

March 2023

Achieving Net Zero: Strategies in the Oil & Gas Industry

Benchmarking Net Zero Strategies of Major
Players in the Oil & Gas Industry

Jean-Baptiste Hecquet

Managing Director, Paris

+33 6 70 59 28 01

jean-baptiste.hecquet@sia-partners.com

Anis BALLA

Senior Manager, Dubai

+971 58 531 9890

Anis.balla@sia-partners.com

Climate
Analysis
Center

CONSULTING
FOR GOOD



1. Foreword	03
2. Introduction	09
3. Net Zero Strategies identified for Oil & Gas Companies	13
4. Conclusion	23
5. About Sia Partners	30
6. Our ESG Capabilities	40

1. Foreword

Foreword

With increasing climate catastrophes, the call to achieve net-zero emissions by 2050 is vital.

There has been an increase in oil and gas firms committing to achieve net zero by 2050, but with rising CO2 emissions, the current scenario demands immediate action. A group of 12 of the world's largest oil and gas majors **pledged** in September 2021 to reach **net zero emissions** from operations under their control (Scopes 1 and 2, Greenhouse Gas Protocol). They also updated targets for reducing their upstream operation's methane and carbon emission intensity.

This study will examine the key initiatives undertaken by oil majors and analyze the current status of greenhouse gas (GHG) emissions for each identified company, as well as their targets and detailed plans to achieve net-zero emissions.

Foreword

Scope and Objectives of the Study

The study's main objective is to review the strategies adopted by Oil Majors to achieve Net Zero Carbon Emissions by 2050.

Foreword

Scope and Objectives of the Study

To **evaluate** the net zero strategies of Oil Majors, Sia Partners has focused on analyzing the following:



1.

The Current State Assessment in terms of GHG emissions policies and metrics



2.

GHG Emissions Targets (including intermediate targets)



3.

The Roadmap to achieve the intermediate target and the net zero emissions by 2050.



4.

Sia Partners conclusion and convictions on how a Net Zero Strategy should be driven in the Oil & Gas industry

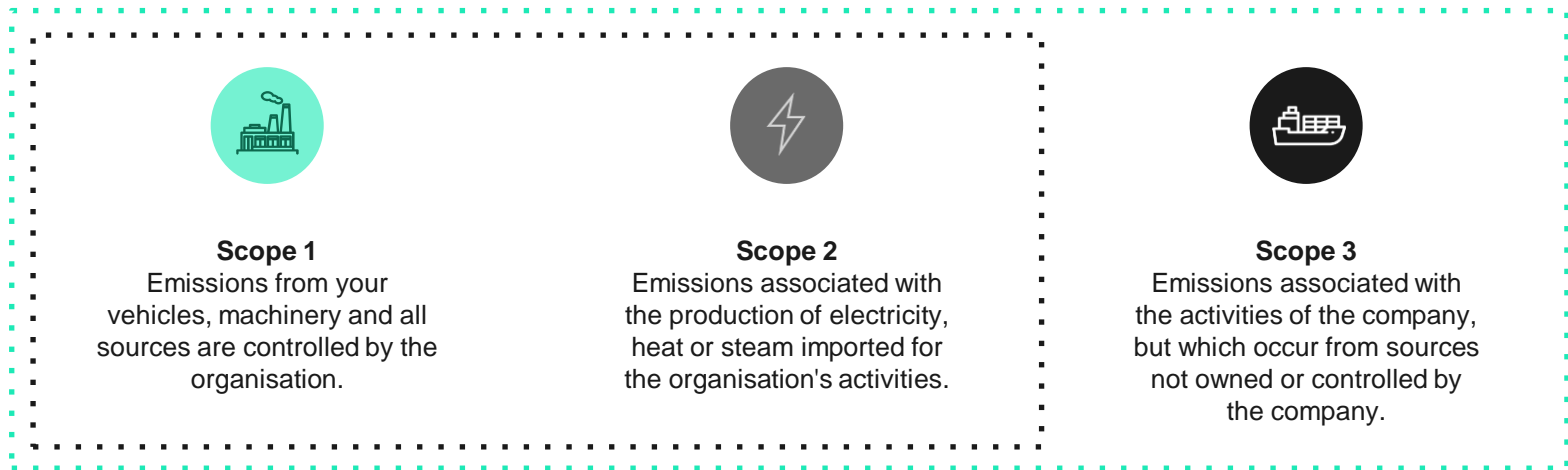
Sia Partners has analyzed the Net Zero Strategy of 8 Oil Majors



Foreword

Scope and Objectives of the Study

The Oil Majors have committed to achieving net zero for **Scope 1 and Scope 2** greenhouse gas emissions. However, this study will also include **Scope 3** emissions in order to analyze the full picture.



Scope of the 2050 Pledge

Scope of Sia Partners' Study



2. Introduction

Introduction

Emissions targets set under the **2015 Paris Agreement** – and new pledges under the Glasgow Climate Pact – have far-reaching and material implications for the long-term corporate strategies of every player in the energy and extractive industries. With the potential of **carbon costs** emerging in a range of countries, scrutiny of corporate emissions footprints and associated risks will further intensify.

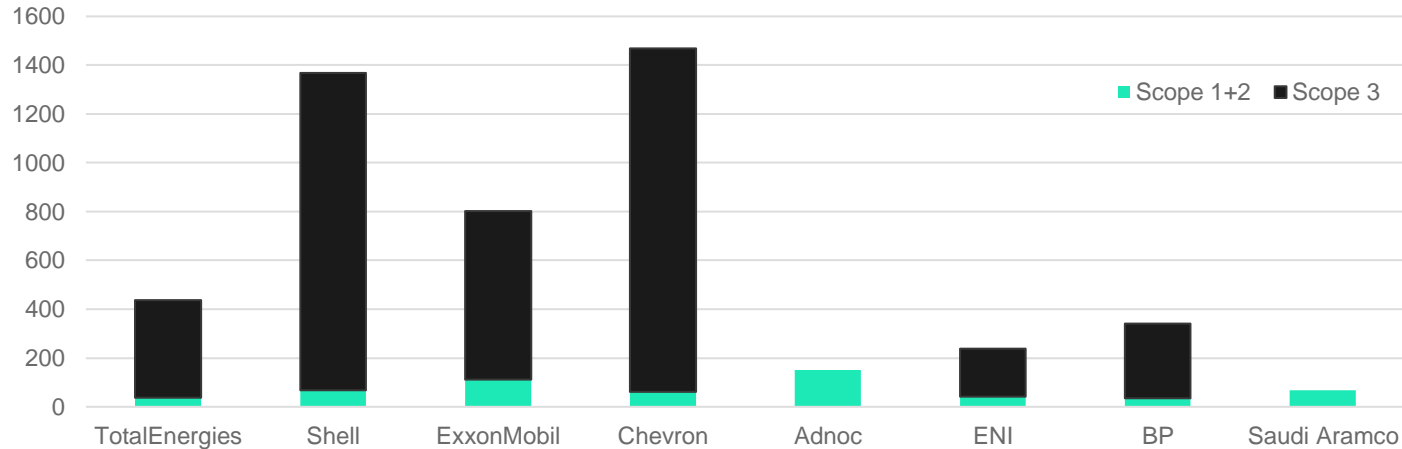
The Oil & Gas industry has long been recognized as a significant polluter, alongside the transportation sector. Thus, oil and gas companies have been facing increasing pressure from various stakeholders (such as investors, lenders, customers, employers, and employees) to address climate change.

Additionally, the recently published International Energy Agency (IEA) **Roadmap to Net Zero by 2050**, which presents ambitious scenarios for reducing greenhouse gas emissions (GHG), is expected to **intensify** discussions among these stakeholders regarding **climate risk** and the required **investments** to capitalize on opportunities in a low-carbon economy.

We have taken an in-depth look at the Net Zero Strategies of 8 Majors and identified some crucial takeaways for oil and gas companies.

