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## Travis Perkins

Thanks for your email and the opportunity to contribute to this. The answers on behalf of the Travis Perkins Group are as follows (in blue):

### Questions to the business leader:

#### ❖ Why is making progress on Net Zero important to your business?

Net Zero is one of the leading commitments within our ESG framework. Progress on this agenda is important to us for several reasons, including:

- **supporting our customers to achieve their net zero goals**, providing them with low-carbon solutions. We want to be a leading partner to the industry in tackling this shared challenge.
- **meeting (or indeed exceeding) the UK government's target** of net zero by 2050 - we've set a target of Net Zero on scopes 1 and 2 by 2035.
- **leading by example with our own estate and fleet** - demonstrating not only the carbon reductions but also commercial sense of making these changes.
- **collaborating with our suppliers who are also driving this agenda** and seeking to promote product innovations and operational improvements to the industry.

Investment in this agenda is critical in tackling climate change, but not only that - it also makes good business sense. Our own financial planning shows that the required changes do return on investment, if a longer ROI period is considered.

#### ❖ Which of the 9 priorities are more relevant to your business and clients and why?

*Priority 3: Championing developments and infrastructure investments that both enable connectivity with low carbon modes of transport and design to incorporate readiness for zero emission vehicles*

With a large vehicle fleet of our own the priorities relating to the **'Transport'** are very relevant, particularly 'priority 3'. We will need to work collaboratively with industry peers, vehicle manufacturers and the Government to ensure we can decarbonise our fleet. We will need a sufficient infrastructure to enable us to deliver our products on low carbon vehicles and that will require significant investment.

*Priority 4: Work with Government to deliver retrofitting to improve energy efficiency of the existing housing stock*

Priority 4 in the **'Building'** section is also relevant to us and our clients. As a leading supplier to the construction and home improvement markets the retrofitting of the existing housing stock provides a fantastic opportunity for the business and our customers to support the Government's NZC target and help improve living conditions by improving the quality of homes in the UK.

*Priority 9: Support development of innovative low carbon materials (prioritising concrete and steel), as well as advancing low carbon solutions for manufacturing production processes and distribution*

Priority 9 in the **'Construction Activity'** section will also be a key priority for our sector. We've seen an increasing interest from our customers who are now looking for low carbon solutions and products which is also a reflection of the growing interest in this area

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by the end users. We are in a great position to encourage and influence the supply chain to develop these low carbon solutions and optimise the distribution through our own network.

### ❖ What are doing to make progress against the relevant priorities (of the 9) in the short and long-term? (Could include targets or milestones)

**Transport:** We are undertaking a Strategic Fleet Review (SFR) to understand the current vehicles and future requirements. Part of this process has been to understand the opportunities and challenges around net zero carbon and its implications on the business. We're developing a plan outline the short, medium and long term solutions which includes activities such as the use of alternative fuels in existing vehicles (i.e HVO in diesel engines reducing emissions by up to 90%), increasing the number of electric vehicles in the fleet (we're shortly introducing our very first fully electric 27 tonne vehicle into our CCF business) and meeting with vehicle manufacturers to keep an eye on future technologies such as hydrogen powered vehicles.

**Buildings:** Through our Net Zero Carbon Buildings Working Group we're developing a roadmap outlining the activities needed to ensure our own estate's energy consumption is reduced. Installations of LEDs, solar panels and air source heat pumps are all featured and we'll be able to showcase these technologies and learn more about their application to help with the retrofitting of housing stock.

**Construction Activity:** We're already engaging with supplier partners to understand the low carbon solutions available and under development. Part of our own ESG Programme relates to 'Sustainable Products & Services' and we're keen to ensure our business is able to support our customers in understanding the available products and materials and also the application to their developments.

### ❖ How have you helped your supply chain understand what is required against the 9 priorities?

Through our existing Supplier Commitments we aim to ensure our suppliers have a good understanding of the standards we are aiming for in our business. These 'commitments' cover a range of topics from 'waste and efficiency', 'energy & carbon' and wider issues such as 'anti slavery' and 'human rights'. We will build on this going forwards to encapsulate the 9 priorities as best we can.

We are also liaising with our suppliers to understand the innovative products and materials in their ranges. We're keen to understand how we can develop our role to ensure our customers have the confidence to apply these products into their own construction or retrofit projects given that some low carbon technology isn't widely applied yet.

