and any capital investments already in budget.

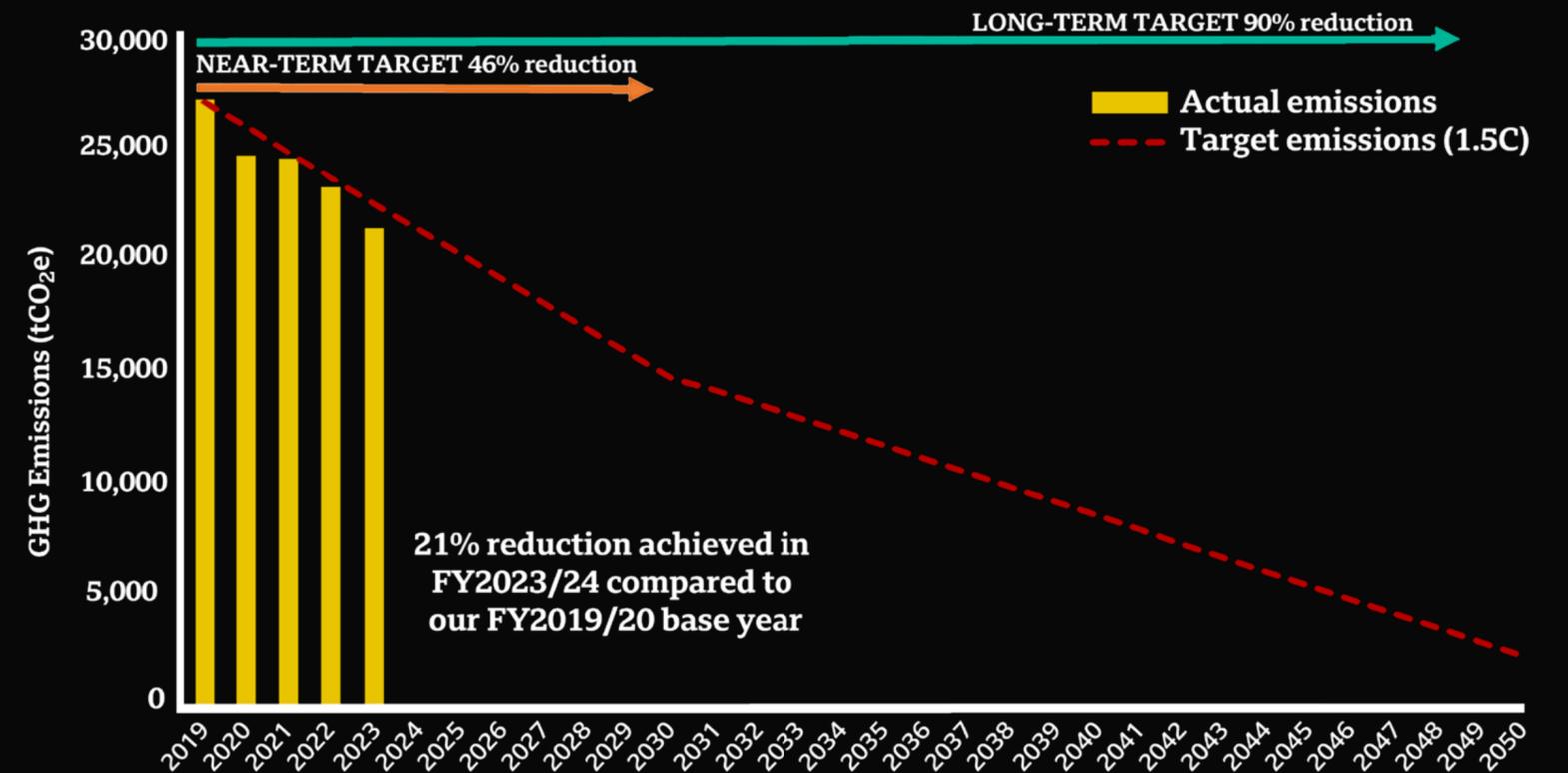
It presented a compelling case for investment and was subsequently approved by the Operational Committee and the Executive Committee.

We do not currently have a business case for Scope 1 and 2 beyond our Near Term Targets in 2030/31 due to the time horizon being in excess of six years. We will consider developing further business cases in 2030/31 to meet our Long Term Targets to 2050/51.

## Where we are now

As of June 2024, we have achieved a 21% reduction against our FY2019/20 baseline. Our progress against our targets, key initiatives delivered, and emissions footprint can be found in our Annual Report and Accounts on our website.

## Scope 1 and 2 emissions



## Glasgow Pacific Quay Heat Pumps

In 2024 BBC Workplace completed the installation of four new industrial heat pumps which now provide cooling and heating to our Pacific Quay building in Glasgow, replacing previous refrigeration chillers and gas-fired boilers

The heat pumps act as chillers for our technical spaces and provide air conditioning throughout the building, whilst the heat generated is used to produce hot water used to serve demand for heat from the building's air conditioning systems and hot water outlets.

Our new electric refrigeration and heating plant will reduce the BBC's Scope 1 emissions by 900 tonnes from our baseline year. This has been a significant undertaking and possibly one of the largest retrofit heat pump projects of its kind.

# OUR OPERATIONS

## Implementing our Scope 1 and 2 strategy

By implementing a strategy focusing on reduce, optimise and transition, we can achieve significant reductions in emissions and also realise cost savings. Our Scope 1 and 2 strategy has several levers which can be categorised within four areas:

### PROPERTY RATIONALISATION

We will reduce our direct operational emissions by cutting back on energy and fuel use through economising on office space and reducing our property footprint.

### ENERGY OPTIMISATION AND RENEWABLES

Our electricity supply in the UK is primarily sourced through a Renewable Energy Guarantees of Origin (REGO) backed tariff. We are developing a BBC-wide Renewable Electricity Strategy to increase the amount of renewables in our portfolio, both domestically and internationally. We have installed solar photovoltaics (PV) on several of our UK and international buildings as a strategic step towards reducing our reliance on grid-supplied energy. Initiatives to optimise energy consumption include installing LED lighting and presence detectors, temperature controls and upgrading building services.

### ELECTRIFICATION OF OUR HEATING SYSTEMS

Reducing our reliance on fossil fuels requires electrifying our heating systems. We are evaluating opportunities across the BBC, with one initiative already complete: in July 2024 four heat pumps were installed at our Pacific Quay building in Glasgow to replace the gas-fired boilers.

### FLEET ELECTRIFICATION

We plan to transition our operational fleet of ~700 vehicles to battery electric vehicles and have begun conducting feasibility studies for the requisite on-site charging infrastructure in conjunction with a review of the size of fleet required.

## Cardiff Central Square

The site has been designed and constructed with sustainability in mind. Achieving a BREEAM Outstanding rating, it features initiatives such as solar PV on the roof to generate electricity, rainwater harvesting, LED lighting, presence detectors, and efficient building services and management system.

Keen to make the building even more energy efficient, members of BBC Technology and the volunteer Green Team group in Wales have piloted energy reduction initiatives in the building's television and radio studios.

As the studios are not in use 24/7, the project involved an energy-saving drive to automatically switch off electrical devices in a safe way during periods of downtime that would otherwise be drawing power throughout the day and night.

New software was developed for the control panels in the technical areas and results have shown the project has been successful, with a reduction in energy usage.

# OUR VALUE CHAIN

## Our Scope 3 decarbonisation hierarchy

Scope 3 accounts for 92% of the BBC's GHG emissions. We're aiming to reduce these emissions by 28% by 2030, and 90% by 2050, compared to our FY2019/20 baseline. Scope 3 is very different from Scope 1 and 2 as these are our indirect emissions. Whilst Scope 1 and 2 covers emissions from sources the BBC owns or controls directly, Scope 3 is outside of our direct control and involves driving decarbonisation with our suppliers and across our value chain.

This means reducing emissions from sources including goods and services that we buy, travel for business and commuting purposes, our filming and production, investments, and from our brand licenses.

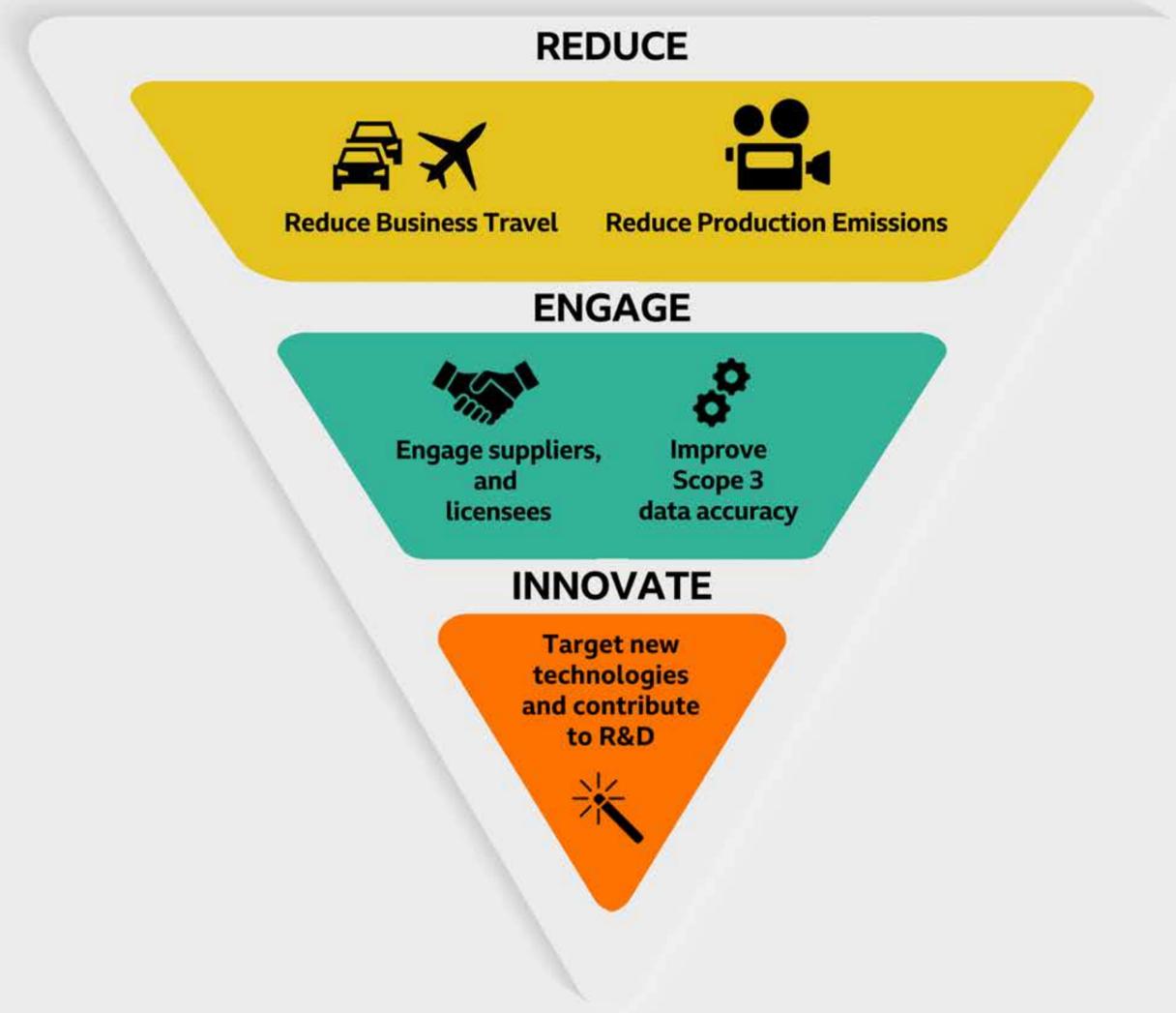
We are adopting the approach of deep decarbonisation for our value chain. Our strategy is to reduce, engage and innovate across all our Scope 3 categories to enable us to meet our targets.