The majority of GHG emissions from the companies included in this benchmark originate from scope 3 activities...

2021 GHG Emissions (in MtCO₂e)



ADNOC and Aramco indicated that given the company's current operational model, it didn't record any emissions related to the scope 3



Scope 3 represents **more** than **90%** of the total GHG emissions in the Oil and Gas industry...

... but not all majors have integrated it in their net zero strategy

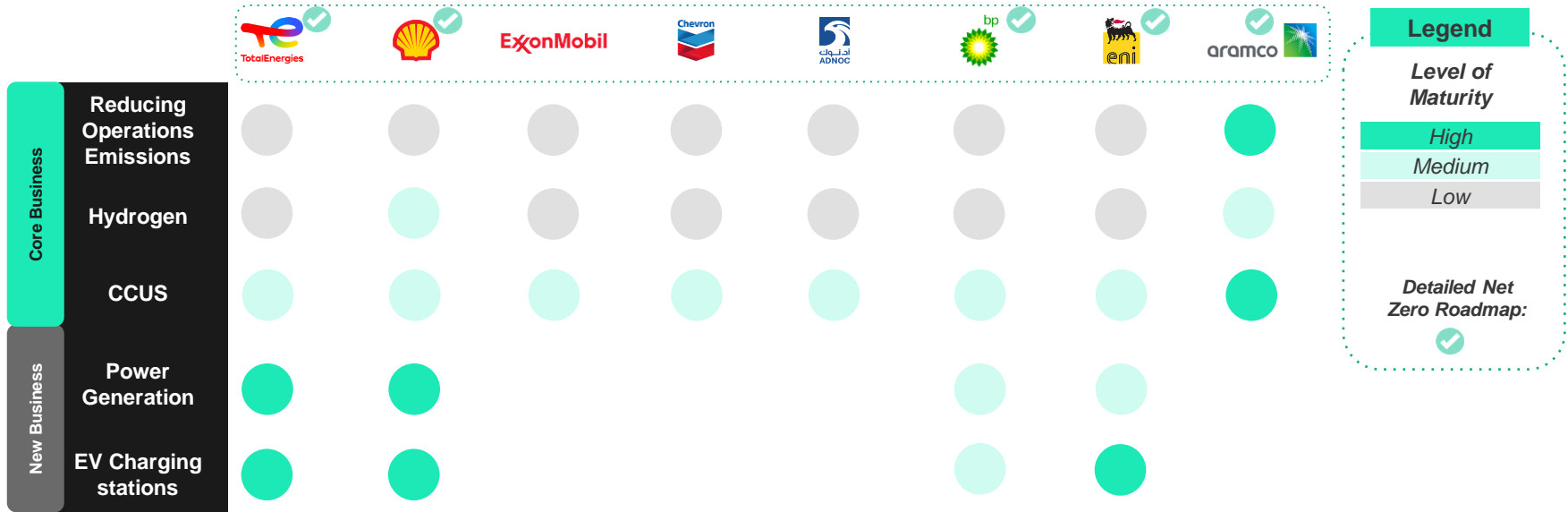


Some majors have defined **targets for the short term only (~2030)**, while others have already outlined **detailed plans for the coming decades**



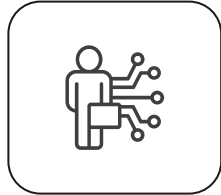
3. Net Zero Strategies identified for Oil & Gas Companies

Two supermajor groups emerge, one maintaining its core focus and another expanding in new businesses



- Not all companies have fully disclosed their Net Zero Roadmap
- Hydrogen & CCUS are two technologies that make consensus between the studied companies
- European supermajor diversify in electrification unlike extra-European which focus on their core business

TotalEnergies aims to play a key role in daily mobility with its presence in the gas stations market and expects to maintain its positioning



Change The Offer

Produce 100 GW of renewable electricity in 2030 (<10 GW currently)



Reduce Emissions

Eliminate routine flaring (2,3 Mm3/j in 2015), reduce methane emissions and develop carbon storage



Develop EV Charging Stations

Deploy 150K EV charging points in 2025 and increase biofuels sales

Our Analysis

- Through its investments in EV charging points, TotalEnergies wants to capitalize on its European market share in terms of gas stations to become a major actor in the EV charging market.
- TotalEnergies plans to increase its renewable energy production tenfold within the next decade, positioning the company among the world's top five solar and wind energy producers.

Shell is currently focusing on three pillars of the Energy Transition, with most of its investments focused on becoming an integrated power company



Integrated Power Company

Shell is investing in generation and supply and aims to serve 15 million customers by 2030



EV Charging Stations

Shell currently owns and operates 80,000 charging points in 35 countries and aims to increase this to 500,000 charge points in 2025



Hydrogen

Shell aims to capture a double-digit share of the global market

Our Analysis

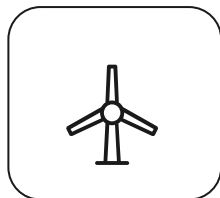
- Investments in EV charging stations benefit from Shell's gas station allowing it to hold strategic positions in the market. The fast growth of the EV market, particularly in Europe, will see exponential developments in the coming years.
- Hydrogen is currently the least mature business model however as the utility business grows Shell will be able to capitalize on its generation capabilities as well as on its expertise in gas networks.

Chevron aims to reduce GHG emissions while maintaining profitability, focusing on two pillars in its Energy Transition strategy.



Lower Carbon Intensity Of Operations

Carbon accounting, energy management, and methane management



Grow Low-carbon Businesses

Renewable fuels, hydrogen, CCUS (carbon capture, utilization, and storage), offsets, and emerging areas

Our Analysis

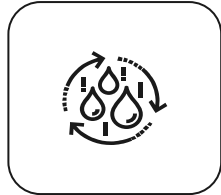
- The first pillar of its net zero strategy involves concentrating on its current core operations and minimizing carbon intensity.
- The second pillar focuses on developing new profitable low-carbon businesses, leveraging Chevron's competitive advantage.

ADNOC's detailed roadmap to reach net zero by 2050 is being finalized. Current Investments and announcements indicate that the strategy will focus on:



Lower Carbon Intensity Of Operations

Increased contribution of decarbonized electricity, operational improvements in aviation fuelers, increased use of biodiesel in the fleet of road tankers



Focus On Clean Fuel Offerings

Compressed Natural Gas service stations and conversion centres across the UAE, development of hydrogen network infrastructure



EV Charging Stations

Ongoing discussions with technology partners to allow for the deployment of rapid EV charging stations

Our Analysis

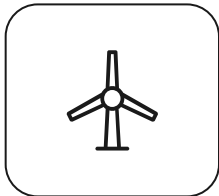
- ADNOC is currently developing its 2050 net zero strategies, and the company has not yet provided detailed information about them.
- The first elements outlined suggest a strong focus on improving the energy efficiency of current operations and assets in the short term and developing clean fuel offerings and EV charging stations in the medium to long term.

ExxonMobil is finalizing its detailed roadmap to achieve net zero scope 1 & 2 emissions by 2050, which will be released in 2023. The company's Energy Transition strategy will primarily focus on two pillars, as suggested by its current investments and announcements:



Lower Carbon Intensity Of Operations

Carbon accounting, energy management, and methane management



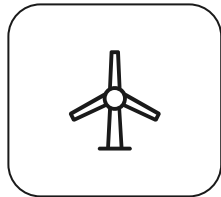
Grow Low-carbon Businesses

Renewable fuels, hydrogen, CCUS (carbon capture, utilization, and storage)

Our Analysis

- The current plan is focused on reducing the intensity of the main activities. ExxonMobil is developing a Net Zero energy plan for 2050 that will amplify current measures and transition to lower carbon business models.
- Current investments and ambitions indicate that ExxonMobil's clean energy business model will focus on activities related to the oil & gas business model such as hydrogen and biofuels.

