



ATHENA P3M
TRANSFORMING PROGRAMME PERFORMANCE

Carbon Reduction Plan

1st April 2026

Contents

1. Executive Summary	3
2. Commitment to Achieving Net Zero	3
3. Baseline Emissions Footprint	3
3.1 Baseline Year: 2024	4
3.2 Scope Definitions and Scores	4
3.3 Methodology	4
4. Current Emissions Reporting	5
4.1 Reporting Year: 2025	5
4.2 Emissions Comparison and Progress	5
5. Emissions Reduction Plan	5
5.1 Short-Term Target (2028)	5
5.2 Medium-Term Target (2035)	6
5.3 Long-Term Target (2040)	6
6. Carbon Reduction Projects	6
6.1 Transport and Travel	6
6.2 Energy Efficiency	7
6.3 Digital Infrastructure and Technology	7
6.4 Supply Chain and Procurement	7
6.5 Measurement and Accountability	7
6.6 Employee Encouragement Programme	7
7. Environmental Management Measures for NHS Contract Performance	8
7.1 Contract Delivery Carbon Management	8
7.2 Programme and Project Sustainability Integration	8
7.3 Supply Chain Engagement	9
7.4 Reporting and Transparency	9
7.5 Compliance and Standards	9
8. Governance and Accountability	10
8.1 Annual Review Process	10
8.2 Accountability Mechanisms	10
9. Declaration	10
10. Contact Information	11

Our Carbon Reduction Plan

1. Executive Summary

Athena P3M Ltd is committed to achieving Net Zero carbon emissions by 2050 at the latest, in alignment with the UK Government's overarching climate targets and the requirements of Procurement Policy Note 06/21 (PPN 006).

As a specialist consultancy focused on delivering exceptional project, programme, and portfolio management services across defence, nuclear, infrastructure, and construction sectors, we recognize our responsibility to minimize our environmental impact and contribute to the urgent need for rapid decarbonisation across UK industry.

This Carbon Reduction Plan sets out our commitment to reducing greenhouse gas (GHG) emissions, outlines our baseline and current emissions footprint, establishes ambitious reduction targets, and details the environmental management measures we will implement in the performance of NHS contracts and all client engagements. This plan has been approved at board level by the company directors and will be reviewed and updated annually to track progress and ensure accountability.

2. Commitment to Achieving Net Zero

Athena P3M Ltd commits to achieving Net Zero GHG emissions by **2050 at the latest**, with interim targets to drive accelerated progress:

2028 Target: 50% reduction in carbon emissions

2035 Target: 78% reduction in carbon emissions

2040 Target: 100% reduction to achieve Net Zero

We recognize the urgency of climate action and will prioritize rapid decarbonisation through operational improvements, sustainable procurement, renewable energy adoption, and offsetting residual emissions where elimination is not yet feasible.

Our commitment extends across all business operations and includes influencing our supply chain partners to adopt similar carbon reduction practices, thereby maximizing our contribution to climate change mitigation.

3. Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and serve as a reference point against which emissions reduction can be measured.

3.1 Baseline Year: 2024

EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	1.2
Scope 2	0.8
Scope 3 (Included Sources)	6.5
Total Emissions	8.5

3.2 Scope Definitions and Scores

Scope 1 - Direct Emissions:

- Company vehicle fuel consumption for client site visits.
- Minor direct emissions from office heating (if applicable).

Scope 2 - Indirect Emissions from Purchased Energy:

- Electricity consumption for office operations and remote working.
- Purchased heat or cooling (if applicable).

Scope 3 - Other Indirect Emissions (Included Sources):

In accordance with PPN 006 requirements, we report on the following mandatory Scope 3 categories:

- Business travel (rail, air, hire vehicles, taxis)
- Employee commuting and homeworking
- Transmission and distribution losses from purchased energy
- Waste disposal and water consumption
- Upstream emissions from purchased goods and services (IT equipment, office supplies)

3.3 Methodology

Our baseline carbon footprint was calculated using the GHG Protocol Corporate Accounting and Reporting Standard. Emission factors were sourced from the UK Government's GHG Conversion Factors for Company Reporting (2024 edition).

As a consultancy business operating primarily through remote and client site-based delivery models, our emissions profile is dominated by Scope 3 categories, particularly business travel and employee commuting.

4. Current Emissions Reporting

4.1 Reporting Year: 2025

EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	1.0
Scope 2	0.6
Scope 3 (Included Sources)	5.8
Total Emissions	7.4

4.2 Emissions Comparison and Progress

Between baseline year 2024 and reporting year 2025, Athena P3M achieved a 12.9% reduction in total carbon emissions (from 8.5 to 7.4 tCO₂e).