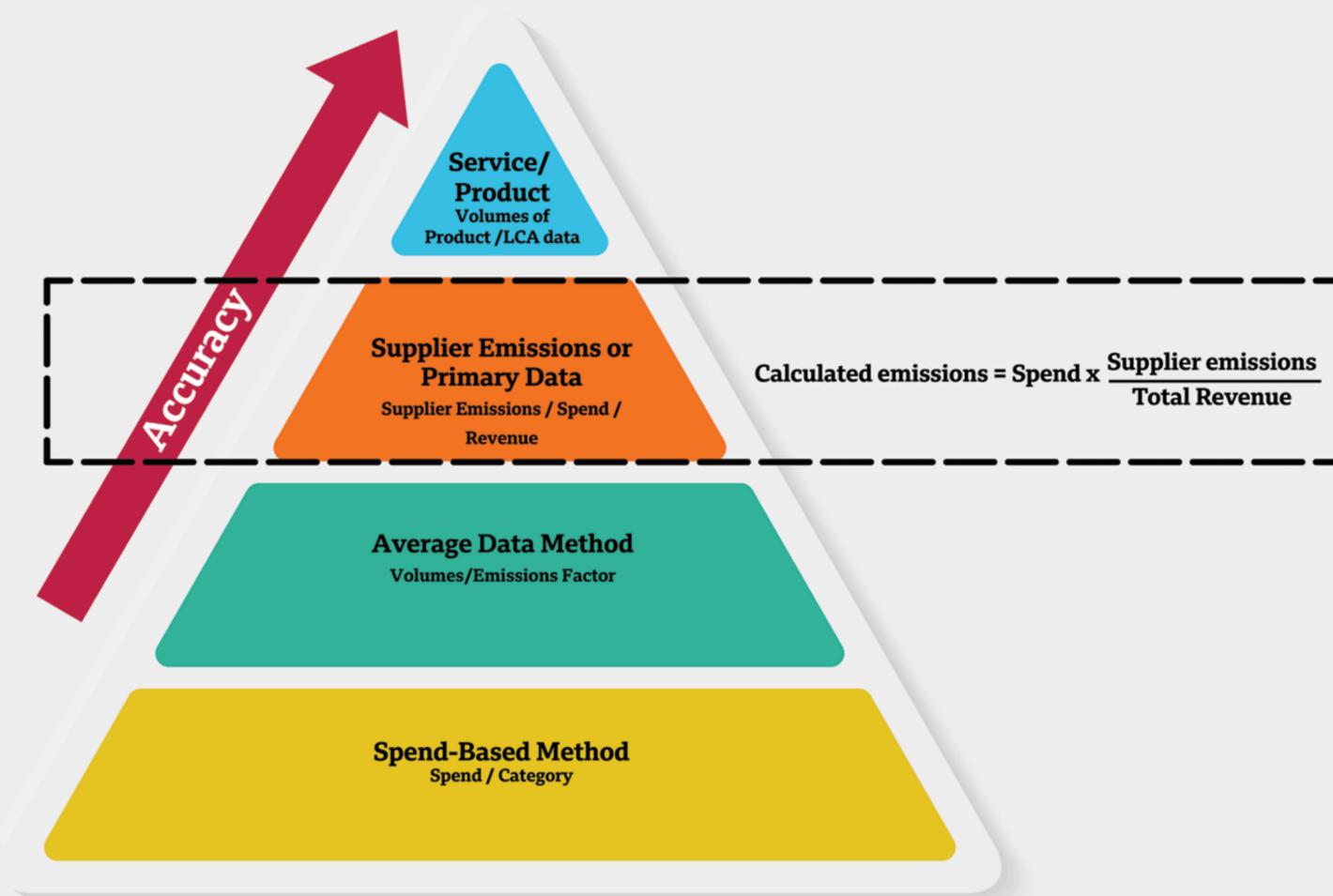
- We will reduce our value chain emissions by cutting back on unnecessary business travel and working with productions to reduce energy consumption and emissions.

- We will engage with our suppliers and licensees on sustainability and identify potential areas for decarbonisation, whilst also working to improve the transparency and accuracy of our data.

- We will innovate in our value chain by collaborating with suppliers, industry groups and standards bodies to introduce new, more efficient technologies and end-user device standards.

## Plan to reduce value chain emissions





# OUR VALUE CHAIN

## Improving data accuracy

To support the decarbonisation of Scope 3, accurate service and product-level data is required. The data accuracy hierarchy shown on this page visualises the types of data available which are used to estimate and report GHG emissions for Scope 3 sources. The hierarchy ensures that the most accurate and specific data is used wherever possible as we move up the data accuracy hierarchy.

### SERVICE / PRODUCT LEVEL DATA

The most accurate approach is to use verified total emissions, provided to us directly from suppliers, based on actual products and services procured by the BBC. This is based on actual activity data or from a lifecycle assessment e.g. energy used by the supplier to provide that service.

### SUPPLIER EMISSIONS OR PRIMARY DATA

Intensity metrics from companies within our supply chain who disclose their verified emissions to CDP are multiplied by our spend with that supplier to estimate emissions.

### AVERAGE DATA METHOD

For some categories, e.g. upstream leased assets, we estimate activity data based on our spend and government published industry average factors. Data from travel service providers is multiplied by government emissions factors to estimate emissions.

### SPEND-BASED METHOD

Spend data and industry average emissions factors are used to estimate emissions from goods and services that we have bought.

# OUR VALUE CHAIN

## Our Scope 3 business case

In 2023, we put forward a business case to secure executive support and the necessary funding for the achievement of our Scope 3 Near Term Target of -28% by 2030/31. Scope 3 is very different from Scope 1 and 2 and largely requires investment in specialist resource and engagement activity. The business case was reviewed by the Ops Committee and signed off but didn't meet the threshold required for ExCo approval.

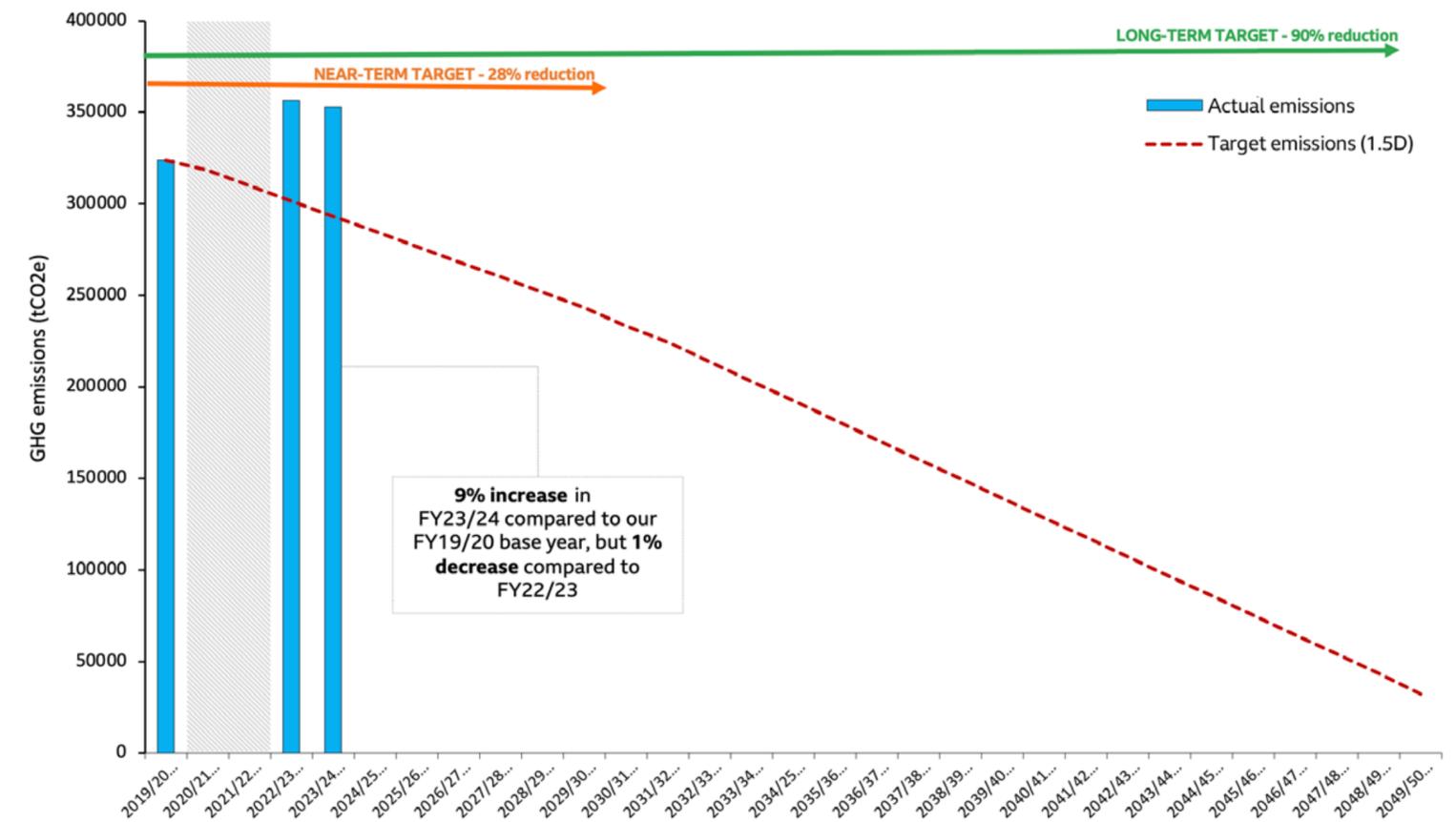
We do not currently have a business case for Scope 3 beyond our Near-Term Target in 2030/31 due to the time horizon being in excess of six years. We will consider developing further business cases in 2030/31 to meet our Long-Term Targets to 2050/51.

## Where we are now

As of June 2024, our Scope 3 emissions have increased by 9% from our base year of FY19/20. However, this represents a 1% reduction from FY2022/23. The increase from the baseline largely relates to three categories: upstream transportation and distribution, licensees relating to BBC Studios and investments. While Scope 3 emissions have increased overall, the emissions from business travel have decreased by 12% from FY2019/20 to FY2023/24 which reflects action by divisions across the BBC to reduce their travel emissions and is ongoing.

Our progress against our targets, key initiatives delivered and emissions footprinting can be found in our Annual Report and Accounts.

## Scope 3 emissions



Scope 3 emissions are calculated annually. After making significant methodological changes to our Scope 3 emissions calculation in FY23/24, we recalculated our base year emissions along with those for FY22/23. However, we are yet to recalculate emissions for the interim years of FY20/21 and FY21/22 using the updated methodology, which is why the corresponding bars are currently blank. These interim years will be re-calculated in future and the graph updated so that we have a full set of comparable data.

# OUR VALUE CHAIN

## Driving our Scope 3 decarbonisation strategy

Scope 3 encompasses a wide range of activity carried out by the BBC and emissions are categorised into 15 areas, 12 of which are applicable.

Our priority categories in the decarbonisation strategy are:

**CATEGORY 1: PURCHASED GOODS AND SERVICES**

**CATEGORY 2: CAPITAL GOODS**

**CATEGORY 6: BUSINESS TRAVEL**

**CATEGORY 14: FRANCHISES AND LICENSES**

Our value chain decarbonisation strategy is supported by a Scope 3 business case which presented the investment required to achieve our Net Zero targets. The strategy requires minimal capital investment in comparison to our Scope 1 and 2 business case, as the focus is on investment in supply chain engagement and adapting our business practices through internal resourcing.

We are currently engaging with key stakeholders to develop our Scope 3 decarbonisation models, to ensure that the actions and measures planned, will enable us to meet our emission reduction targets.

Our decarbonisation strategy, which is to reduce, engage and innovate through our value chain, focuses on four key activities:

### 1. OUR SUPPLY CHAIN

Active engagement with our suppliers to drive decarbonisation through our procurement processes, contracts and the delivery of service level agreements.

### 2. PRODUCTIONS

Targeting 100% of our output to comply with sustainable production standards by focusing on reducing fuel consumption, adoption of renewables and improving sustainability practices.

### 3. BUSINESS TRAVEL

By engaging with divisions across the BBC, we are setting targets to reduce business travel and prioritise low carbon alternatives.

### 4. LICENSEES

Building sustainability requirements into our licensed products and merchandise with our licensees and collaborating to find opportunities for decarbonisation.



*Frozen Planet II*



# OUR VALUE CHAIN

## Working in partnership with our supply chain to decarbonise

We recognise that the BBC cannot achieve our decarbonisation targets alone. Collaboration, both internally and externally, with our staff, suppliers, peers, and partners, is essential to meeting our targets and goals. Our supply chain is a significant focus, making up over 55% of our GHG emissions, with half of this attributed to our top 30 suppliers.

The BBC works with around 7,000 suppliers annually, from large corporations to small businesses across various industries, from technology to professional services to production. Our decarbonisation approach must therefore be multifaceted, tailored, and adaptable. We are currently taking a fourfold approach as follows:

### 1. SOURCING

Embed decarbonisation into our end-to-end procurement processes, with environmental sustainability questions included in all UK based tenders and weighted questions included in all high impact tenders at a minimum weighting of 5%, further increasing depending on the nature of goods and services purchased.

### 2. CONTRACTING

Embed sustainability schedules into high impact contracts (>£5 million) to hold suppliers accountable for deep decarbonisation and target setting and incorporate sustainability clauses into all contracts.