### ❖ As a business leader what do you think the biggest challenge is and how are you working to overcome it?

There are several challenges - if we had to pick one it would be **education/awareness** and a shared language and understanding of this. Creating buy-in to change behaviours across our customer base is easier with our large customers (as they have sustainability teams of their own), but with the regional and smaller customers there is a challenge in a) making

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them aware of the low-carbon solutions and b) gaining their confidence to switch products or processes. Additionally, there is not much understanding of the retrofit options across the homeowner and tenant populations - so the pull through is slow. Education and awareness challenges are not only with customers but also across our own business and with suppliers and other industry stakeholders. Ways in which we are working to overcome this are:

- **We are working on solutions to make it simpler for customers to identify and select more sustainable products within our ranges.** We have conducted an in-depth piece of research across all customer types and have surveyed homeowners in the last couple of months. This is highlighting to us the 'sustainable product attributes' that are most of interest to our customers and our customers' customers. We can start to collect this information from our suppliers and make it searchable and filterable on our business websites and apps.
- **Collaboration is really key - so we're working with suppliers and customers and joining relevant forums and organisations to move this conversation forward** and develop shared solutions. For example, our Head of Sustainability is on the Council for Sustainable Business subgroup (for construction products and distribution), which is working on the development of industry-level climate goals in the lead up to COP26 this November. We're also working with suppliers and customers around the removal of plastic packaging, to make sure the sustainable improvements work for all parties involved. Also our Group Head of Environment, a Full Member of IEMA and Chartered Environmentalist, engages with many organisations via IEMA's corporate membership meetings. This enables us to gain insight into best practice and share our own learnings to help and influence others.
- **We are developing a suite of ESG value-add services** to help customers to meet their own sustainable goals. This could include for example waste services, the provision of renewable-fuel plant for use on site, consultation on sustainable products, and much more.
- **We will be training our own business to promote low-carbon products** - this already happens for some product categories, for example through City Plumbing we promote renewable heating products via our sales teams. Training for the other businesses is in the pipeline as we need to settle upon the right sustainable product attributes to capture and ensure we promote the right products, and don't become victims of greenwash by equally positioning the 'sustainability highlights' from all suppliers - some may have truly sustainable solutions, others may have marginal improvements. Both are important, and we need to consider how we best present this information.

### ❖ In your view what is the one innovation or change that is going to have the biggest impact on carbon or progress in our industry?

It's hard to pick one - I suppose if I don't state the obvious of finding solutions to decarbonise cement and steel, it would have to be "**Collaboration**": Working together across our industry will enable us to deliver low carbon solutions at pace. This may be working with suppliers to develop innovative products or it may be working with end users to understand how those sustainable products should be operated. Ultimately it's a challenge we have to work with our peers across the sector and, although it is being described as the 'Race to Zero', this is a race that we have to win together. As regards our own scope 1 and 2 carbon, the biggest challenge is the pace of change in the UK for low-carbon transport infrastructure and vehicle/fuel technologies - and the affordability of those. The first step in our opinion is

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the use of HVO fuel and the need for a distribution network and infrastructure for this fuel type.

### Questions to the emerging leader:

❖ What do your peers and wider employees within your company think about the businesses' approach to Net Zero?

We only officially published our Net Zero Carbon plan last month but early feedback from employees has been positive and the ambition of the company to achieve Net Zero Carbon status by 2035 has been welcomed. Taking a leading commitment on Net Zero Carbon should be something our employees can be proud of and we will be conducting awareness sessions over the coming weeks and months to ensure everyone understands their role in helping us meet our target.

❖ How are the younger generation within your business engaged in this?

I think, generally, the younger generation will be very interested in the Net Zero Carbon approach of the business, ultimately it's their future that is likely to feel the impact if we don't take action. It's imperative that we get their buy in and support in raising awareness of this global issue as they will help influence others to take similar action.

❖ What more do you think your business could be doing against the 9 priorities?

As a leader in our sector we have a real desire to influence and encourage others. This might be acting as a 'facilitator' between suppliers and customers and really driving engagement on NZC across the supply chain.

Innovation and the development of new low carbon products and materials will be crucial and given our resources we're keen to support where we can in bringing these products to the market.

As a large fleet operator the decarbonisation of our vehicles is a top priority and given the work involved we will be in a position to share any best practice that we implement with others. We are already engaging with providers of HVO to understand how we provide and develop a distribution infrastructure .

❖ A Youth Voice COP climate is being organised in Milan to bring together young people globally- what would be your key issue to raise?

A key issue would be **engagement** and how the business can ensure that we involve the younger generation in our future plans. Although we want all colleagues to be involved in our NZC journey, the younger generation can offer a lot in terms of how to effectively communicate, engage and ultimately deliver our NZC aspirations quicker. We can then take this knowledge and apply it to those outside of our business to really lead across the sector and beyond.

❖ What do you do in your daily life/job that makes a difference?

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The biggest part of my role is to make informed decisions that will impact the future of the business and a key part of that is empowering our employees to act more sustainably. As a key influencer in the business it's my responsibility to ensure we embrace the whole ESG agenda and encourage others in our sector to do the same.