ENI has an ambitious approach to becoming net zero on all scopes by 2050 and is currently focusing its Energy Transition strategy on two pillars:



Low Carbon Oil & Gas Portfolio

Growing share of gas, increased efficiency, CCUS, natural climate solutions



Growing Profitable New Energy Businesses

Renewables (60 GW by 2050), EV (160k charging points by 2050), biorefining, hydrogen (4 MTPA by 2050)

Our Analysis

- To achieve this goal, ENI is prioritizing increasing its gas share, developing new green businesses, and offsetting the remaining GHG emissions
- In the evolution of Eni's hydrocarbon production mix, gas will play an important role with the aim of achieving a share of 60% by 2030 and more than 90% after 2040.
- Carbon capture and storage projects will support emissions reduction. The residual 5% of emissions in 2050 will be compensated by offsets.

BP has an ambitious approach to become net zero by 2050 or sooner and is currently focusing on three pillars:



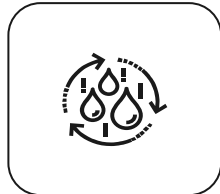
Lower Carbon Intensity Of Operations

Reduced flaring and methane emissions, energy efficiency



Convenience And Mobility

EV charging (increase of the energy sold across the network 100-fold from 2019 to 2030, 100k charging points target in 2030)



Green Energies

Bioenergy (biofuels, biogas, sustainable aviation fuel), renewables (20GW by 2025 and 50GW by 2030), hydrogen hubs

Our Analysis

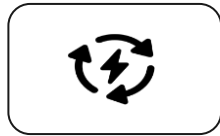
- BP is looking to move away from fossil fuels and cut production by 40% by 2030.
- BP is investing massively in EV charging stations, planning to increase the number of stations from 13k+ today to 100k+ in 2030.
- BP is also quickly growing its investments in green businesses and plans to increase its proportion of capital expenditure for these businesses to more than 40% by 2025 and around 50% by 2030

Aramco aims to decrease its net Scope 1 and Scope 2 GHG emissions from both Upstream and Downstream activities



Carbon Offset

Planting mangroves all over the world and purchasing offsets through voluntary markets



Renewables

- Solar PV + Wind projects
- Investing in Renewables
- Purchasing Renewable Energy Certificates (REC)



CCUS

- Identifying key assets and storage capacity
- Conducting joint feasibility studies
- Signing MOUs with CCUS pioneers

Our Analysis

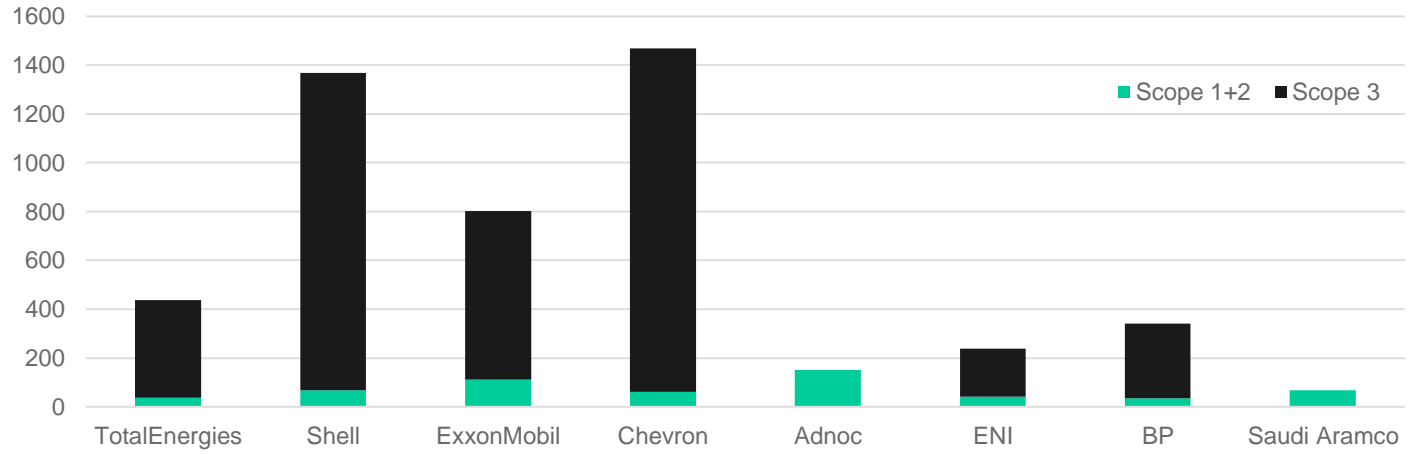
- Aramco has developed a **sustainability framework** that paves the way to achieving net zero emissions by 2050 for **only** scopes 1 and 2 across its wholly-owned operated assets.
- The company is committed to reducing its scope 1&2 GHG emissions by around 40% in 2035. However, **the baseline would be the forecast business-as-usual growth to 2035**, which is almost double the current GHG emissions...
- The Net Zero GHG emissions limited to the scopes 1 & 2 will not be sufficient to improve the climate situation, especially as Aramco is one of the largest CO2 producing companies in the world...



4. Conclusion

The majority of GHG emissions from the companies included in this benchmark originate from scope 3 activities...

2021 GHG Emissions (in MtCO2e)

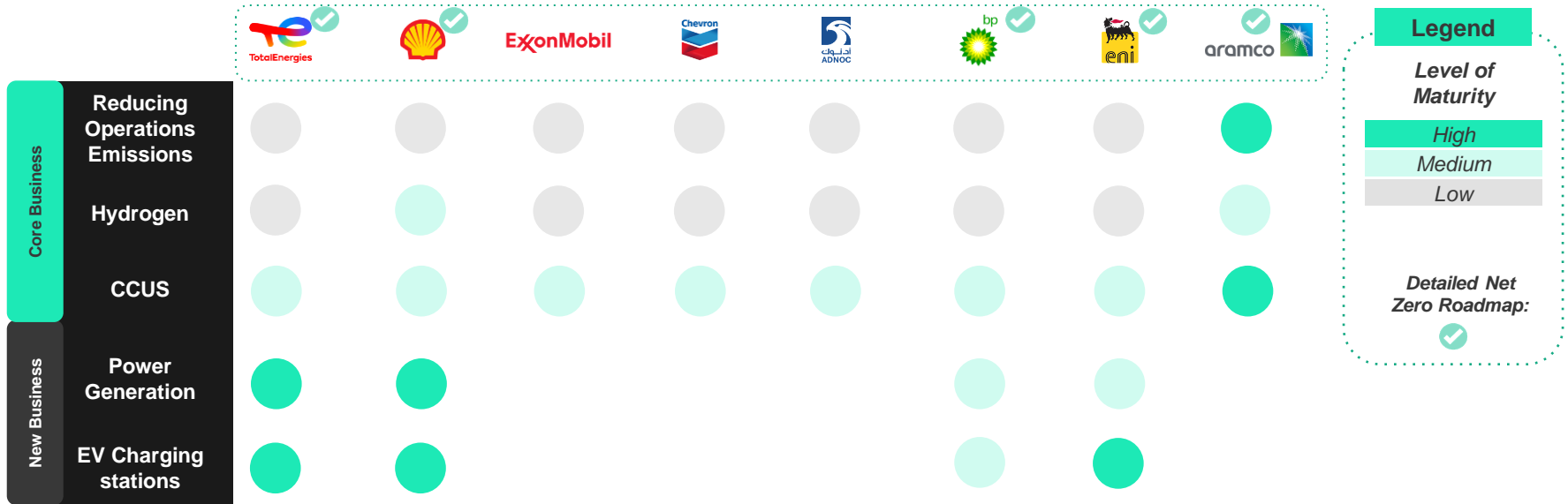


ADNOC and Aramco indicated that given the company's current operational model, it didn't record any emissions related to the scope 3



Scope 3 represents **more than 90%** of the total GHG emissions in the Oil and Gas industry...