### 3. TRANSPARENCY

We have launched a Sustainable Supply Chain Code of Conduct to drive transparency and accountability for our sustainability goals throughout our supply chain.

### 4. COLLABORATION

Collaborate with high-spend, strategic suppliers to set science-based targets, report verified emissions to the CDP, use renewable energy, and implement emission reduction initiatives for services provided to the BBC.

# OUR VALUE CHAIN

## Active engagement with our suppliers

We held our inaugural Sustainability Symposium in November 2023 for our sustainability staff community and key supply chain partners whom we have been collaborating with. Around 300 staff and partners attended the event in the London Radio Theatre.

The event was arranged to facilitate further collaboration and partnership activities on sustainability. Some suppliers had stands in the Media Café space to share how we are working together on the Net Zero journey and this approach also generated more collaboration between the suppliers themselves.

BAFTA albert presented their 'Climate Action Blueprint' for their next chapter and its role in industry collaboration. Other speakers included the climate scientist Professor Stephen Peake and Doctor Joseph Bull from Oxford University on biodiversity and nature.

Meanwhile, Naga Munchetty was in conversation with Gemma Hayman from BBC Media Action and Juliet Njeri from BBC World Service Languages, discussing the impact of climate change from their global perspectives.

In 2024 BBC Studios brought together temporary power suppliers to discuss best practice in the decarbonisation of temporary power to support suppliers in the transition towards clean mobile power.

These engagement events are critical to our strategy and success as we drive decarbonisation across our industry and bring companies, large and small, with us as we all transition to Net Zero. Therefore, we have made the Symposium an annual fixture.



## DAB Firmware optimisation

Our transmission supplier Arqiva broadcasts our content to audiences from their UK transmitter network, and we have been working closely with them on energy efficiency measures to reduce their power consumption.

Digital Audio Broadcast (DAB) transmitters become less energy efficient when the transmitter output power is reduced. Resolving this required creativity and innovation. A BBC Research & Development modelling phase with Arqiva resulted in a prototype and the subsequent rollout across the BBC DAB Network.

Once complete, this innovative solution will result in a 4-24% efficiency improvement on 152 transmitters, through upgrading the firmware and optimising the power supply so it only delivers what is required. Our modelling suggests this could save between 100,000 to 300,000 kWh of electricity consumption per year.

This could result in greener broadcasting across the board, as the methods and techniques have been published in an International Broadcasting Convention Whitepaper shared with the industry for use by all broadcasters worldwide.

# SUSTAINABLE SUPPLY CHAIN CODE OF CONDUCT

The BBC recognises that our impacts extend far beyond the boundaries of our own organisation, which is why our new 2024 code of conduct sets out the commitment to integrating environmental and ethical considerations into every aspect of our supply chain.

It serves as a guiding framework to foster long-term partnerships with suppliers and stakeholders who share our sustainability goals and business integrity standards. It's a call to action, encouraging continuous improvement, innovation and the pursuit of a sustainable and equitable future. The sustainability journey is ongoing, evolving and will fundamentally be dependent upon collaboration and partnerships.

The document seeks to:

### **ESTABLISH GUIDING PRINCIPLES**

Ensuring suppliers understand our strategic direction, priorities and expectations as we progress our environmental and social strategy.

### **PROVIDE TRANSPARENCY AND ACCOUNTABILITY**

Holding the BBC and our supply chain to leading standards, ensuring transparency and accountability in both directions and allowing for continuous monitoring and progress reporting.

### **FACILITATE ONGOING ENGAGEMENT**

A clear focal point for supplier engagement, ensuring consistent messaging across the organisation on actions we expect, and enabling clear communication with all suppliers, including SMEs sitting in the long tail of our supply chain.

### **BUILD AND MAINTAIN STRONG WORKING RELATIONSHIPS**

Establish and nurture a collaborative environment which maximises mutual opportunities, explores efficiencies and embraces innovation.

### **ENCOURAGE CONTINUOUS IMPROVEMENT**

Foster a culture of continuous improvement by encouraging the adoption of best practices whilst catering for the varying maturity levels within our supply chain.

We need to be transparent in order to foster collaboration. Our code is composed of four key areas: Environment; Human Rights and Modern Slavery; Equality Diversity and Inclusion; and Business Integrity. It is a vehicle which reaffirms our commitment to create and support a resilient, ethical and sustainable, supply chain.

# OUR VALUE CHAIN

## Our decarbonisation strategy for our productions

We are targeting 100% of our output to comply with a sustainable production standard, including albert and the eco-Audio standard.

### INDUSTRY

We are collaborating with industry peers to phase out the use of mobile diesel generators entirely to switch to clean mobile power solutions as quickly and efficiently as we can, as well as adopting wider sustainable operations.

### NEWS AND CONTENT

In-house productions across our News and Content teams, as well as our productions in BBC Studios, are adopting a focus on reducing diesel consumption in generators and targeting clean mobile power options where possible. Solutions such as hydrotreated vegetable oil (HVO), hydrogen power and battery solutions are being deployed where feasible, to reduce the use of diesel generators.

### PRODUCTION SUPPORT

The BBC provides support for independent productions on implementing decarbonisation opportunities. To date we have seen reductions in emissions from several productions who have addressed their generator use and wider production operations. Some examples are provided below against our dramas.

### Focus on Drama

*The Responder* reduced emissions in its second series by 69% compared to its first series by switching to eco-friendly accommodation, saving almost 200 tCO<sub>2</sub>e. *Blue Lights* saw a 64% reduction in emissions by replacing diesel fuel with HVO in generators and production trucks, as well as plugging into shore (mains) power where possible. *Death in Paradise* saved 643 tCO<sub>2</sub>e and brought the series footprint down by 44% by swapping flights to Paris with trains and using hybrid vehicles.

# OUR VALUE CHAIN

## Developing industry standards across all our output

We have a duty to ensure we are keeping our environmental impact to a minimum, so it is vital that environmental and sustainability considerations are embedded into how we make our programmes. That is why we drive the highest standards in sustainable production and are actively doing so by developing and contributing to industry standards across all our output and genres: TV, film, news, documentaries, digital and radio output.

We require all our BBC commissioned non-news TV output to be 100% BAFTA albert certified. We continue to contribute to the ongoing development of the albert toolkit, through our collaborative pan-industry work.

### BBC NEWS GREEN ACTION PLANS FOR NEWS OUTPUT

BBC News and Current Affairs has rolled out News Green Action Plans (NGAP) across the division. This has been designed to engage all BBC News employees around the world to drive up sustainability engagement, improve understanding and reduce their environmental impact. All BBC News and Current Affairs staff are committed to four divisional pledges, as well as creating team pledges relevant to the work they do, with each team overseen by a nominated NGAP team leader.

### BBC ECOAUDIO STANDARD FOR RADIO OUTPUT

The BBC has developed a new environmental certification, EcoAudio, to support audio producers across all non-news genres to cut their emissions and earn a sustainability accreditation. This standard is being rolled out across our radio production teams and has also been shared with the European Broadcasting Union. We currently have >76,000 hours of output under a sustainable production standard. This includes >2,500 hrs produced by BBC Studios UK products and our radio output.

## BBC South Today

To coincide with EARTH Day, the team in Southampton dedicated its evening news programme to cutting its carbon footprint with an outside broadcast powered by hydrogen. It focused on sharing the changes that everyone can make in their personal lives to reduce their carbon footprints. From food to home heating, holidays to fashion, it was informative and entertaining, delivering exactly what our audiences are asking for - more information on how each of us can play our part.

Presenter Jon Cuthill unplugged the camera and switched off screens before heading to the outdoor studio alongside an outside broadcast van, connected to the hydrogen generator. But Jon didn't just talk the talk on the night. He invited us into his home to share his family's carbon footprint.

The programme ran alongside a live online page to allow the audience to engage with the team and find out more about all the issues raised. There was also social media content across the BBC South channels on Instagram, X and Facebook, and Radio Solent broadcast live from the car park at the same time - a true multi-platform approach.





# OUR VALUE CHAIN

## Reducing business travel

Business travel accounts for 13% of our baseline footprint and reducing these emissions involves two activities:

1. Reducing the volume of business travel across the organisation
2. Prioritising low carbon forms of travel

Achieving this requires effort from across the organisation, and involves policies and targets combined with individual effort to review business travel requirements and change behaviours.

We collect, analyse and distribute business travel emissions data from divisions across the organisation on a regular basis. With many teams adopting reduction targets and setting guidance to choose rail travel in place of flights, prioritising public transport where possible, and encouraging the use of technology for virtual meetings.

BBC Studios has piloted carbon budgets for flights and BBC Sport has made use of virtual studios to reduce the amount of business travel associated with broadcasting sport from around the world.

The Nations division reduced their flight emissions by 44% against the baseline year. The combination of travel guidelines for staff and greater visibility of data for the Nations Board has driven this change.

### PRIORITISING LOW-CARBON TRAVEL

We prioritise low-carbon travel through guidance to staff which is included in the BBC's expenses policy. This encourages the use of sustainable transport options, including trains over planes and public transport wherever possible. Additionally, our hotel booking system helps staff identify accommodation that meets high sustainability standards through a grading system.

Our commitment to low-carbon travel was evident in 2023 during the World Athletics Championships in Budapest, where over 20% of the crew and production team travelled by train instead of flying.

Since the baseline year we've already reduced our emissions from business travel by 11% and our strategy is to decarbonise even further is by exploring wider use of carbon budgets for business travel.

# OUR VALUE CHAIN

## Our decarbonisation strategy for licensees

### OUR CURRENT POSITION

Category 14: Franchises which covers our licensees accounts for 7% of the BBC's Scope 3 emissions. Within our commercial subsidiary, BBC Studios, this includes emissions from licensed activities such as digital and physical media, merchandising, publishing and events.

### OUR METHODOLOGY

Emissions in this category are currently calculated using revenue data and economic emission factors which help us to understand our impact. As part of our Net Zero journey, we are having discussions with some companies on the possibility of transitioning from economic data to product level data using life cycle assessments. BBC Studios is actively participating in industry working groups to provide feedback into the process and so that we're aligned with industry best-practice.

### LICENSEE ENGAGEMENT

Collaboration and data are key in making progress within this category, so we have been engaging with our licensees to improve the understanding of our impact, and working with them to drive data accuracy and decarbonisation.

## Planet Earth III Minecraft World

Following the record-breaking success of the *Frozen Planet II Minecraft Worlds*, which achieved the most downloads in a single day for an educational game in Minecraft history, with millions of players across 116 countries, BBC Earth and Minecraft Education teamed up once again with the launch of the *Planet Earth III Minecraft World* in January 2024.

The *Planet Earth III Minecraft World* features immersive landscapes, animals and game-based learning resources, inspired by stories in the landmark series from BBC Studios' Natural History Unit. The team at Mojang Studios, the creators of Minecraft, believes it has a responsibility to use Minecraft to build a better world and inspire generations of game changers, especially around themes of global citizenship and sustainability.

By assuming the roles of different animals, students learn about various survival strategies. Each challenge unlocks rewards, deepening the educational experience. By alternating perspectives between various animals, students cultivate empathy and gain a deeper understanding of the ecosystem's balance. Find out more [here](#)



# OUR AUDIENCES

## Putting audiences at the heart of what we do

### INFORMING OUR AUDIENCES

As the world's leading public service broadcaster, we have a fundamental responsibility to inform, educate and to entertain our audiences on the universal subjects of climate change and biodiversity loss. Our Sustainability strategy plays an important role in this mission, as we are informing and educating our audiences on climate change, greenhouse gas emissions and Net Zero across our output, bringing these issues to life in an engaging way. Our coverage is always based on facts and the latest scientific evidence in our pursuit of truth with no agenda.

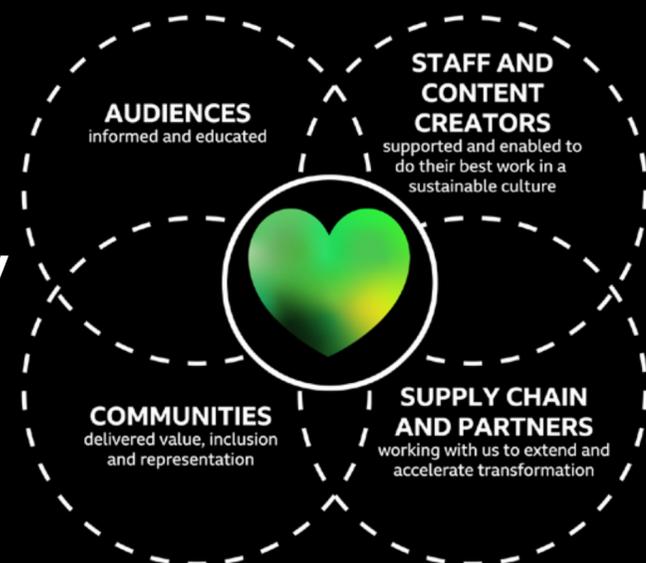
### IMPROVING CLIMATE STORYTELLING

At COP26 in Glasgow, the BBC and 11 other broadcasters signed the Climate Content Pledge. Signatories of the pledge have committed to more and better climate storytelling and integrating the latest climate science into all their content. Progress against the pledge is updated annually, with broadcasters holding each other to account. We have also published an Environmental Sustainability Topic Guide and Glossary for our editorial staff and the wider industry, outlining the latest climate science and nature research as a reference and to provide support for non-specialists.

