



Sustainable Development Annual Report

2023-2024

Contents

Introduction by the London Fire Commissioner	3
About us.....	4
What we do.....	4
Our Vision for Sustainable Development	4
2023-25 Objectives.....	4
Policies and Plans	5
London Anchors Institute Network.....	5
Our Performance- 2023/24 Sustainable Development Annual Report	8
Prevention, Protection and Response	9
Health, Safety and Wellbeing	11
Equality and Social Inclusion	13
Environment and Climate Change	15
Economic Value.....	17
Ensuring that sustainability runs through all our activities	19
Appendix A: Progress against Sustainable Development Strategy Indicators	21
Appendix B: Sustainable Development Data Summary	24
Appendix C: Carbon Emissions Report 2023/24.....	27
Appendix D: LFB Carbon Emissions.....	32

Introduction by the London Fire Commissioner



I am pleased to introduce this year's Sustainable Development Annual Report and reflect on the continuing good progress the Brigade has made over many years on our Sustainability commitments.

In London we have seen first-hand the impact of climate change. Flooding and wildfire incidents we have experienced in the capital continue to increase in severity and frequency. This highlighted the importance in ensuring our senior leaders received carbon literacy training, which discussed and explored how climate change is affecting the Brigade and the actions we can take to minimise our impact on the environment.

We continue to reduce our overall carbon emissions, working towards our target of becoming carbon net zero by 2030 and have expanded our carbon emission reporting to include scope 3 emissions.

Through the Brigade's ongoing membership to the London Anchors Institute Network (LAIN) and collaboration in the Procurement, Hiring and Skills, Mentoring Young People and Green New Deal, Working Groups we are:

- working to help more Londoners from underrepresented backgrounds into good work and taking steps to better represent the diversity of London's communities
- improving the life chances and opportunities of London's most disadvantaged young people, through providing access to high quality mentoring and increasing the quality, quantity and sustainability of mentoring and youth services
- supporting inclusive economic growth by buying more goods and services from small and diverse businesses. Ensuring our purchasing power maximises benefits to Londoners and contributes to local economic resilience
- committing to reduce our carbon footprint and accelerate London's transition to net zero, tackling the climate and ecological emergencies

We have strengthened our commitments to leading the way on sustainability within the UK Fire & Rescue Service, we want to protect the London we love and to be trusted to serve and protect you.

We aim to minimise the devastating environmental impacts of fire whilst providing a first class prevention, protection and emergency response service for London. We will continue progressing the activities set out in this report to make London a more sustainable city, and ensure we continue to improve to better support the communities we serve.



Andy Roe
London Fire Commissioner

Introduction

About us

London's fire and rescue service is the busiest in the country and one of the largest firefighting and rescue organisations in the world, employing approximately 5,700 people; we recognise our influence on the fire sector.

We provide services across the Greater London area, serving London's 8.9 million residents, as well as those who work in or visit the city.

We are one of the organisations that comes under the Mayor of London and the Greater London Authority (GLA). The Fire, Resilience and Emergency Planning (FREP) Committee has been set up to scrutinise how the London Fire Commissioner is exercising their functions.

What we do

We respond to fires and other emergencies attending over 130,440 incidents in London in 2023/24 of which just over 12 per cent were fires and just under half were false alarms.

Fires result in considerable social, financial, and environmental impact, and the effectiveness of our prevention, protection and response activity plays a significant role in protecting the people of London. Home Fire Safety Visits (HFSV) and the fitting of smoke alarms save lives and reduces the number of fires and their devastating impact.

We engage with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies and influence and regulate the built environment to protect people, property, and the environment from harm.

Our Vision for Sustainable Development

We aim to be the leader on sustainable development within the UK Fire and Rescue Service.

2023-25 Objectives

Our Sustainable Development objectives as detailed in our Sustainable Development Strategy 2023-25, provide focus for achieving our visions, and actions to deliver these are set out in more detail in this document:

- To target London's most vulnerable people
- To target London's most high risk buildings
- To protect Londoners from highest risk incidents
- Protect and promote the health, safety and wellbeing of our staff
- Developing a diverse and inclusive workforce, supported by a diverse and inclusive supply chain, serving diverse communities
- Embed carbon zero principles, with particular focus on net zero by 2030, waste management and behavioural change
- Ensure that we have the capacity to respond to the challenges posed by climate change
- Protect the environment from harm through emergency response and how we deliver our service
- Support skills and employment for Londoners through the provision of apprenticeship opportunities

- Continually improve the social value obtained from the public money we spend
- Support our staff to ensure that sustainability runs through all our activities

Policies and Plans

The London Fire Brigade (LFB) has an established Sustainability Programme and produce an annual Sustainable Development report to set out our achievements and help define our goals for the year ahead, including associated audits. This is complemented by our commitment to our Sustainable Development Strategy 2023-25 (SD) which sets out how we intend to deliver on that principle and lead the way on sustainable development within the UK fire and rescue service.