Two supermajor groups emerge, one maintaining its core focus and another expanding into new businesses



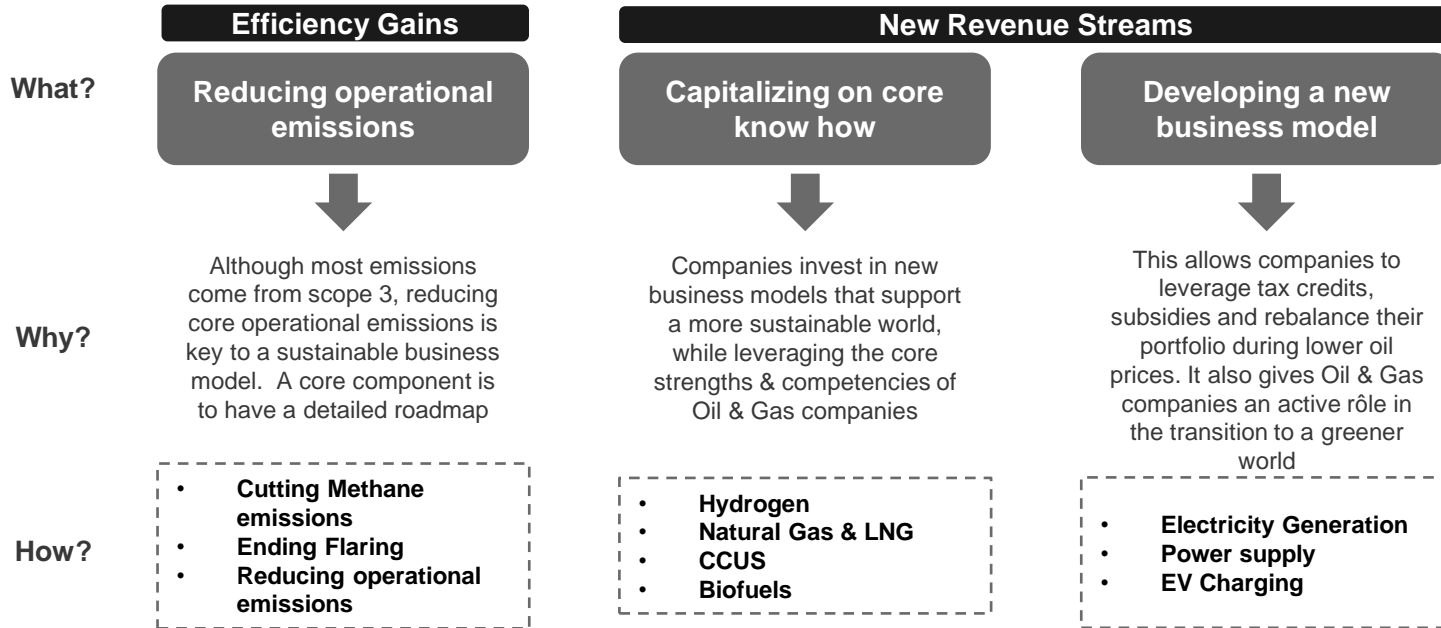
- Not all companies have fully disclosed their Net Zero Roadmap
- Hydrogen & CCUS are the two technologies that make consensus between the studied companies
- European supermajor diversify in electrification unlike extra-european which focus on their core business

The Oil & Gas industry has the skills to leverage opportunities of the transition

	Core Business			New Business	
	Reducing Operations Emissions	Hydrogen	CCUS	Power Generation	EV Charging Stations
Strength	Knowledge of Oil & Gas operations across the whole value chain	Knowledge and ability to manage the whole value chain	Ability to manage large capital projects, expertise in Enhanced Oil Recovery	Ability to manage large capital projects, expertise in commodity trading	Already positioned on the best spots to generate traffic, gas station expertise to cross-sell & manage customer experience
Competencies to develop	Lean Management	Commercialization beyond refinery use, developing scale	Direct Air Capture is not a business model deployed by the industry and will have to be developed	Developing and managing power assets, new supply chain	Civil engineering, power procurement & pricing
Operational Fit	High	High	Medium	Low	Medium

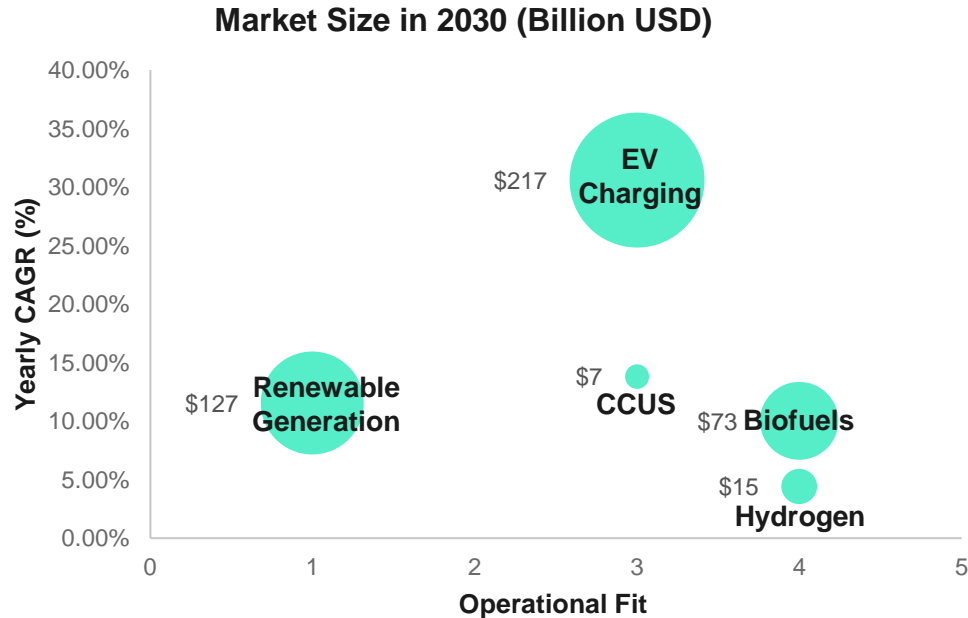
- EOR allows Oil & Gas companies to extract more oil due to the increased extraction capacity and the reduction in carbon emissions
- The gas stations operated by Oil & Gas companies secure access to spots with the most traffic on the most important axis which creates a barrier to entry for new entrants
- The development of a strong biofuel portfolio allows Oil & Gas companies to perfectly handle the change in demand from fossil to renewable

Beyond reducing emissions, the Energy Transition offers lucrative opportunities for Oil & Gas companies



- On top of the financial benefits from investing in new revenue streams, the supermajor has the opportunity to present it as “ESG” investments
- Efficiency gains have a financial gain since they reduce emission credit spending and prepare for a world with tighter climate regulations.

The new Revenue Streams will reach different market sizes and growth rates by 2030



What is the operational fit?

- **EV Charging** – The largest growth will come from charging stations. Oil & Gas supermajors are well-positioned to leverage this growth due to their gas station expertise
- **CCUS, Biofuels & Hydrogen** – technologies that fit the midstream and downstream expertise of the supermajors with Carbon sequestration using Oil Enhanced Recovery enhancing Oil & Gas extraction
- **Renewable Generation** – An entirely new business model, the only replicable expertise is the capability to mobilize important sums of capital amortized over long periods of time

Our convictions for Oil & Gas companies to navigate the energy transition



1. Reducing operational emissions will require significant investments

- **The road to reducing emissions is clear:** Reducing operational emissions can be done by cutting methane emissions, ending flaring or venting & reducing operational emissions by sourcing power through green PPAs or increasing operational performances
- **Carbon reduction can yield new revenue streams:** Instead of flaring, companies can leverage the excess gas extracted by generating power to mine cryptocurrencies or run servers



2. Improvements in the core business are necessary

- **Improved capital use for upstream assets:** Reducing core business emissions will involve high costs. Oil & Gas companies will have to improve the resilience of their core business to maintain high financial performances. This means improving & rationalizing the portfolio of assets and cutting unnecessary costs
- **Portfolio rationalization:** Due to the high costs and level of emissions of some wells. Oil & Gas companies will have to choose strategically where they invest & operate. This will push the industry into more consolidation.