### ENGAGING COMMISSIONERS AND EDITORIAL STAFF

We actively train and engage our commissioners and editorial staff on climate science, as well as sharing our extensive audience polling on the subject. We organise events on behalf of industry, including the annual Climate Creatives Conference which brings the creative sector together to explore the role of the imagination in inspiring a low carbon future.

## Our People Positive strategy



## Radio 4 Content

Two new regular environmental strands have been launched on Radio 4 in 2024 - *Rare Earth* and *This Natural Life*.

Hosted by environmental journalist Tom Heap and physicist and author, Helen Czerski, *Rare Earth* is a new weekly hour-long podcast and radio show tackling major stories about the environment and the natural world – never shying away from the challenges but also celebrating the success stories, and the brave and clever people bringing new ideas to help our planet thrive.

Meanwhile, former *Today* programme presenter Martha Kearney hosts *This Natural Life*, speaking to high-profile guests including actor Cate Blanchette, to share the joy that nature can bring to everyone.



*Rare Earth*

# OUR AUDIENCES

## Our commitment to climate content

As part of our commitment to the Climate Content Pledge, BBC Content looks for opportunities to authentically and appropriately incorporate sustainability and nature themes in our output, beyond specialist programming.

From relevant quiz show questions in *Pointless* and *The Hit List*, to eco-villages and reforestation in *Escape to the Country*; from re-use and re-purposing being at the heart of *Sort your Life Out* and *The Repair Shop*, to plant-based recipes in *The Great British Menu*; from sustainable fashion in CBBC's *Style it Out*, to children surveying the biodiversity of their school playground using the BBC micro:bit.

These themes also feature in our key entertainment brands like *The Apprentice* and *Dragons' Den*; in our biggest dramas, such as the second series of *Vigil* and *Sherwood*; and within our Sports coverage of major events, such as the Olympics.

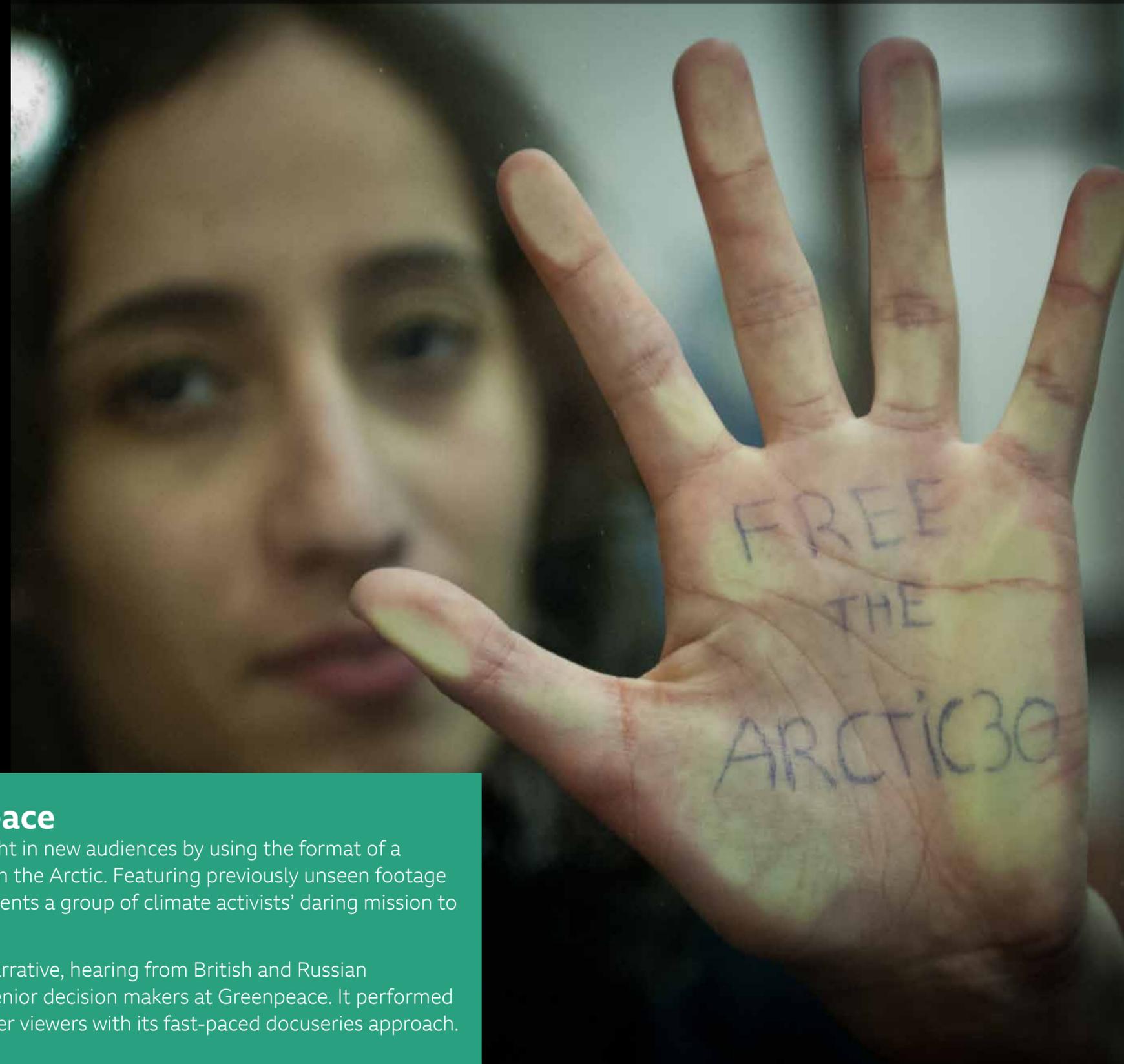
Network hosts such as Cerys Matthews on 6 Music bring their personal passion for the planet into their shows; 5 Live runs themed broadcasts and discussions; BBC Sounds is the home for eco-podcasts such as the British Podcast Awards nominated *Black Gold*; and Radio 4 has launched two new regular environmental strands.

Whilst our own footprint is particularly important for our transition to Net Zero, our global reach as a public service broadcaster, gives the BBC a unique opportunity to support the transition of the wider economy. This is something we are starting to measure and track with our Audience Research team.

### On Thin Ice: Putin v Greenpeace

This gripping and critically acclaimed series brought in new audiences by using the format of a political thriller to explore the topic of oil drilling in the Arctic. Featuring previously unseen footage and unprecedented access to both sides, it documents a group of climate activists' daring mission to disrupt Vladimir Putin's play for Arctic oil.

Audiences were immersed in the action-packed narrative, hearing from British and Russian politicians, the jailed protestors themselves and senior decision makers at Greenpeace. It performed particularly well on BBC iPlayer, bringing in younger viewers with its fast-paced docuseries approach.



*“There’s never been a more important moment for creative people to come together and share ideas about how we can authentically engage with climate change and nature in our storytelling.”*

*I believe together we have an opportunity to enrich our content and play our role in looking after the planet we all call home.”*



**Charlotte Moore**  
Chief Content Officer



## Style It Out

*Style It Out* is a CBBC series presented by Emma Willis, alongside stylists to the stars and resident judges Ayishat Akanbi and Jorge Antonio. Nine young designers compete against each other to show how much can be done with old clothes in a sustainable fashion approach which is about reducing our clothing's impact on the environment.

The fashion industry is starting to realise how important sustainable fashion is to young people, and how consumers want clothes that are ethically made and environmentally friendly. But we can all make our own difference too, by making new clothes from those that are already available as fast fashion and our love of new clothes can have a devastating impact on our environment. This is why *Style It Out's* message of out with the new and in with the old is such an important one.

This is the opposite of fast fashion. Fast fashion is often low-priced clothes that look like the latest designer trends. But this often comes at an environmental or ethical cost, from the choices of clothing material to how the people who made the clothes are treated and the volume of old clothing disposed.

Find out more [here](#)

These programmes are examples of how the BBC is embedding sustainability across its portfolio, other examples of which, are captured within the case studies throughout this document.



# ACCOUNTABILITY



# ACCOUNTABILITY: HIGHLIGHTS

- One strategy and one plan across the BBC
- We have set Objectives, Metrics and Targets
- BBC Board oversight and accountability
- Aligned to our BBC Values of Respect and Accountability
- Developing high levels of eco-literacy across the BBC and wider industry
- Bringing everyone together and developing our sustainability culture

*"It's largely about good governance and holding senior leaders to account on implementation. Sustainability is a risk but it's also an opportunity for the business."*

**Danielle Mulder** Director of Sustainability



# OBJECTIVES, METRICS AND TARGETS

## Driving change through measurement

We have adopted a set of objectives, metrics and targets for sustainability that are reviewed annually across the BBC. These are targets that are specific, measurable, achievable, realistic and timebound (SMART) and they link directly to our Net Zero pillar and climate goals.

Our ambition is to drive the highest standards in sustainability and this agenda is moving very quickly. We therefore need to be agile in what we're targeting and delivering, to ensure that we are meeting what's expected of us and more.

We have partnered with a leading global software and hardware provider to implement a GHG accounting platform which we call EARTH. This is an acronym for 'Environmental Accounting, Reporting & Tracking Hub.' Data from across the organisation is ingested into the EARTH platform to ensure that we have a single consistent source for all our carbon data and corresponding carbon balance sheet position for the BBC.

Whilst this Transition Plan relates primarily to our Net Zero pillar, we also ensure that our targets are integrated with our other two pillars of Nature Positive and People Positive. We are exploring land and water targets and have developed a set of performance audience-facing metrics to monitor the performance of our environmental content.