The LFB's Single Environment Plan aligns with the Mayor's London Environment Strategy which sets out the key actions to deliver through to 2050. The single environment plan outlines objectives addressing the key issues affecting London, including, air quality, green infrastructure, climate change mitigation and energy, waste and adapting to climate change.

The LFB's core sustainability policy covers sustainable development; environmental, social, and economic pillars; and Responsible Procurement, covering social, economic and environmental issues, including ethical sourcing and fair employment. LFB also have an overarching environment policy, along with procedures covering the specific areas of energy conservation, waste management, pollution prevention and gardens.

London Anchors Institute Network

The pandemic exposed and exacerbated long standing inequalities within London, with those already familiar with unequal living standards hardest hit. It also highlighted the growing urgency of the climate emergency and the need to secure a green recovery¹

The London Anchors Institute Network (LAIN) was formed to lead London's recovery and mitigate the worst effected for those hardest hit. LFB are members of the Procurement, Hiring and Skills, Mentoring Young People and Green New Deal (Net Zero) working groups.

Since 2021 LFB has contributed to the following achievements through LAIN:

Hiring and Skills

LAIN members are working to help more Londoners from underrepresented backgrounds into good work and taking steps to better represent the diversity of London's communities at all levels of member organisations.

Group members have:

- provided over 4,000+ apprenticeships
- provided £2 million to support apprenticeships in small businesses by transferring the apprenticeship levy
- committed to fair pay, 160,000 Londoners work for members who are Living Wage employers. An additional 7,200 low wage Londoners received a pay uplift due to new commitments
- published organisational pay gaps and actions being taken to reduce them

¹ London Anchors Institute Network

Mentoring Young People

Since LAIN's creation in 2021, its members have collaborated with the Mayor's New Deal for Young People (NDYP) mission to improve the life chances and opportunities of London's most disadvantaged young people, through providing access to high quality mentoring and increasing the quality, quantity and sustainability of mentoring and youth services.

Procurement

The LAIN procurement working group aims to support inclusive economic growth by buying more goods and services from small and diverse businesses. Ensuring our purchasing power maximises benefits to Londoners and contributes to local economic resilience.

Group members have:

- signed contracts worth more than £1.75 billion with micro businesses and Small and medium-sized enterprises (MSMEs)
- awarded over 1,200 contracts to MSMEs
- hosted supplier events benefiting 100+ of London's smallest and diverse-led businesses produced and shared training for purchasing officers on supporting diverse-led businesses through procurement developed two bespoke guides for small and diverse businesses on social value and winning public sector contracts

Green New Deal

Together, members of LAIN's Green New Deal working group have committed to reduce their carbon footprint and accelerate London's transition to net zero, tackling the climate and ecological emergencies

Group members have:

- saved over 2.1 million tonnes of carbon emissions through decarbonisation projects ranging from developing new infrastructure and retrofit activities such as installing new low-carbon heating and power systems, to electrifying their fleet and tackling food waste
- trained more than 5,200 employees in carbon literacy or environmental sustainability
- identified 71 buildings from across their estates to retrofit
- secured £130million+ of funding for decarbonisation projects across the city

Key Achievements for 2023/24

- In 2023/24 emissions reduced by a further 2.6 per cent from the previous year to -12.4 per cent from our baseline year of 2020/2021
- LFB have expanded a pilot trial to run existing vehicles on Hydrotreated Vegetable Oil (HVO) as a "steppingstone" carbon reduction solution for LFB whilst it continues to operate existing diesel vehicles
- LFB have increased their staff engagement and training through their waste contract commitments, resulting in an increase to the overall recycling rate of 65 per cent from 62 per cent
- LFB have reviewed their carbon emission reporting to include some scope 3 emissions. A detailed report can be found in appendix C
- Continual improvement of the LFB's Environmental Management System (EMS) to the ISO:14001 standard has seen an additional 4 fire stations being included to the scope in 2023
- Total Direct & Indirect Spend with Small and Medium Enterprises (SMEs) was 34.2 per cent, SME spend increased during 2023/24, key supplier spend with SMEs has increased, due to increased levels of engagement from suppliers and data submission
- The number of workers in LFB's supply chain receiving the London Living Wage (LLW) has increased from 181 to 268
- LFB increased its supply-chain apprenticeship starts to 234 in 2023/24
- 100 per cent of high-risk projects have a Sustainable Development Impact Assessment (SDIA) completed

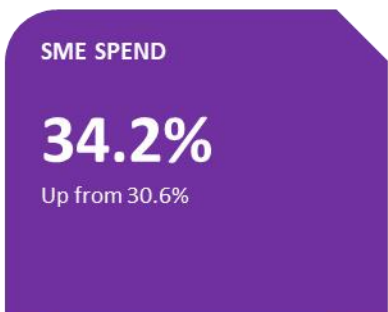
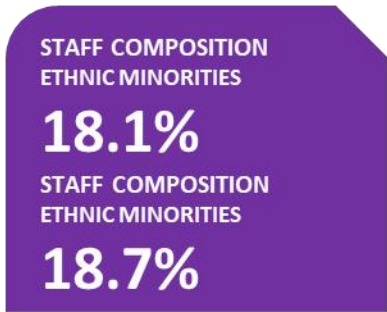
Our Performance

This report highlights LFB's performance against the objectives of our Sustainable Development Strategy and our sustainable development framework. More detailed performance data on Inclusion, Fire Safety, and Health Safety and Wellbeing, including previous years are available through the [London Data Store](#).