3. Electrification services can yield interesting returns

- **Leveraging high oil prices:** High profits for Oil & Gas companies can enable them to become early leaders in the race to a more sustainable world. Oil & Gas companies can build the capabilities to become clean energy champions by sustaining important investments in new ventures.
- **Leveraging Stimulus Plan subsidies:** Government offer important public subsidies that reduce the risks associated with investments in ventures such as Solar or EV Charging Stations.



5. About Sia Partners

We are a next-generation consulting firm

We are a global firm that has grown steadily over the past 20 years



2,800 Consultants



45 Offices across **19** countries



455M€ in revenue for FY22/23

We invest heavily in tech and design to stay on cutting-edge and meet our clients' evolving challenges



5 AI centers



10 Design Centers



850 Clients **92%** returning

We cultivate expertise stemming from R&D activities and our proximity with our clients' industries



4% Of our revenue invested in R&D



200K+ Followers on LinkedIn

We are one team deploying our unique blend of capabilities through 4 brands

SIAPARTNERS

Strategy & Management Consulting

79% of total revenue



Biopharma

5% of total revenue



AI, Data & Quantitative

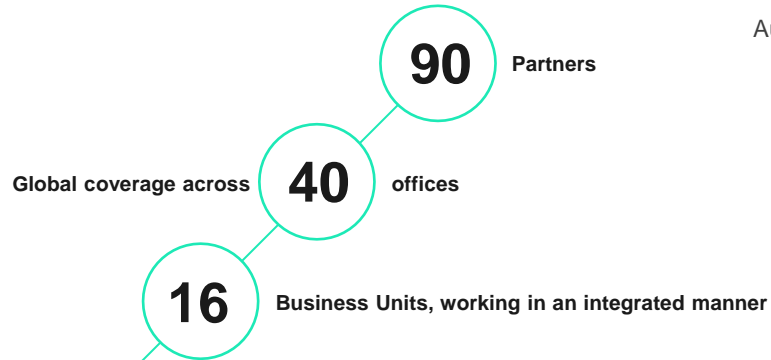
8% of total revenue



Design & Creativity

8% of total revenue

We are business experts focused on delivering superior results.



SECTORS

- Agriculture
- Automotive & Aerospace Defense
- Banking & Capital Markets
- Consumer Goods & Retail
- Energy, Resources & Utilities
- Government
- Health
- Insurance
- Luxury goods and beauty
- Manufacturing
- Pharmaceuticals
- Real Estate
- Software & platforms
- Technology
- Telecommunications & Media
- Transportation & Travel

SERVICES

- Actuarial Sciences
- Business transformation
- Coaching & Leadership
- Compliance
- Corporate Strategy
- CSR
- Cybersecurity
- Data management
- Data Science
- Digital transformation
- E-commerce
- Financial Performance
- Growth & Innovation
- IT Strategy
- Marketing & Customer Experience
- Organization effectiveness
- People
- Pricing & Revenue Management
- Procurement & Sourcing
- Restructuring
- Supply Chain & Logistics

We make CSR a lever for shared, profitable transformation



4 Labs for Good operates on two levels:

- Implementing internal initiatives, policies, and values that support our people, our community, and our planet
- Integrating CSR into innovative offerings for our clients worldwide

Climate Analysis Center

- Addressing climate change
- Leveraging technologies
- Green finance
- Government regulation
- Biodiversity

Ethics And Compliance

- AML / KYC
- Data privacy & algorithm bias
- Ethics
- Anti-Bribery
- Online fraud / trafficking

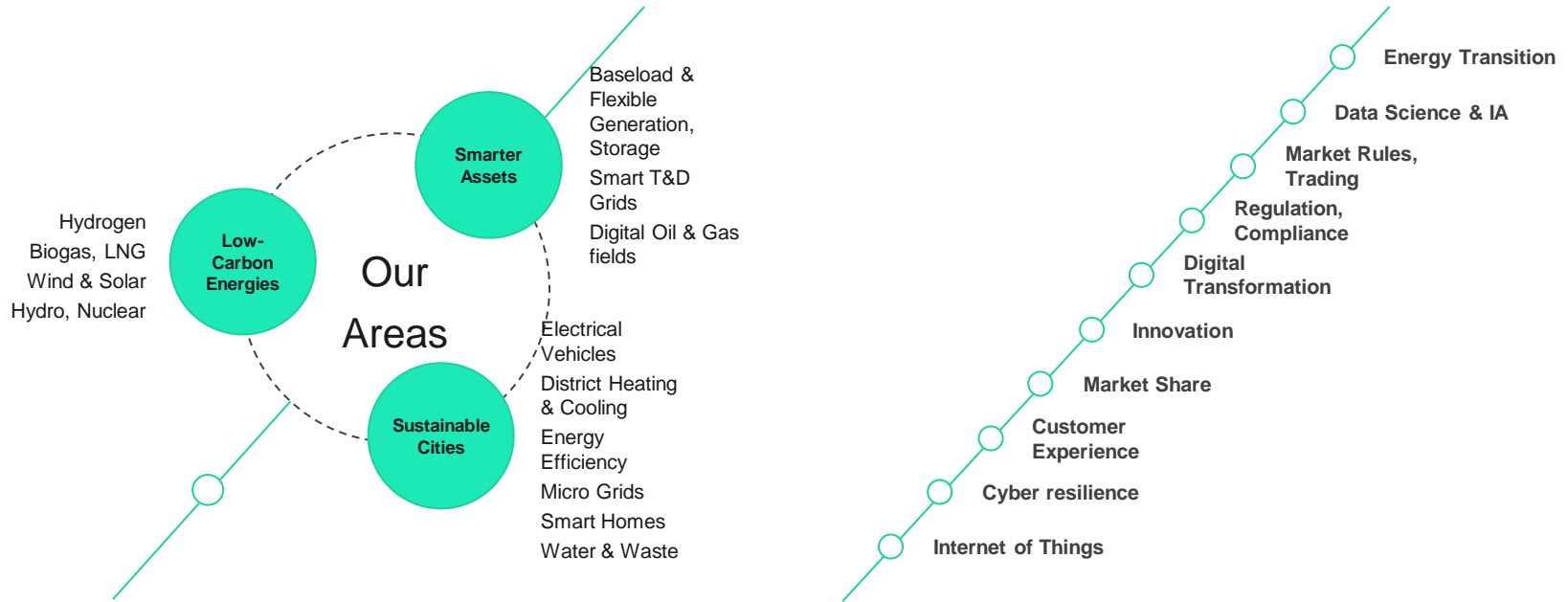
Social Responsibility

- Wellbeing at work
- Burnout and Bore out prevention
- Work 4.0
- Work transformation and social negotiation
- Diversity & Inclusion

Responsible Ai

Leveraging our Data Science Lab to support social responsibility, ethics & compliance, and the environment

Dedicated to solving our Clients' energy transition challenges.



Sia Partners Middle East is supporting Oil and Gas companies in the definition and implementation of their business strategies and operating models



Sia Partners Middle East is supporting Oil and Gas companies in their digital transformations

Leveraging the collaboration between the stakeholders with the **Control Tower**

Enhancing oil consumption forecasts with the **Machine Learning**

Digitalizing transport: **Truck-tracking, sign-on glass...**

Deploying the **Digital Twins** to improve decision-making

Implementing **remote-reading gauges** in oil stations

Detecting powering anomalies with **Artificial Intelligence** (Maintenance)



6. Our ESG Capabilities - Greenly

Sia Partners Global Measures of Progress (1/2)

Ecovadis Rating

Sia Partners has been awarded a gold medal by EcoVadis for the second consecutive year. Ecovadis is an internationally recognized third-party sustainability rating, which evaluates our actions, policies, and procedures in all areas of sustainability.