# ACCOUNTABILITY

## Our carbon accounting platform

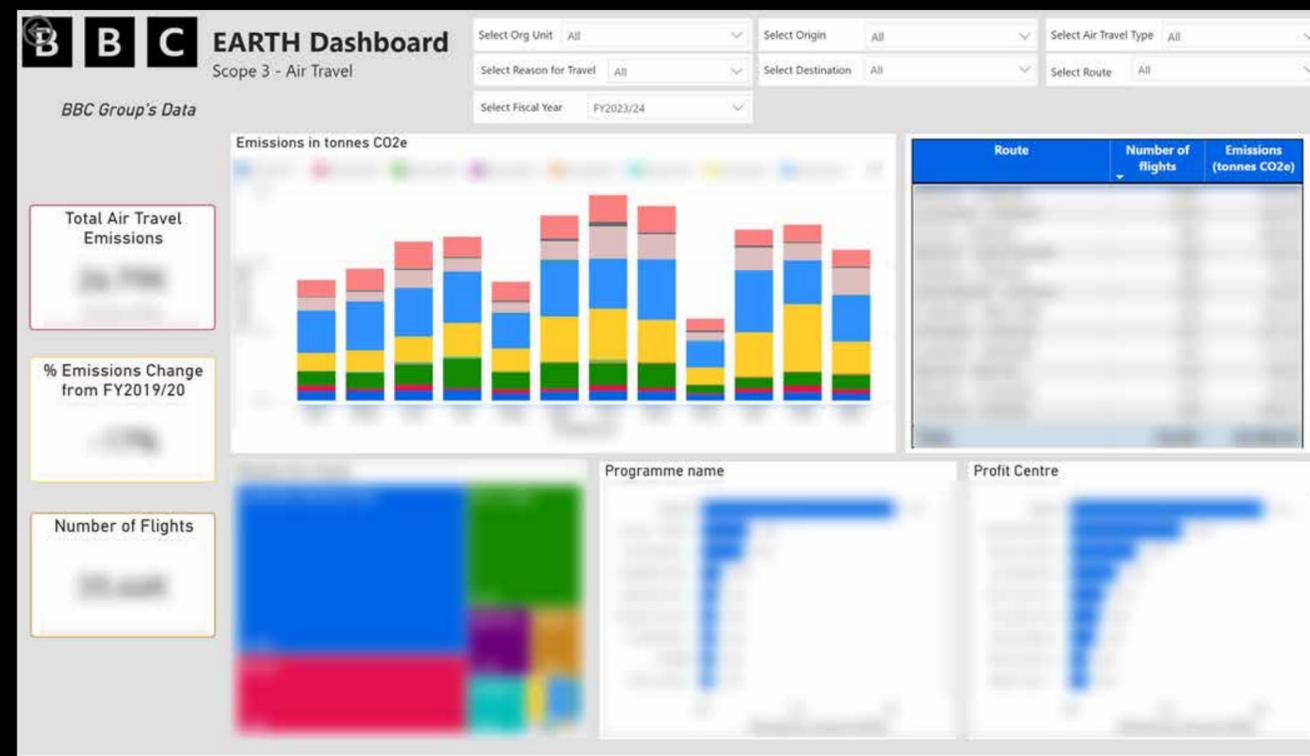
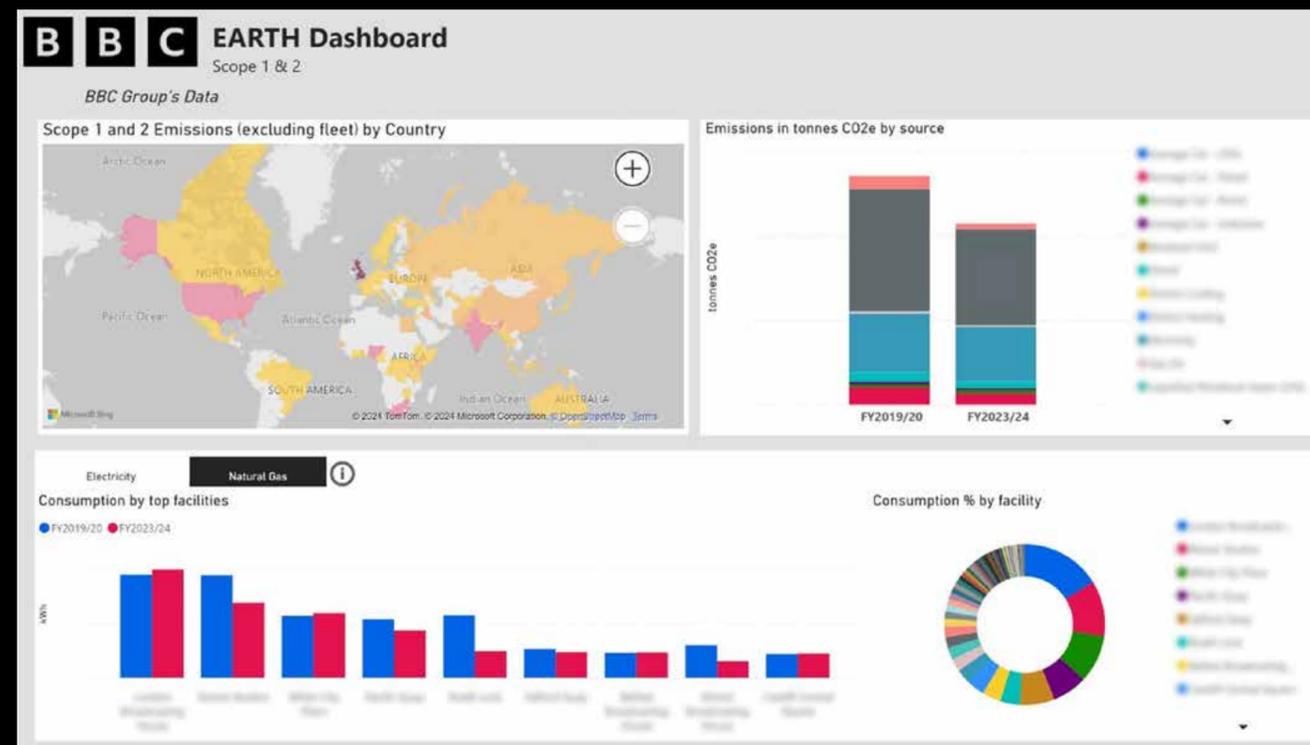
We began to roll our new Environmental Accounting Reporting Tracking Hub (EARTH) in November 2024. EARTH maps the BBC's Greenhouse Gas emissions across Scopes 1, 2 and 3, not only to divisional and subsidiary level, but right down to all departmental cost centres. In short, EARTH tracks what emissions are generated, where in the organisation and by whom.

This enables all divisional and subsidiary leads to take ownership of their slice of the emissions, to drive decarbonisation within their area and teams. The platform enables us to truly understand our emissions profile, which includes travel emissions and activities that are material to each division and subsidiary. This allows us to continue to remove emissions at source and permanently to ensure that we meet our science-based targets.

Our Scope 3 supply chain emissions are also captured in EARTH which allows carbon reduction plans to be specifically targeted to key suppliers and independent production companies, to achieve the reductions we collaboratively need.

The divisions are supported by the central sustainability team and the programme director from our transformation office with regular meetings to monitor progress, enable decarbonisation and unblock any barriers.

Given the BBC value sustainability is linked with is 'Accountability' our sustainability team can then track and support progress against targets right across the BBC.



# OUR KEY OBJECTIVES

## Our objectives, metrics and targets framework

When we developed our Net Zero strategy, we held a number of workshops to define and align the BBC against a set of four key objectives as shown in the graphic to the right.

Given the pace of change in sustainability, we needed to ensure that these objectives would be 'future proofed' and that we deliver the highest standards that are always expected of us.

The metrics and targets that sit underneath these objectives are likely to change, given that the regulatory requirements on Net Zero and corporate sustainability are still settling. There is increasing alignment with financial accounting and the International Sustainability Standards Board has been set up to align disclosure requirements globally. The recent European Union Corporate Sustainability Reporting Directive requirements are also having a significant impact. Internal carbon pricing, carbon taxes and the launch of a Carbon Border Adjustment Mechanism are also anticipated to impact the BBC. It's therefore essential that we review our metrics and targets regularly to ensure they meet expectations and are fit for purpose for our business – both commercially and as a public broadcaster.

We need to be agile to changing requirements and resilient enough to adapt to new regulation and increasing business expectations. Our objectives, metrics and targets are reviewed annually to drive us towards our Near-Term and Longer-Term goals of achieving a true Net Zero position across all Scopes. The targets also need to be informed by our abatement models and key initiatives at the Divisional level, to ensure that we keep the pressure on decarbonising.

Progress against our objectives, metrics and targets are outlined in our Annual Report and Accounts.

Additionally, our plans and progress can be found on our [website](#).

Objective 1	Objective 2	Objective 3	Objective 4
Decarbonise our operations through phasing out fossil fuels and energy optimisation	Deliver world class content to the highest sustainable production standards	Decarbonise our supply chain through engagement and partnership	Meet compliance in our reporting and disclosures

# OBJECTIVES, METRICS AND TARGETS

## Objective 1: Decarbonise our operations by phasing out fossil fuels and optimising our energy

Target	Near-Term 2030/31	Long-Term 2050/51	Activities in FY2023/24	Key Results and Ongoing Priorities
<b>Scope 1 &amp; 2 (direct operational emissions)</b>	<p><b>46% reduction</b> This an absolute reduction and SBTi validated target against our FY2019/20 baseline.</p> <p>Targeting an annual reduction rate of 4.2% to meet our target pathway.</p>	<p><b>90% reduction</b> This an absolute reduction and SBTi validated target against our FY2019/20 baseline.</p>	<ul style="list-style-type: none"> <li>• Net Zero incorporated into property and Across The UK strategies</li> <li>• Rationalising property footprint and space where possible, including building exits</li> <li>• Developing heat pump installation plans for key sites</li> <li>• Re-baseline of Scope 1 and 2 emissions completed to improve data inaccuracies</li> <li>• Data improvement across our international sites and key initiatives to decarbonise identified</li> </ul>	<ul style="list-style-type: none"> <li>• Develop BBC Group Renewable Electricity Strategy</li> <li>• Scoping further heat pump installations after the successful deployment of the Pacific Quay heat pumps in June 24</li> <li>• Collaboration across industry and engagement with independent production companies to switch to clean mobile energy solutions, including HVO, battery and hydrogen generator solutions</li> </ul>
<b>Fleet emissions</b>	<p><b>Under development</b> UK Fleet Emissions Target to be set once Fleet optimisation project is complete</p>	<p><b>Under development</b> This an absolute reduction target against our FY2019/20 baseline.</p>	<ul style="list-style-type: none"> <li>• Fleet project requirements scoped</li> </ul>	<ul style="list-style-type: none"> <li>• Fleet strategy and plan to optimise the size and type of fleet required across BBC Group</li> </ul>

# OBJECTIVES, METRICS AND TARGETS

## Objective 1: Decarbonise our operations by phasing out fossil fuels and optimising our energy

Target	Near-Term 2030/31	Long-Term 2050/51	Activities in FY2023/24	Key Results and Ongoing Priorities
<b>Waste Reduction</b>	<b>50% reduction in the volume of all waste produced in UK</b>  <i>Compared to FY2019/20 baseline</i>	<b>Continue to implement waste reduction interventions</b>	<ul style="list-style-type: none"> <li>Established a partnership with RAMCO to divert waste to a recovery and resale model</li> <li>Worked with the Community Wood social enterprise supplier to recover surplus wood used on TV production sets and live events</li> <li>Zero Waste to Landfill certification achieved (in England and Wales)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with organisations who support circular economy principles and waste reduction</li> <li>Continue to embrace and increase Circular Economy opportunities</li> <li>Publish the updated Environmental Policy</li> <li>Launch of Waste Dashboard at key BBC sites</li> <li>Further site level and staff engagement on waste hierarchy and waste management</li> </ul>
<b>Travel Emissions</b>	<b>Divisional Targets in place</b>  <i>Green Travel plans in place</i>	<b>Under development</b>	<ul style="list-style-type: none"> <li>Travel data available to sustainability leads across the divisions</li> <li>Work with travel suppliers to reduce emissions and improve availability of greener travel and accommodation options</li> <li>Travel emission dashboards for low-carbon vehicles, such as EV taxis and EV car hire</li> <li>BBC Studios pilot of flight carbon budgets</li> <li>Thoughtful 'green travel' principles in the BBC Expenses Policy, such as train over plane. Divisional sustainable travel policies implemented</li> </ul>	<ul style="list-style-type: none"> <li>Further pilots of carbon budgets across BBC divisions where appropriate</li> <li>Travel emission dashboards to be developed for Divisions</li> </ul>

# OBJECTIVES, METRICS AND TARGETS

## Objective 2: Delivering world class content to the highest production standards

Target	Near-Term 2030/31	Long-Term 2050/51	Activities in FY2023/24	Key Results and Ongoing Priorities
<b>Sustainability training and engagement</b>	<p><b>100% completion of mandatory training by assigned employees</b></p> <p><i>Additional metrics and targets for staff, supplier, wider industry and partner engagement are under development</i></p>	<p><b>100% completion of mandatory training by assigned employees</b></p> <p><i>Longer-term metrics and targets for staff, supplier, wider industry and partner engagement are under development</i></p>	<ul style="list-style-type: none"> <li>• Refreshed mandatory training strategy for all staff</li> <li>• Developed bespoke courses for different roles and divisions within the BBC</li> </ul>	<ul style="list-style-type: none"> <li>• Maximise sustainability engagement around Earth Day in April and alongside our Annual Report Accounts publication in July</li> <li>• Maintain active industry-level engagement via our annual sustainability events which include Climate Creatives and the Sustainability Symposium</li> <li>• Explore Sustainable Leadership workshops</li> <li>• Continue to work collaboratively with peers and BAFTA albert to build a sustainable media industry</li> </ul>
<b>Climate Content</b>	<p><b>100% compliance against the Climate Content Pledge and commitment principles</b></p> <p><i>People Positive audience tracking Metrics and Targets under development</i></p>	<p><b>Under development</b></p> <p><i>People Positive audience tracking Metrics and Targets under development</i></p>	<ul style="list-style-type: none"> <li>• Pilot of climate content pledge tracking across the BBC</li> <li>• Commissioner engagement events to inform and educate on the topic of climate storytelling and science - peer to peer learning</li> <li>• Journalism Climate Commitment implemented in partnership with the European Broadcasting Union</li> <li>• Undertook leading impact analysis against Wild Isles using regression and difference in difference analysis</li> </ul>	<ul style="list-style-type: none"> <li>• People positive strategy underway in 2024 to develop Near-Term and Long-Term metrics and targets for staff, audiences, suppliers and partners</li> <li>• Collaborating on an industry wide impact framework for climate content</li> </ul>