Scope	Baseline 2024	Reporting 2025	Change %
Scope 1	1.2 tCO ₂ e	1.0 tCO ₂ e	-16.7%
Scope 2	0.8 tCO ₂ e	0.6 tCO ₂ e	-25.0%
Scope 3	6.5 tCO ₂ e	5.8 tCO ₂ e	-10.8%
Total	8.5 tCO₂e	7.4 tCO₂e	-12.9%

Emissions reduction progress from baseline to reporting year

This reduction was achieved through:

- Increased use of public transport and rail travel over private vehicles
- Transition to renewable energy tariffs for office electricity
- Enhanced remote working practices reducing commuting emissions
- Optimization of client site visit scheduling to minimize travel

5. Emissions Reduction Plan

In order to achieve Net Zero by 2050, Athena P3M has adopted the following ambitious carbon reduction targets:

5.1 Short-Term Target (2028)

Target: Reduce total emissions to 4.25 tCO₂e (50% reduction from 2024 baseline)

Key Initiatives:

- Transition all business vehicles to electric or hybrid models
- Achieve 100% renewable electricity procurement
- Implement comprehensive home working energy efficiency programme
- Establish sustainable travel policy prioritising rail over air travel

- Deploy carbon accounting software for real-time emissions tracking

5.2 Medium-Term Target (2035)

Target: Reduce total emissions to **1.87 tCO₂e** (78% reduction from 2024 baseline)

Key Initiatives:

- Achieve near-zero Scope 1 and 2 emissions through electrification and renewable energy
- Partner exclusively with net-zero committed suppliers and subcontractors
- Implement comprehensive Scope 3 supply chain engagement programme
- Offset all residual business travel emissions through verified carbon credits
- Establish circular economy principles for IT equipment and office supplies

5.3 Long-Term Target (2040)

Target: Achieve Net Zero (100% reduction or offset)

Key Initiatives:

- Eliminate all avoidable emissions across Scopes 1, 2, and 3
- Purchase high-quality carbon removal credits for unavoidable residual emissions
- Contribute to nature-based carbon sequestration projects
- Influence industry-wide adoption of net-zero project management practices
- Report transparently on all offsetting activities

These targets align with the Science Based Targets initiative (SBTi) methodology and exceed the minimum requirements for consistency with limiting global warming to 1.5°C[5].

6. Carbon Reduction Projects

Athena P3M has implemented and will continue to implement the following projects and initiatives to reduce carbon emissions:

6.1 Transport and Travel

Electric Vehicle Transition Programme

- Target: 100% hybrid or electric vehicles by 2028
- Current status: planning phase for vehicle replacement cycle
- Expected annual saving: 0.8 tCO₂e

Sustainable Travel Policy

- Prioritize rail travel over air and road for distances under 400 miles
- Implement virtual meeting technology to reduce travel frequency
- Client engagement protocols emphasizing remote delivery where appropriate
- Expected annual saving: 2.5 tCO₂e

Active Travel Incentives

- Cycle to work scheme for employees
- Financial support for public transport season tickets
- Expected annual saving: 0.4 tCO₂e

6.2 Energy Efficiency

Renewable Energy Procurement

- Implemented: 100% renewable electricity tariff for office operations (2025)
- Annual saving: 0.2 tCO₂e

Home Working Energy Programme

- Provide energy efficiency guidance and equipment to remote workers
- Support for LEF lighting, smart thermostats, and insulation improvements
- Expected annual saving: 0.6 tCO₂e

Office Energy Optimization

- Energy-efficient IT equipment procurement standards
- Smart power management and automatic shutdown plans
- Expected annual saving: 0.3 tCO₂e

6.3 Digital Infrastructure and Technology

Cloud-First IT Strategy

- Migration to energy-efficient cloud services with renewable energy commitments
- Reduction in on-premises server infrastructure
- Expected annual saving: 0.2 tCO₂e

Digital Project Delivery Tool

- Investment in collaborative platforms reducing travel requirements
- Electronic document management eliminating paper use
- Expected annual saving: 0.3 tCO₂e

6.4 Supply Chain and Procurement

Sustainable Procurement Policy

- Preference for suppliers with published Carbon Reduction Plans
- Environmental criteria integrated into supplier selection processes
- Local supplier prioritization to reduce transportation emissions
- Expected annual saving: 0.5 tCO₂e

IT Equipment Lifecycle Management

- Extension of equipment lifespan through maintenance and upgrades
- Responsible recycling and circular economy partnerships
- Procurement of refurbished equipment where appropriate
- Expected annual saving: 0.4 tCO₂e

6.5 Measurement and Accountability

Carbon Accounting System

- Implementation of comprehensive GHG emissions tracking software
- Monthly reporting to directors on emissions performance
- Integration with financial accounting for cost-carbon visibility
- Enables data-driven decision making

6.6 Employee Encouragement Programme

- Carbon literacy training for all staff

- Sustainability champion network
- Green team initiatives and innovation challenges
- Embedding sustainability into company culture

Total Expected Annual Reduction from Initiatives: 6.2 tCO₂e (against baseline of 8.5 tCO₂e)

These projects will enable us to exceed our 50% reduction target by 2028 and maintain trajectory toward Net Zero by 2040.

7. Environmental Management Measures for NHS Contract Performance

In accordance with PPN 006 requirements, Athena P3M commits to applying the following environmental management measures in the performance of NHS contracts:

7.1 Contract Delivery Carbon Management

Site-Based Delivery:

- Minimize travel to NHS sites through optimized visiting schedule
- Utilize virtual collaboration tools for routine meetings and updates
- Coordinate multi-stakeholder meetings to reduce overall travel
- Where travel is necessary, prioritize public transport and carsharing.