Our current Ecovadis rating places us in the top 6% of all companies across all industries.

- **Scope:** Global
- **Cadence:** Yearly in Q3
- **Access:** Scorecards available via Ecovadis platform
- **Language:** English, French (*other languages available upon request*)

United Nations Global Compact

Sia Partners is a signatory of the UN Global Compact. As such, we adhere to the UNGC **Ten Principles** and commit to supporting the **UN Sustainable Development Goals**.

- **Scope:** Global
- **Cadence:** Communication on Progress (CoP) report published annually in July
- **Access:** UN Global Compact website
- **Language:** English

CSR Report

Our annual CSR report discloses quantitative and qualitative measures of progress in the areas of **labour & human rights**, the **environment**, and **anti-corruption**.

The report is compliant with the **Global Reporting Initiative** (GRI) international standards for sustainability reporting.

- **Scope:** Global, covering the reporting period from January 1 to December 31
- **Cadence:** Yearly in June
- **Access:** Sia Partners website,
- **Language:** English , French

Sia Partners Global Measures of Progress (2/2)

ISO Certification

Sia Partners' carbon footprint is calculated using our proprietary Carbon Footprint Model, complying with **ISO 14064 certification**.

ISO 14064 includes requirements for the design, development, management, reporting and verification of the organizations' carbon inventory.

Our Carbon Footprint Model shows:

- 17% reduction of carbon emissions from 2019 to 2020.
- Overall decrease in carbon emissions per employee.

ClimateSeed

Sia Partners' carbon accounting operations were carbon neutral in 2020, having offset 100% of our emissions as part of our larger effort to reach net zero.

Sia Partners withhold two climate contribution unit certificates:

- 400 MW Solar Power Project in India – 470 tCO₂e
- Sustainable community in Canada – 52 tCO₂e

Bilan Carbone® certification

Sia Partners' carbon accounting operations received the Bilan Carbone® certification. This certification is granted by ADEME (French Environment and Energy Management Agency).

As a holder of the Bilan Carbone® certification, Sia Partners complies to:

- The establishment of emission reduction targets.
- Tracking emissions in real-time
- Raising employee awareness of the company's impact on the environment.

Key challenges to address regarding ESG

Data will be a key asset

ESG reporting requires banks, insurance companies and asset managers to disclose information based on data they yet don't have in their IT systems. Furthermore, regulators are putting increased pressure on the quality of these data. The requirements for ESG Data Quality might become as important as for financial data.

Carbon Audit might become essential

Carbon footprints (or even CSR assessment) will become a standard for all energy activities, which will have an impact on clients and their activities and will automatically lead to trade-offs in financing. In certain areas, activities relying on a circular economy & local resources may be favoured. This could represent an opportunity for Energy companies with a strong local presence

Increased transparency means increased exposition to reputational risk

Transparency is one of the cornerstones of the ESG strategies of the main countries involved in these issues. While this is desirable from a client perspective, it represents a reputational risk for banks that will not be able to instantly "green" their portfolios. Financial services actors must therefore be prepared for such crisis situations, including the arbitration of priorities to be addressed.

130+

Consultants dedicated to ESG & Sustainable Finance subjects worldwide

15+

ESG Assignments realized in 2021 for Financial services companies

5

Expertise centers

- Paris
- New-York
- London
- Amsterdam & Brussel
- Hong-Kong & Singapore

Our Value Proposition

Define a clear and comprehensive vision of ESG matters

- Define clear objectives according to the bank's core values
- Ensure consistency of ESG commitments with Energy activities, both from a portfolio & direct GHG emissions perspective
- Set up a dedicated governance
- Define monitoring process & KPIs

Adapt your business model to get in line with your values

- **Implementing ESG – By – Design:** ESG TOM deployment, Products and Offering launching, Branding & Commitments, Portfolio guidelines
- ESG Risk management and integration in the existing risk framework
- Commitments and Portfolio alignment & monitoring

Regulatory compliance

- **Regulatory Watch** (Taxonomy, Reporting...) & Impact Analysis on Business & IT teams
- Regulatory projects management
- Labels adoption & reporting production

Enablers selection to accompany your transformation

- ESG Data: Data Acquisition Strategy and sources selection, Data management, governance and Quality, Data Augmentation
- ESG reporting & Risks solutions
- **GreenTech** partnership, including carbon footprint measurement

The Green Offering of Sia Partners

Regulatory:
EU Green Taxonomy, SFDR, CSRD, EBA Pilar 3 ITS, Benchmark, MIFID II Amendment, Green Asset Ratio

Climate risks:
Climate stress tests, Alignment of scenarios, Assessment and management of physical and transition risks, Green & Brown RWA, Commercial relationship management (DNSH)

CSR:
Managerial support, Awareness and training, HR, Diversity, Responsible digital, Green IT, Eco-design, CSR policies and charters, alignment of commitments with commercial and financial practices

Initiatives:
PACTA, PCAF, Net Zero, TCFD



Data & Reporting :
ESG data management: Acquisition, technical and functional documentation, data lineage, implementation of business and regulatory reports , ESG & SRI labels

Products:
Product development, Ecological nature of the asset in the acceptance of collateral by CB, product trade policies ESG

ALM & Management :
Impact of market ESG Premiums on balance sheet management
Adjustment of ALM pricing according to the greening degree of the asset

7

Important systemic clients called on Sia Partners in France in 2021 on ESG & Sustainable Finance

5

Centers of expertise in the world:

- Paris
- New-York
- London
- Amsterdam & Brussels
- Hong-Kong & Singapore

ESG By Design

Integration of ESG principles in all teams and activities: defining new processes and procedures, set-up the proper dedicated governance...

TOM & Governance

ESG By Design Framework

Portfolio & Clients

Sectorial Policies, Negative News Screening, Green Supportive & Brown penalizing factors, ESG Transversal expertise, Transition risk...

Products & Offering

Launching of new products, leveraging regulation & ESG Data Augmentation, Ecodesign...

Acculturation & Branding

Acculturate teams on ESG matters external branding and commitments to ensure responsible energy policy, limit greenwashing & value alignment...



Core ESG Transformation challenges



Encouraging ESG transition & impact while meeting clients' needs for green financing and transparency to support Oil & Gas / Energy companies, while helping to achieve the objectives set out in the Paris Agreements