# OBJECTIVES, METRICS AND TARGETS

## Objective 2: Delivering world class content to the highest production standards

Target	Near-Term 2030/31	Long-Term 2050/51	Activities in FY2023/24	Key Results and Ongoing Priorities
<b>Sustainable Production</b>	<p><b>100% albert certification</b></p> <p><i>Mandatory albert certification across all BBC commissioned productions</i></p>	<p><b>100% albert certification</b></p> <p><i>Mandatory albert certification across all BBC commissioned productions</i></p>	<ul style="list-style-type: none"> <li>• Worked collaboratively with industry peers and BAFTA albert on an albert 2.0 refresh of toolkit and climate transition blueprint</li> <li>• Published sustainable production guidelines</li> <li>• News green action plans implemented across 6,000 News &amp; Current Affairs staff</li> <li>• Initiated focus on decarbonising high-end TV Drama productions</li> </ul>	<ul style="list-style-type: none"> <li>• New Eco Audio (BBC radio sustainability standard launched)</li> <li>• Working collaboratively with industry and BAFTA albert for ongoing albert certification and toolkit improvements</li> <li>• Planning for switch away from diesel in generators across productions</li> </ul>

# OBJECTIVES, METRICS AND TARGETS

## Objective 3: Decarbonise our supply chain through industry collaboration

Target	Near-Term 2030/31	Long-Term 2050/51	Activities in FY2023/24	Key Results and Ongoing Priorities
<b>Scope 3 emissions (indirect value chain emissions)</b>	<b>28% reduction</b> <i>This an absolute reduction and SBTi validated target against our FY2019/20 baseline.</i> <i>Targeting an annual reduction rate of 2.5% to meet our target pathway</i>	<b>90% reduction</b> <i>This an absolute reduction and SBTi validated target against our FY2019/20 baseline.</i>	<ul style="list-style-type: none"> <li>• Staff Engagement and Culture events and communications developed</li> <li>• Data improvements implemented</li> <li>• Policy and contracts updated with more sustainability criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Tracking and engagement on performance</li> <li>• Encouraging SBTs and switch to renewable energy with all our suppliers</li> <li>• Switch away from spend data to activity and product / LCA data from suppliers where possible</li> <li>• Launch updated Sustainable Supplier Code of Conduct to replace the Responsible Procurement Strategy</li> </ul>
<b>Suppliers engaged and disclosing their emissions data</b>	<b>50% response rate from our target suppliers to CDP questionnaires or emissions data requests</b> <i>Target number of suppliers is reviewed annually.</i>	<b>100% response rate from our target suppliers to CDP questionnaires or emissions data requests</b> <i>Target number of suppliers is reviewed annually.</i>	<ul style="list-style-type: none"> <li>• Requested CDP questionnaires from 400+ suppliers</li> <li>• Integrated Science-Based Targets within our new Sustainable Supplier Code of Conduct</li> <li>• Inaugural Supplier Symposium held in November 2023 was very well received by industry</li> </ul>	<ul style="list-style-type: none"> <li>• ~350 suppliers submitted a questionnaire to CDP</li> <li>• Sustainability Supplier Symposium</li> <li>• Move away from spend / revenue data to primary and service / product level data as shown in the data hierarchy on page 29</li> <li>• Consider supply chain clusters and further engagement in FY2024/25</li> </ul>

# OBJECTIVES, METRICS AND TARGETS

## Objective 4: Meet compliance in our reporting and disclosures

Target	Near-Term 2030/31	Long-Term 2050/51	Activities in FY2023/24	Key Results and Ongoing Priorities
<b>Reporting and Disclosures</b>	<p><b>Compliance with regulatory requirements</b></p> <p><i>Our reporting and disclosures are reviewed annually to ensure the BBC is compliant. We also take professional external advice on upcoming regulatory requirements and changes.</i></p>	<b>Compliance with regulatory requirements</b>	<ul style="list-style-type: none"> <li>• Biodiversity footprint completed</li> <li>• Disclosure strategy developed and approved by BBC Audit and Risk Committee</li> </ul>	<ul style="list-style-type: none"> <li>• IFRS S1 and S2 gap analysis to be completed to meet new regulatory requirements</li> <li>• TNFD disclosures to be developed to meet TNFD recommendations</li> </ul>
<b>Climate maturity</b>	<p><b>An A rating in CDP</b></p> <p><i>Reporting standards and ratings are reviewed annually to ensure that we are meeting expectations on our climate performance and maturity.</i></p>	<b>To be developed</b>	<ul style="list-style-type: none"> <li>• Further work on integrating sustainability into our financial processes and decision-making.</li> <li>• Scope 3 data published in the FY23/24 Annual Report and Accounts</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon budgeting and internal carbon price setting to be investigated</li> </ul>

# GOVERNANCE

## Responsibilities for the creation and execution of the transition plan

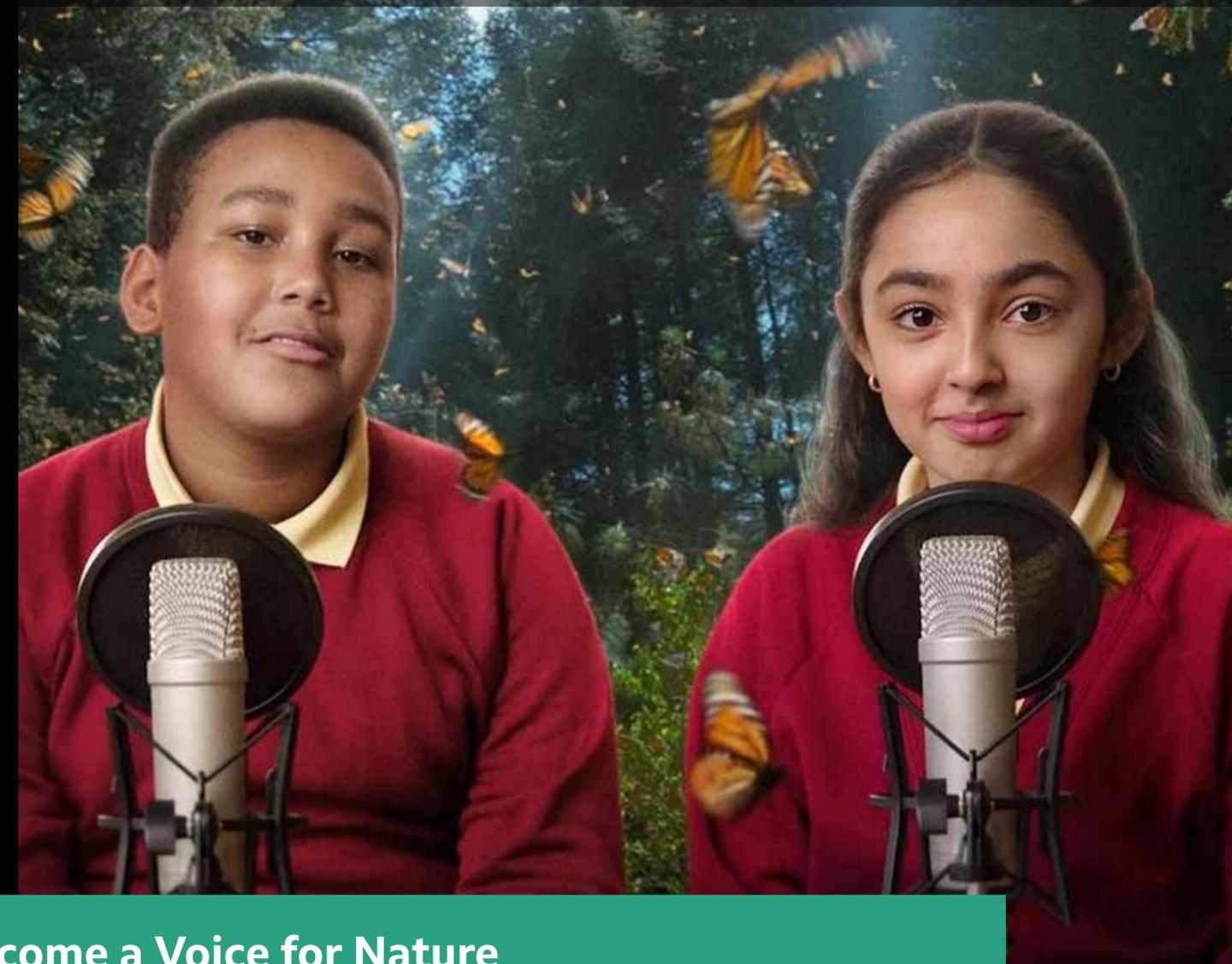
The sustainability programme is a critical project for the BBC, sitting within a transformation portfolio that is designed to deliver the BBC's Value for All strategy. Our Chief Financial Officer (CFO) is programme sponsor and ultimately accountable for the delivery of Net Zero and our wider Sustainability strategy. His direct report, our Group Sustainability Director, is responsible for the BBC's Sustainability strategy and its implementation, supported by a network of sustainability professionals across the BBC.

Approval of the Transition Plan and matters of strategic importance are brought to the Executive Committee for approval (and then to the Board for ratification). Our CFO chairs the Sustainability Steering Group — a small, focused group of senior leaders whose role is to shape the climate strategy and act as critical friends to drive projects across the BBC adoption of the strategy. The Steering Group acts as first approval for updates and amendments to the Sustainability strategy, including the content within this Transition Plan. The Steering Group is responsible for defining the strategic ambition, the setting of targets, and the timely implementation of the plan.

The group delegates authority to the Sustainability Programme Board to oversee the day-to-day project delivery of key initiatives, progress, and recommends interventions as required. The Programme Board is a governance forum for sustainability-related project activity across the BBC. This includes oversight and delivery of the transition plan and monitoring of progress within each division.

Pan-BBC projects have been established to deliver key enablers within the transition plan. These projects report to the programme board monthly, outlining progress against critical path milestones, emerging risks and issues, and by exception items for escalation to, or approval from the Steering Group.

BBC divisions and subsidiaries including BBC Studios are responsible for their own action plans, supported by the Group Sustainability team. Typically, each divisional Chief Operating Officer is responsible for adoption of recommended sustainability initiatives within their area, with one (or more) dedicated sustainability manager(s) to lead the delivery within that division. Divisional sustainability managers attend the Programme Board to report on progress and share best practice.



### Become a Voice for Nature

To mark Earth Day on 22 April 2024, the acclaimed BBC documentary series *Planet Earth III* collaborated with *BBC Children in Need* to premiere a special episode, uniquely narrated by schoolchildren.

The 50 student narrators, aged between nine and thirteen, read from Sir David Attenborough's original scripts with heartwarming results, as they championed the power of youth voices to speak up for the planet.

An estimated 100,000 students nationwide also tuned into a virtual assembly hosted by wildlife biologist, explorer and presenter, Lizzie Daly which served as a platform for a thought-provoking Q&A with the producers of *Planet Earth III*.



# GOVERNANCE

## Oversight of climate-related issues and reporting

All critical change programmes are subject to review by the Operations Committee, Executive Committee, and Audit and Risk Committee (ARC). The BBC Board is informed of progress on a quarterly basis by the ARC, which reviews sustainability reports outlining progress against the Net Zero programme plan and targets and benefits realisation to date.

Approval of the Transition Plan and matters of strategic importance are brought to the Executive Committee for approval (and then to the Board for ratification).

The Executive Committee typically reviews strategic recommendations at two key stages: early development of a concept (e.g. CapEx investments) and costed business case for approval to proceed (e.g. 2030 Near-Term decarbonisation targets). This allows the Executive Committee to incorporate sustainability into its review of broader business strategy and financial prioritisation.

Performance is monitored by the Operations Committee, which holds full-year and half-year performance reviews to monitor plans and progress. Given the complex and technical nature of carbon accounting and how progress towards our Net Zero targets are reported, the updates to Operations Committee, Executive Committee, ARC and Board also include briefings on these issues. In addition, the subject matter experts within the group sustainability team meet with individual senior leaders to go into more detail on specific topics.

A yearly plan of audits is set by the BBC's Audit and Risk Committee, which includes reviews of projects, financial controls and commercial arrangements.

# GOVERNANCE

## BBC Sustainability governance structure



The BBC Governance structure has been designed to ensure that our commitment to sustainability is embedded across the organisation.

# VALUES AND CULTURE

## Building and maintaining a sustainable culture

The BBC is a values-led organisation and this defines what we expect from employees, partners and suppliers. Under the BBC value of accountability, all employees are required to be accountable for the delivery of our Sustainability strategy and to inform and educate audiences on climate change.

Our staff are encouraged to prioritise sustainability every day. We provide access to flexible benefits such as Ultra Low Emissions vehicles, cycle to work schemes and travel-pass loans, which all support sustainable behaviours, while our mandatory new joiner inductions outline the cultural expectations from the onset. Our new default pension fund launched in 2023 integrates environmental, social and governance factors and has committed to reaching Net Zero by 2040.