Project Management Office (PMO) Operations:

- Establish digital-first PMO infrastructure eliminating paper-based processes
- Cloud-based project management systems hosted on renewable energy infrastructure
- Energy-efficient hardware procurement for any on-site PMO facilities
- Implement electronic approval workflows and digital signatures

Stakeholder Engagement:

- Virtual stakeholder engagement platforms as default approach
- Carbon impact assessments for major stakeholder events
- Sustainable venue selection criteria when physical meetings required
- Locally sourced catering with vegetarian/vegan options prioritized

7.2 Programme and Project Sustainability Integration

Carbon-Conscious Project Planning:

- Integration of carbon impact considerations into project planning methodologies
- Development of sustainability-focused project success criteria
- Carbon footprint tracking for major programme activities
- Reporting carbon metrics alongside traditional time/cost/quality measures

Value Engineering for Sustainability:

- Carbon reduction integrated into value engineering assessments
- Life-cycle carbon analysis for major procurement decisions
- Identification of low-carbon alternatives in design and delivery phases
- Challenge unsustainable practices within project delivery teams

Risk Management:

- Climate-related risks incorporated into project risk registers

- Carbon budget management alongside financial budgets
- Scenario planning for climate adaptation requirements
- Supply chain resilience assessment considering sustainability factors

7.3 Supply Chain Engagement

Sustainable Subcontracting:

- Require Carbon Reduction Plans from all subcontractors where proportionate
- Environmental performance criteria in supplier selection
- Collaboration with suppliers on joint carbon reduction initiatives
- Share best practices and lessons learned across supply chains

Local Procurement Prioritization:

- Preference for local and regional suppliers reducing transportation emissions
- Support for SMEs and social enterprises with strong sustainability credentials
- Engagement with NHS local supply chain development initiatives

7.4 Reporting and Transparency

Contract-Specific Carbon Reporting:

- Provide carbon footprint reporting for NHS contract delivery activities
- Include emissions data in regular contract performance reports
- Transparency on offsetting activities for residual contract emissions
- Annual review of contract environmental performance with NHS stakeholders

Continuous Improvement:

- Lessons learned reviews incorporating environmental performance
- Innovation challenges focused on carbon reduction opportunities
- Knowledge sharing with NHS Greener NHS programme
- Participation in NHS supplier sustainability forums and networks

7.5 Compliance and Standards

Environmental Management Systems:

- Operate in accordance with ISO 14001 principles (working toward certification)
- Documented environmental policy and management procedures
- Regular internal audits of environmental performance
- Continual improvement processes embedded in business operations

Regulatory Compliance:

- Full compliance with Environmental Reporting Guidelines
- Adherence to Streamlined Energy and Carbon Reporting (SECR) requirements
- Alignment with Task Force on Climate-related Financial Disclosures (TCFD) recommendations
- Monitoring of evolving carbon reporting regulations

These measures ensure that Athena P3M's delivery of NHS contracts contributes positively to the NHS's Net Zero targets and the wider Greener NHS programme objectives.



ATHENA P3M
TRANSFORMING PROGRAMME PERFORMANCE

8. Governance and Accountability

8.1 Annual Review Process

This Carbon Reduction Plan will be reviewed and updated annually, with updated versions published on the company website by 31st March each year. Annual reviews will include:

- Updated emissions data for the reporting year
- Progress assessment against reduction targets
- Evaluation of implemented carbon reduction projects
- Identification of new reduction opportunities
- Adjustment of targets if required by regulatory changes
- Re-approval by company directors

8.2 Accountability Mechanisms

- Quarterly emissions reporting to directors
- Carbon performance included in company KPIs
- Sustainability integrated into employee objectives
- Client reporting on contract-specific emissions
- Public disclosure of annual progress

9. Declaration

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standards.

Athena P3M Ltd confirms that:

- We have made an organizational commitment to reduce emissions over time to achieve Net Zero by 2050
- Our baseline year (2024) and emissions are outlined in this plan
- Our reporting year (2025) and emissions are outlined in this plan
- The reporting period is no more than 12 months prior to the date of commencement of procurement
- Environmental management measures for contract performance are detailed in Section 7
- This plan has been approved by company directors (board level)
- This plan is publicly available on our website: www.athenap3m.com

Signed:

Tyler Skerton
Managing Director, Athena P3M Ltd
Date: 1st April 2026

Matthew Giddings
Director, Athena P3M Ltd
Date: 1st April 2026

10. Contact Information

For further information about this Carbon Reduction Plan, please contact:

Athena P3M Ltd

Email: info@athenap3m.com

Mobile: +44 (0) 7930 338 449

Website: www.athenap3m.com

Document Version: 2.0

Publication Date: 1st April 2026

Next Review Date: March 2027

Athena P3M Ltd is committed to environmental sustainability and continuous improvement in our carbon reduction performance. This Carbon Reduction Plan represents our formal commitment to achieving Net Zero and contributing to the UK's climate goals.