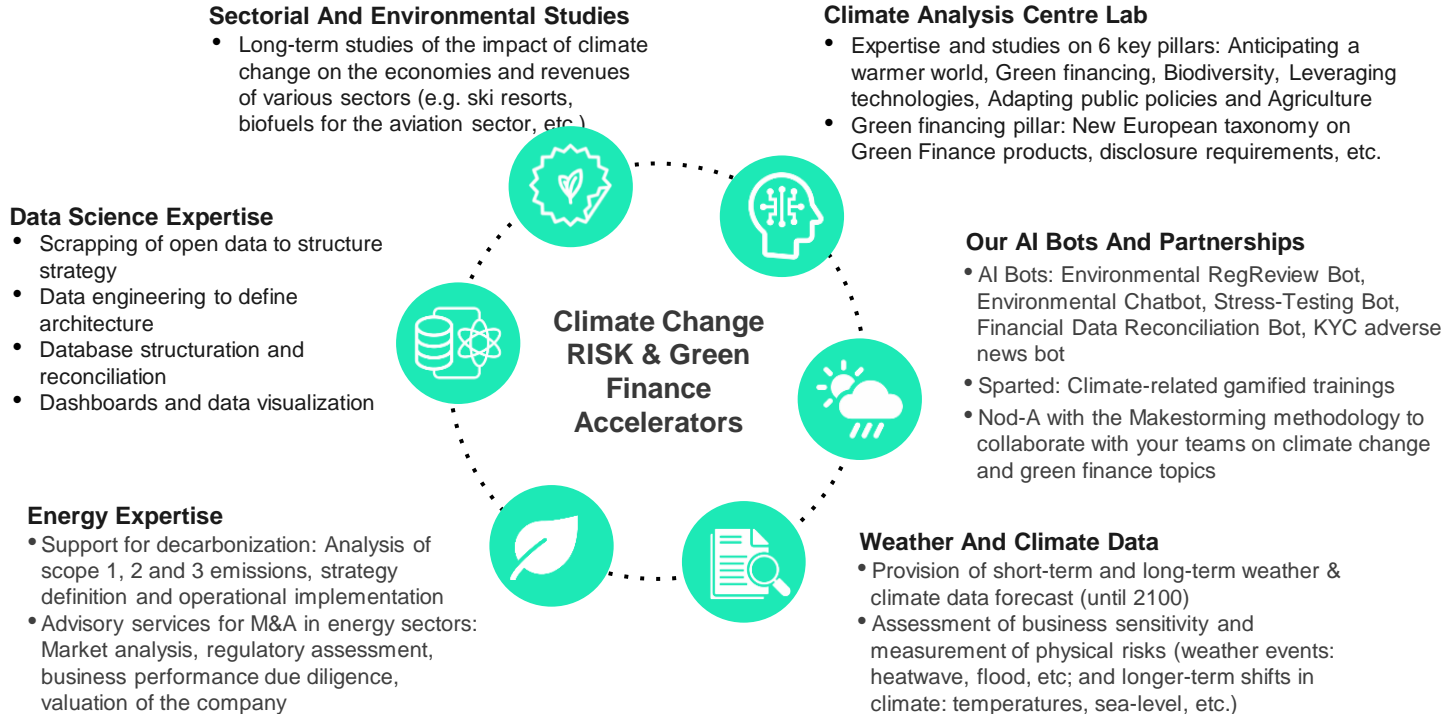


Ensure the bank's short and long-term profitability by **Reducing ESG risks**, and therefore the associated costs.



Enhancing the Holding Co image, particularly among employees, by training them to attract and retain the talent needed to carry out this transformation





Overview of our accelerators to support your climate change risk framework





Our six accelerators will support dedicated points of the implementation of your climate change risk framework

Our AI bots and partnerships to support the implementation of a climate change risk framework

In the implementation of the climate change risk team and in the definition of the TOM regarding climate change risk, some challenges can be addressed by the **use of Sia Partners' Bots, partnerships and start-ups**:

Our AI Bots selection	
Risk & Compliance	<p> Environmental RegReview Bot</p> <p>Automatically gathers and analyses regulatory updates on the environmental topic of choice utilising the NLP technology and distributes notifications to the right people at the right time.</p>
	<p> Environmental chatbot</p> <p>Aims at becoming part of your training and knowledge management, set-ups with a user-friendly approach that answers all Environmental questions using Natural Language Processing and Machine learning.</p>
Reportings & reconciliation	<p> Financial Data Reconciliation bot</p> <p>Give an automated financial analysis of the company (evolution of current and projected financial data) in order to target and orient business prospecting perimeter in order to be able to make proposals for short and medium-term financing.</p>
Climate Data	<p> KYC Adverse News</p> <p>Analyse and track your customers' environmental information (e.g. ecological footprint, CO2 emissions, etc.) on the web with a collection of articles and automated analysis for detecting potential adverse news</p>

Our partnerships and start-ups	
 PLAY HARD. LEARN EASY.	<p>SPARTED is a mobile learning solution. The application offers many options to animate employees in a gamified, fun, interactive way – in only 3 minutes per day. Thanks to a dedicated back office, companies can create learning content and enable employees to play every day while developing their skills.</p> <p>Credential example: Campaign for PRO sales staff on the launching of new offers for 500 users</p>
 BY SIA PARTNERS	<p>Nod-A has been perfecting Makestorming, a method that provides all the tools and support you need to effectively collaborate with your teams, accelerate your projects, and turn your ideas into reality. Nod-A can provide support in:</p> <ul style="list-style-type: none">• Workshops: To act and learn to be more creative, agile, and efficient in your projects and processes.• Training: To develop the habits needed to meet and exceed evolving professional demands and reprogram the way you work.• Tools: To adopt new methods in your everyday work via tangible, innovative tools. <p>Credential example: For its first Green Seminar, a Tier 1 bank CIB team brought together different people from different branches of the bank to work together on the Green Discovery with Nod-A workshops.</p>

Our offering is supported by our Sia Partners consulting 4.0 ecosystem: Sparted, Nod-A, bots, etc.

Sia Partners can help you to also comply with global standards...



UN Principles for Responsible Investment (PRI)

A U.N. finance initiative that established six voluntary investment principles that offer possible actions to incorporate for investors and investment managers. There is no minimum entry requirements or absolute performance standards, but signatories are required to report on the extent to which they implement the Principles through the annual Reporting and Assessment process.



Task Force on Climate-related Financial Disclosures (TCFD)

Established by G20's Financial Stability Board, it developed a set of voluntary and consistent disclosure recommendations for companies to provide information to investors about their climate-related risks



Accounting for a Sustainable Future

Sustainability Accounting Standards Board (SASB)

Sustainability Accounting Standards Boards develop sustainability accounting standards. Provides 77 industry-specific standards to assist organizations in disclosing financial material, and useful sustainability information. Focused on how sustainability issues affect an organization

...and to help them avoid greenwashing

Illustrative Example

What is greenwashing?

- 1 Sustainable' endeavors do not form a material part of the activities of the business
- 2 Attempt to capitalize on the growing demand for environmentally sound products
- 3 Spends more time and money on advertising to be environmentally friendly than implementing practices to minimize environmental impact
- 4 Divert valuable resources away from the fight against significant environmental issues

How to avoid greenwashing

Sustainability Fundamentals

Defining/adopting a **science-backed** framework that takes on **multi-dimensional** measures in **holistically** defining activities as sustainable (eg. SDG, EU Taxonomy)

Ongoing screening of companies' **credentials** using both international and internally developed measures

Full ESG Integration

Structurally integrating ESG information into product development, procurement and investment process

Dedicated ESG team to complement resources and knowledge of other business functions

Centralized ESG data systems to be adopted

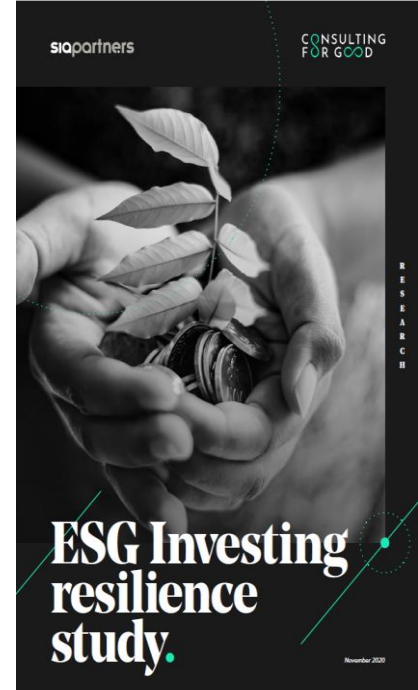
Green Marketing

Examination of **broad principles** to be considered when making environmental claims