The BBC is now over 100 years old with a century of experience in delivering and developing public service broadcasting. Our landmark Natural History Unit, wider nature content and global impartial news coverage is industry leading and appealing to potential employees.

The opportunity to contribute to our sustainable culture is a strong incentive for staff recruitment and retention. This does not apply exclusively to content commissioning and production, but also to who we engage with at industry and supplier levels and how we collaborate to drive a more sustainable media industry.

### Here We Go

During production on the second series of *Here We Go*, the team took part in a BBC Studios-wide initiative to decarbonise energy solutions and maximise energy efficiency, using a rechargeable battery alongside a generator to reduce fuel use.

Thanks to the hybrid solution, across the seven-week schedule, ~700 litres of fuel a week was saved. When mains power was not available, the team used certified HVO instead of diesel to power the hybrid system, a switch which is becoming standard practice for BBC Studios productions in the UK.



# VALUES AND CULTURE

## Developing our sustainability culture

Tackling the impact of climate related challenges on our business operations is a priority which we need our staff to understand. Climate change will impact every business, either directly or indirectly through value chain disruptions. This includes physical risks, regulatory risks and reputational risks. We also understand that climate change is a communications challenge.

Addressing this is an imperative and developing our sustainability culture is the cornerstone of creating effective action and resilience within our value chain.

The Group Sustainability team hosts monthly events to share knowledge and awareness throughout the BBC: Sustainability Digest is an open-forum to communicate sustainability-related initiatives and achievements and a Sustainability Speakers Forum featuring external guest speakers to inform and educate.

The Nations divisions has bi-monthly Sustainability Forums which are co-chaired by each National Director and their Business Operations Director. This enables more local, relevant activity for each location to be explored, with actions and interventions supported by the chairs. Ideas and learnings are openly shared at the Nations Sustainability Steering Group where any escalations can also be referred to.

Volunteer Green Teams run monthly engagement meetings focused on staff improvements in key areas which staff have identified such as improved waste management processes, creation and maintenance of nature gardens, and on-site beehives, and volunteering within the local communities.

In addition to voluntary engagement, the BBC has begun to rollout a mandated team-leader toolkit which drives staff engagement through facilitated conversations and target-setting at a team level. News has deployed its own News Green Action Plan tailored to the division, which has been successfully implemented across 6,000 staff in News. Nations has also created their own priority plan which has been rolled out across 4,500 more staff.



# VALUES AND CULTURE

## Training and Engagement

Whilst the sustainability focus can often concentrate on the Environmental part of ESG, the BBC has implemented a wide range of measures which aim to ensure the corporation is a great place to work. Equality, Diversity and Inclusion is a priority to best reflect society and the audiences we serve, while maintaining working patterns and a programme of activity and training supports everyone at the BBC's health and wellbeing.

We always seek to collaborate wherever possible to maximise learning and business improvements. A recent example of this in practice was our *Children in Need* team hosting a training session for our journalists on the increasing levels of climate anxiety being experienced by children and young people within society.

### Bike Bureau

Two BBC journalists, Kate Vandy and Anna Holligan, have spent the last few years working on building a mobile broadcast studio and office on two wheels. The Bike Bureau is an electric cargo bike, kitted out to offer solo-operated and solar powered TV, radio and digital lives, as well for use in newsgathering tasks.

It was deployed during the World Cycling Championships in Glasgow in 2023 and to cover the Women's Tour de France in the Netherlands in August 2024, picking up an innovation award for the concept. While we are still exploring its full potential, looking at wider and more regular deployment, an hour-long BBC World Service programme *Outside Source* is scheduled to broadcast live from the Bike Bureau to cover a landmark climate case at the International Court of Justice in December.





# SKILLS AND COMPETENCIES

## Training and Engagement

Our training and engagement activity covers our staff, suppliers, creative community, wider industry and partners. We contribute to BAFTA albert's Culture and Capability Task Force and liaise with BAFTA albert on the training that they provide to the independent production community, which includes BBC Studios staff and contractors.

Within the BBC there is deep expertise in sustainability subject matter - evidenced through our world-class climate reporting and natural history content production. It is important that we recognise and leverage this expertise, building it into our Transition Plan and ways of working across the BBC. The Sustainability Steering Group is structured to identify areas for shared learning, and to ensure that the Sustainability strategy mirrors the competencies our reputation is built upon.

Having the right skills and competencies in place across the BBC is key to us achieving our ambition and targets. We therefore have a training strategy and training program in place for staff to receive environmental sustainability training that's appropriate to their roles and responsibilities.

We have developed bespoke BBC courses for our Public Service staff, with four main courses currently available.

- Sustainability in Editorial (for ALL content creatives)
- Sustainability in Operations (for ALL content production management staff)
- Reporting Climate Change (for ALL journalists)
- Sustainability in Sport (for ALL sport journalists and operations staff)

Our more general Greener Broadcasting training, a short introductory course available for all staff, is being further developed by the BBC Academy to ensure that it reflects the latest position on our strategy and targets, so everyone can be an active voice for sustainability. We are also developing a new course for BBC Technology staff. The BBC Group sustainability team liaises with our divisions to agree which courses are mandatory for which staff and frequency of training. Three-year repeat training is being proposed as the right cadence given the discipline is fast-moving.

We always seek to collaborate wherever possible to maximise learning and business improvements. A recent example of this in practice was our *Children in Need* team hosting a training session for our journalists on the increasing levels of climate anxiety being experienced by children and young people within society.

# SKILLS AND COMPETENCIES

## Skills, competencies and training

The criteria used to assess the level of expertise of the BBC Board and individual members on climate-related issues and transition has included reviewing relevant skills, experience and expertise. It has also included a review of the BBC Board's exposure to and previous oversight of climate-related issues which included target level setting, risk assessment, opportunity assessment, integration, Board governance and communication.

In April 2023, members of the Chief Operating Officer Operations Committee received phase one of bespoke climate training from an external professor of climate science. These senior leaders are representatives from all BBC Divisions at Director level who champion the climate action agenda and recognise its importance to ensure the BBC is a resilient business that is fit for the future.

As a result of the training, the senior leaders' understanding of risk management now better incorporates the implications of climate-related risks and the impact of projected future scenarios. We are currently refining phases two and three of an executive-level training plan to educate and empower senior leaders across the business to effectively oversee the Transition Plan.

## Working collaboratively with IEMA

Whilst maintaining and strengthening our existing market-leading skillset is fundamental, we also need to build the capability to keep pace with commercial expectations of climate reporting and standards. In order to address this potential skills gap, we established a corporate relationship with the Institute of Environmental Management and Assessment (IEMA) as corporate members.

The BBC and IEMA's positions on climate change are aligned. Securing transitional change is a critical work agenda for IEMA and many of its members. This partnership with IEMA allows us to benefit from their educational tools and resources and establish a recognised mechanism of sharing updates with our wider colleagues across the BBC.

Collaboration is at the heart of what we do, and we see membership in organisations like this as a critical enabler of moving at the pace and scale required to meet our climate goals and targets.





*“The impacts of climate change are both real and serious, and poor information about it can come in many forms - from denial to disinformation.*

*In our pursuit of truth with no agenda, BBC News continually strives to reach audiences with new ways of educating and informing on all aspects of climate change.*

*We also know that trust is earned, so we created BBC Verify to be at the heart of our newsroom, checking, explaining and investigating complex stories in a transparent way. It is why in the same year, we launched our Journalism Climate Commitment to ensure our content reflects the whole story of climate change, without campaigning.*

*We will continue to explore innovative new approaches based upon our commitment to the pursuit of truth with no agenda in all we do, including impartial coverage and analysis of climate related challenges and their impacts for audiences everywhere - locally, nationally and globally.”*



**Deborah Turness**  
Chief Executive Officer, News and Current Affairs





*“As the world’s leading public service broadcaster, it is our mission to inform, educate and entertain on matters that are in the public interest. This includes the topics of climate change and biodiversity loss, which are evidenced by the science. What we say and what we do matters. Not only to our audiences, but to our staff, our suppliers, partners, industry peers and in the role we play in contributing to the wider economy transition to Net Zero.*”

*This Transition Plan is the start of the BBC’s journey to true Net Zero and a low-carbon future. We know this is a complex area and we will face challenges along the way. It means fundamentally changing how we do business: our operations, how we produce content, the investments we make and even the stories that we tell. But our intent is clear.*

*We will bring people together to tackle the challenges on our path to Net Zero and we will encourage everyone we work with to get involved.*

*Having a deeper connection with nature is also key. This is why our overarching Sustainability strategy isn’t limited to greenhouse gas emissions reduction, but also integrates nature and people.*

*We are building a resilient BBC to achieve true Net Zero as quickly as we can.”*

## **Danielle Mulder**

Director of Sustainability

# ABOUT THE BBC

We're impartial and independent, and every day we create distinctive, world-class programmes and content which inform, educate and entertain millions of people in the UK and around the world.

We do this across:

A portfolio of television services, including the UK's most-watched channel BBC One and our multi award-winning channels for children, as well as national and regional television programmes and services across England, Northern Ireland, Scotland and Wales.

Ten UK-wide radio networks, providing the best live music broadcasting in the UK, as well as speech radio which informs, educates and entertains. We also have two national radio services each in Scotland, Wales and Northern Ireland and local radio stations across England and the Channel Islands, providing an invaluable and unique service to listeners across the UK.

Our digital services including BBC News, Sport, Weather CBBC and CBeebies, iPlayer and BBC Sounds, BBC Red Button and our vast archive.

BBC World Service television, radio and online on more than 40 languages.

Established by a Royal Charter, the BBC is principally funded through the licence fee paid by UK households. Our role is to fulfil our mission and promote our Public Purposes.

Our commercial operations including BBC Studios, the BBC's award-winning production company and world-class distributor, provide additional revenue for investment in new programming and services for UK audiences.

The BBC's Board ensures that we deliver our mission and public purposes which are set out in the Charter. The Executive Committee is responsible for day-to-day management. We are regulated by Ofcom.



# APPENDICES



# DISCLOSURES

## BBC Annual Report and Accounts

Our annual report sustainability disclosures include:

- Greenhouse gas emission, energy use and waste data
- albert certification data
- Performance against our targets and three sustainability pillars



## Task Force on Financial-Related Disclosures (TCFD)

BBC disclosures against this framework include:

- Our climate metrics and targets
- Our risk management processes and controls
- Our strategy for managing climate-related risks and opportunities
- Our governance arrangements for climate-related risks and opportunities



## Streamlined Energy and Carbon Reporting (SECR) and Energy Savings Opportunity Scheme (ESOS) regulations

The BBC discloses the following in our Annual Report to comply with both SECR and ESOS:

- Electricity and gas consumption
- Transport fuel
- Greenhouse gas emissions (UK energy use from electricity, gas and transport emissions)



## DCMS - HM Treasury

Mandatory reporting to DCMS for inclusion in their Annual Report includes:

- Scope 1 and 2 emissions; Scope 3 (business travel only)
- Waste data
- Water and paper use



## CDP - Previously Carbon Disclosure Project

The BBC submits a questionnaire to CDP. We also request a CDP questionnaire from ~400 of our suppliers and are currently a member of the CDP supply chain solution.