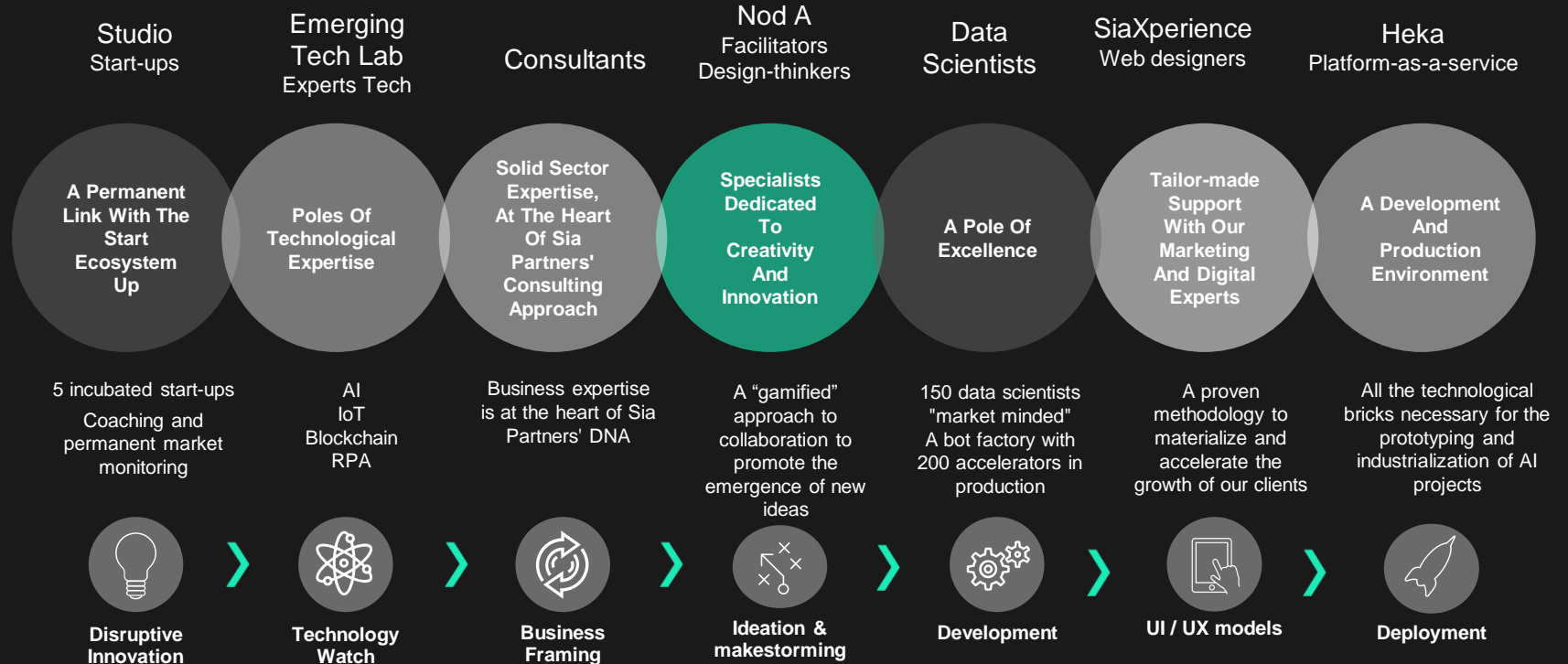
Examination of all applicable **regulatory guidelines** pertaining to ratings and labelling

Checklist to identify any misleading material in environmental claims

Sia Partners is recognized as a thought leader in creating and disseminating knowledge on environment, sustainability, and sustainable management practices....



A complete ecosystem dedicated to innovation allowing the AGILE development of AI projects from POC to industrialization



Sia Partners x Greenly Partnership

greenly

Digitalized carbon assessment solution for individuals and companies

A professional and certified software that allows you to initiate your climate strategy. Carbon assessment accessible to all companies. Unparalleled speed of execution thanks to the integration of the accounting file and sector-specific modules. Interactive follow-up via dashboards for better reactivity

Recommendations and action plans to reduce your carbon footprint and proposals for offsetting projects adapted to your activity. An application to engage employees in the company's approach.

Joint teams to support clients from the implementation of a climate strategy to the ongoing monitoring and implementation of offset actions

greenly

Sia Partners certified consultants ready to accompany you on your projects



SIAPARTNERS

Customized support from start to finish in your CSR and low carbon strategy

- Support in the zero-carbon transition from the definition of the climate strategy to the digital implementation, including the operational and organizational analysis of impacts.
- Sector experts (energy, industry, retail, digital, banking, etc.) and functional experts (data science, CSR, HR, technology, etc.)
- Experts in climate strategy and low-carbon transition.
- The ability to adapt to your specific needs by providing you with interfaces and customized support.

Greenly application was developed by Sia Partners to support companies in managing their B2B/B2C carbon footprint.

Emission calculation

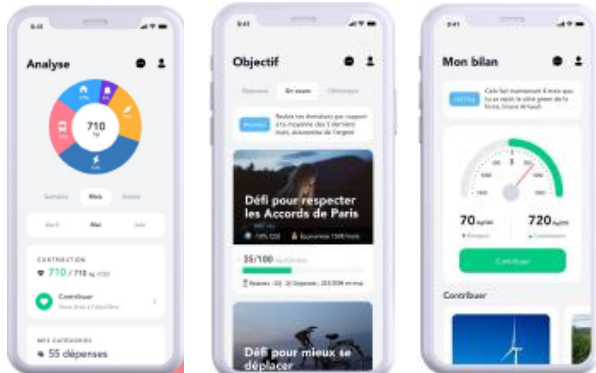
Greenly helps individuals and companies calculate their daily carbon footprint and reduce their emissions through 3 solutions:

1. B2C: An application that everyone can download and interface with their bank to monitor their daily carbon footprint according to their expenses and take action to reduce it.
2. Banks: the Greenly API dedicated to banks allowing integration of carbon footprint monitoring services directly into customer banking apps.
3. Companies: An automated and rapid carbon footprint thanks to interfacing technology with banking systems coupled with a management interface to monitor its action plan to reduce emissions

The advantages of the solution for companies

- An automated carbon footprint thanks to the collection and analysis of banking data
- Comprehensive coverage of emission factors (purchases, travel, cloud services, air conditioning, etc.)
- A management platform to set up a personalized action plan
- An app to engage employees
- A carbon footprint at a very competitive price

Success stories (200 companies):



GHG protocol compliant methodology

SCOPE 1: Direct Emissions

It includes GHG emissions from sources under the organization's control, including the manufacture of a product.



Scope 2: Indirect Emissions Related To Energy Consumption

It includes emissions associated with the production of electricity, heat or steam imported for the organization's activities.

UPSTREAM



DOWNSTREAM



Scope 3: Other Indirect Emissions

It includes all other emissions not accounted for in Scopes 1 and 2 but linked to the entire value chain, for example the purchase of raw materials, services, employee travel, transport, waste, use and end of life of products, capital assets, etc.

Authors:

Leaders:

Anis Balla, Senior Manager, Dubai, UAE

Jean-Baptiste HECQUET, Managing Director, Paris, France

Contributors:

Arthur Dulong, Senior Consultant, Houston, USA

Elian Lahalle, Senior Consultant, New York, USA

Abdulrahman Mohammad, Assistant Manager, Dubai, UAE

Julien Toussaint, Manager, Paris, France

SIAPARTNERS

Sia Partners is a next generation consulting firm focused on delivering superior value and tangible results to its clients as they navigate the digital revolution. Our global footprint and our expertise in more than 30 sectors and services allow us to enhance our clients' businesses worldwide. We guide their projects and initiatives in strategy, business transformation, IT & digital strategy, and Data Science. As the pioneer of *Consulting 4.0*, we develop consulting bots and integrate AI in our solutions.

Follow us on **LinkedIn** and **Twitter @SiaPartners**
For more information, visit:

sia-partners.com

*Sia Partners Panama, a Sia Partners member firm

- Belgium
- Canada
- France
- United Kingdom
- Germany
- Hong Kong
- Italy
- Ireland
- Japan
- Luxembourg
- Morocco
- Netherlands
- Qatar
- Saudi Arabia
- Singapore
- United Arab Emirates
- United States
- Panama*