# METHODOLOGY

## OUR SCOPE 1 AND 2 CARBON CALCULATIONS

Scope	Category	Source	Calculation methodology
<b>Scope 1</b>	<b>Stationary Combustion</b>	<b>Emissions from Combustion of fuel for our own use</b>	We use a combination of metered and invoice data. Where this is unavailable, we use estimates based on historic data, or on CIBSE Guide F benchmarks. We then apply the latest UK Government emission factors.
	<b>Mobile Combustion</b>	<b>Emissions from Fuel used for vehicles we own and operate</b>	We collect data on litres of fuel consumed, or distances travelled. Where this is unavailable, we estimate fuel consumption using average prices published by the UK Government or by BBC site managers. We then apply the latest UK Government emissions factors.
	<b>Fugitive Emissions</b>	<b>Emissions due to Refrigerant leakage from air conditioning and refrigeration systems across all sites</b>	The amount of refrigerant that needed to be replaced is assumed to be equal to the amount of refrigerant lost to leakage. The emissions are calculated using a combination of F-Gas leakage quantities recorded via top-up records and their Global Warming Potential.
<b>Scope 2</b>	<b>Purchased electricity, heat, steam and cooling (Location-based)</b>	<b>Emissions from Energy used by us and generated by third parties , using the Emissions Factor for the local grid</b>	We collect a combination of metered and invoice data, as well as proof of renewable energy purchases from contractual instruments such as REGOs. Where activity data is not available, it has been estimated based on actual data from prior periods or a benchmark.  We apply the latest UK Government emissions factor for UK sites, and IEA factors for international sites.
	<b>Purchased electricity, heat, steam and cooling (Market-based)</b>	<b>Emissions from Energy used by us and generated by third parties using the Emissions Factors based on the contract with the Energy Supplier</b>	We collect a combination of metered and invoice data, as well as proof of renewable energy purchases from contractual instruments such as REGOs. Where activity data is not available, it has been estimated based on actual data from prior periods or a benchmark.  We apply supplier specific emission factors where possible. If we do not have this data, we use residual mix for UK sites, and IEA emissions factors for international sites. For purchased heat, we apply UK Government emissions factors

# METHODOLOGY CONTINUED...

## OUR SCOPE 3 CARBON CALCULATIONS

Scope	Category	Source	Calculation methodology
<b>Scope 3</b>	<b>1. Purchased Goods and Services</b>	Emissions from goods and services purchased by BBC Group	Where available, we use third party verified supplier data from the Carbon Disclosure Project (CDP). For the remainder we use spend data and apply Exiobase emissions factors.
	<b>2. Capital Goods</b>	Emissions from capital goods purchased or acquired by BBC Group and not included in Category 1	Where available, we use third party verified supplier data from the Carbon Disclosure Project (CDP). For the remainder we use spend data and apply Exiobase emissions factors.
	<b>3. Fuel-and-energy-related-activities</b>	Upstream emissions of purchased electricity and fuel, electricity transmission and distribution losses	We use data gathered in Scope 1 and 2 and apply the latest UK Government or IEA emissions factors to calculate the upstream emissions, including transportation and distribution losses.
	<b>4. Upstream Transportation and Distribution</b>	Emissions from third party transportation and distribution services purchased by BBC Group	For couriers and freight, we get data from suppliers and apply UK Government emissions factors, or we use spend data and apply Exiobase emissions factors. For transmission, we use a combination of actual or estimated electricity consumption factors, and apply supplier-specific emissions factors, or we use spend data and apply Exiobase emissions factors.
	<b>5. Waste Generated in Operations</b>	All emissions from third party disposal and treatment of waste	We collect data on waste type, weight, and end-fate. Where we don't have this data, we make estimates based on available data from sites and headcount. We then apply UK Government emission factors.
	<b>6. Business Travel</b>	Emissions from the transport of employees for business-related activities, provided by third parties	We collect data on travel and vehicle type, mileage, and hotel stays, and apply full lifecycle UK Government emissions factors. In a minority of cases, we use spend data and apply Exiobase emission factors.
	<b>7. Employee Commuting</b>	Transport of employees between their homes and their work at BBC buildings, including emissions in their home when working from home	For UK employees we use data from the 2021 UK Census, and for employees outside of the UK we use average regional commuting data. We then apply UK Government emissions factors. For working from home emissions, we follow Anthesis' Homeworking Methodology.
	<b>8. Upstream Leased Assets</b>	Emissions from the operation of assets leased by the BBC, and not included in Scope 1 or 2	We collect spend data on gas, electricity, and heating and ventilation usage from short term leases. We convert spend into activity data based on UK Government rates for average price/kilowatt hour and apply UK Government full lifecycle emissions factors.

# METHODOLOGY CONTINUED...

Scope	Category	Source	Calculation methodology
<b>Scope 3</b>	<b>9. Downstream Transportation and Distribution</b>	Transportation and Distribution of sold products in vehicles or facilities not owned or controlled by the BBC, between the BBC and end consumer	Not applicable, as we pay for the transmissions and distribution of our services, and account for this in Category 4.
	<b>10. Processing of Sold Products</b>	Emissions when a sold product undergoes further processing or transformation by a third party, not the BBC, before it reaches the end consumer	Inapplicable as the BBC does not sell products that require further processing.
	<b>11. Use of Sold Products</b>	Electricity use from devices used by our audience when consuming BBC services	Not reported. Use-phase emissions for BBC Group products are all classified as 'indirect' by the GHG Protocol and are not included in our SBTi net zero targets.
	<b>12. End-of-Life Treatment of Sold Products</b>	Emissions from waste disposal and treatment of tangible products sold by BBC at the end of their life	We have no way of confirming the end-fate of sold products, and so assume that 50% goes to landfill and 50% is recycled. We then apply UK Government emissions factors by product type and assumed end fate.
	<b>13. Downstream Leased Assets</b>	Emissions from operation of assets that are owned by BBC (acting as lessor) and leased to other entities, that are not already included in Scope 1 or 2	For buildings part-occupied by the BBC, we have data on total electricity and natural gas consumption and the tenants' metered electricity and natural gas consumption and/or the area of the building they occupy. For buildings wholly leased to third parties, we do not have access to this information and so use floor area and CIBSE benchmarks to estimate electricity and natural gas consumption.
	<b>14. Franchises and Licenses</b>	Emissions from the operation of licensed activity	We collect data on revenue and activity type of licensed products and activities. We then apply the relevant Exiobase emissions factor.
	<b>15. Investments</b>	Emissions associated with the BBC's investments in which we have a part share. Investees we wholly own are included in Scope 1 and 2 as well as other parts of Scope 3.	For a small number of investees, we collect primary data from a parent company which provides an emissions intensity ratio. We use this to create an emissions factor which we then use for that investee, and others from the same sector. Where this information is unavailable, we use Exiobase emissions factors. We multiply an investees' revenue by these emissions factors to estimate the investee's total emissions. We then allocate these emissions to the BBC based on our share of equity.  To avoid double counting, where investees are also our suppliers, we subtract the BBC's total spend with an investee from their estimated turnover.

## Glossary

### **BBC'S ENVIRONMENTAL SUSTAINABILITY TOPIC GUIDE**

The BBC has created a guide that covers a wide range of climate change topics as well as information on nature and biodiversity. Its purpose is to provide accurate information on the featured topics, based on the best scientific evidence available.

### **CARBON DISCLOSURE PROJECT (CDP)**

CDP is a not-for-profit charity that helps investors, companies, cities, states and regions, disclose their environmental impact and report on their climate commitments and targets. It was, in 2022, the world's largest carbon disclosure programme.

### **CLIMATE CONTENT PLEDGE**

This is an initiative convened by albert that commits us to "Reach more of our audiences with content that helps everyone understand and navigate the path to Net Zero and inspires them to make greener choices." The BBC is one of 12 broadcasters to sign the pledge.

### **DECARBONISATION**

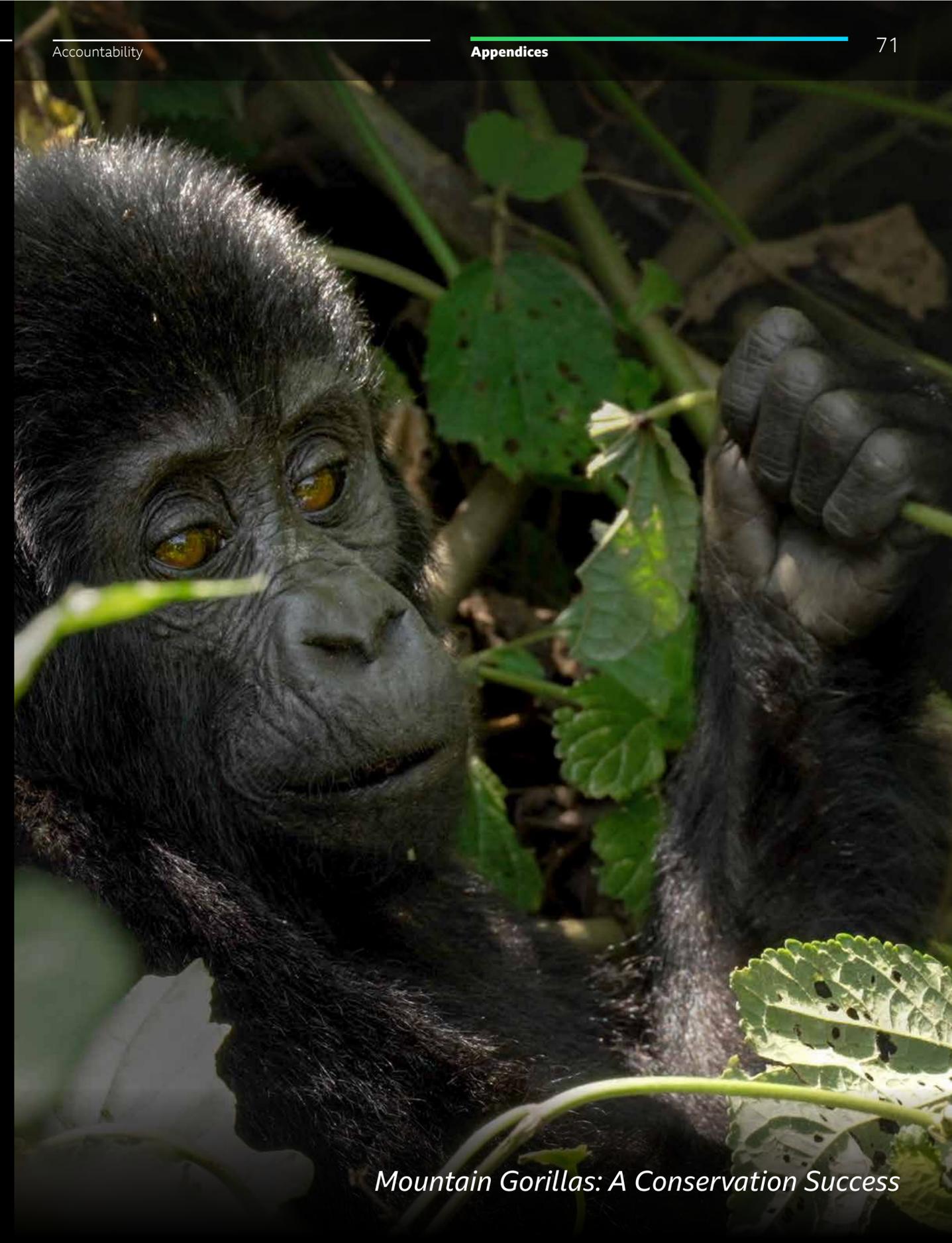
Decarbonisation is defined by the UNDP as "reducing the amount of greenhouse gas emissions that a society produces, as well as increasing the amount that is being absorbed".

### **GREENHOUSE GASES (GHGS)**

The UNFCCC defines Greenhouse gases as "gaseous constituents of the atmosphere, both natural and anthropogenic, that absorb and re-emit infrared radiation". These include carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), ozone (O<sub>3</sub>), water vapour, and certain fluorinated gases.

### **SCIENCE-BASED TARGETS INITIATIVE (SBTI)**

The SBTi is a corporate climate action organisation that enables organisations to set science-based targets with a clearly-defined path to reduce emissions in line with the Paris Agreement goals.





### SCOPES 1, 2 AND 3

The three groups or “scopes” of the Greenhouse Gas Protocol - one of the most widely used accounting tools for companies and organisations to measure and manage their greenhouse gas emissions. Scope 1 covers direct emissions from owned or controlled sources, such as emissions from a company car or gas boilers. Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating (e.g. from a district heating system) and cooling consumed by the reporting company. Scope 3 encompasses emissions that are not produced by the company itself and are not the result of activities from assets owned or controlled by that company. Scope 3 emissions come from an entity the reporting company is indirectly responsible for, such as, the use of energy in the manufacturing of products by a supplier.

### TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURE (TCFD)

This task force was created in 2015 by the Financial Stability Board (FSB) to develop consistent climate-related financial risk disclosures for use by companies, banks, and investors in providing information to stakeholders. By increasing the amount of reliable information on financial institutions’ exposure to climate-related risks and opportunities, it is hoped the stability of the financial system will be strengthened.

### TASK FORCE ON NATURE-RELATED FINANCIAL DISCLOSURE (TNFD)

Launched in 2021 the TNFD aims to provide financial institutions and corporates with a complete picture of their environmental risks and opportunities. A large proportion of global economic output is dependent on nature. Loss or damage to nature, some as a result of climate change, is a significant risk to corporate and financial stability.

### THE PARIS AGREEMENT

This is a legally binding international treaty on climate change. It was adopted by 196 Parties at the UN Climate Change Conference (COP21) in Paris, France, on 12 December 2015 and entered into force on 4 November 2016. Its overarching goal is to hold “the increase in the global average temperature to well below 2°C above pre-industrial levels” and pursue efforts “to limit the temperature increase to 1.5°C above pre-industrial levels.”

### TRANSITION PLAN TASKFORCE (TPT)

The TPT was launched by HM Treasury in March 2022 with a mandate to bring together leaders from industry, academia, and regulators to develop good practice for Transition Plan disclosures for finance and the real economy. The TPT Disclosure Framework aims to establish the gold standard for transition plans.