Our key sustainability performance is summarised by 13 indicators on page 7 of the report.

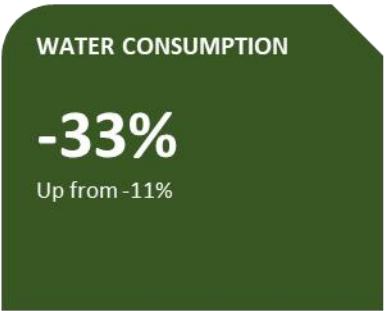
The figures provided in the performance summary chart and the body of this report are annual performance. ▼▲► show progress against last year's figures, ✓✖ indicate progress against targets, red is negative, and green is positive.

Our Performance- 2023/24 Sustainable Development Annual Report



KEY

Red	Prevention, Protection & Response
Blue	Health, Safety & Wellbeing
Orange	Economic Value
Purple	Equalities & Inclusion
Green	Climate Change & Environment



Prevention, Protection and Response

Our Objectives

To target London's most vulnerable people

To target London's most high-risk buildings

To protect Londoners from highest risk incidents

Our Performance

Number of triages via our Online Home Fire Safety Checker: **13,099** ▲*

High risk home fire safety visits: **55.5%** ▲*

Station time spent on prevention activity: **11.91%** ✓

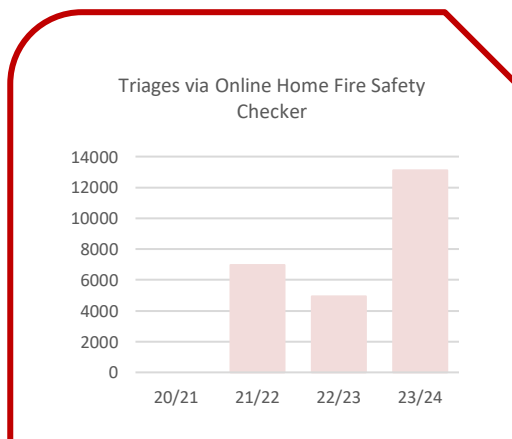
Station time spent on protection activity: **2.84%** ✓

Number of fire deaths: **38** ▼

Number of fire injuries: **722** ▼

Number of fires (Flats / Houses & Bungalows / Care homes): **3,906** ▼

Our primary role is to prevent fires; protect people, property and the environment through regulating the built environment; and respond to emergencies. Delivering this work effectively is the most significant contribution we can make to improve the wellbeing of Londoners, to reduce the environmental impacts of fires, and their often devastating economic impact. This also reduces the risks to our staff responding to fires and our use of resources.



Our primary role is to prevent fires; protect people, property and the environment through regulating the built environment; and respond to emergencies. Delivering this work effectively is the most significant contribution we can make to improve the wellbeing of Londoners, to reduce the environmental impacts of fires, and their often devastating economic impact. This also reduces the risks to our staff responding to fires and our use of resources.

Prevention, Protection and Response are three statutory services which combine in an integrated way to keep London safe. We deliver a range of these services which aim to prevent fires and other incidents and mitigate the impact of all risks on London's communities.

The LFB made changes in the way we prioritise risk and who receives an in-person Home Fire Safety Visits (HFSV).

The new approach to HFSVs has been live since April 2023, under the new approach, people who meet the criteria for Very High-Risk are prioritised for an HFSV within four hours, in line with Safeguarding guidelines; High-Risk within a week and medium risk within a month. Low-risk people are now referred to our upgraded Home Fire Safety Checker (HFSC).

Recent Highlights

- The launch of the new HFSV strategy in April 2023 saw an uptake of the home fire safety checker as it becomes the primary intervention for lower risk homes
- LFB is the busiest fire and rescue service in the UK, taking nearly a quarter of all fire and rescue calls made nationally. LFB is proud that it continues to have the best average attendance times in the country despite the challenges of London's crowded and complex environment. We have consistently met the attendance targets across all measures
- The number of care home fires is currently reporting as being less than LFB had predicted, which is welcome and may reflect the level of activity across all boroughs to try and reduce this risk. However, this remains an area of concern for LFB

- We continue to monitor emerging fire trends from lithium ion batteries, particularly those in E bikes and scooters, which have resulted in 3 deaths. The LFB is developing its response to this risk and our #ChargeSafe campaign is raising awareness of the risks associated with lithium batteries with both communities and stakeholders
- After ten years of hard work and £1.1 million investment from the Mayor of London we have now completed our fire cadet implementation project. This landmark means we are now able to offer young people from every London borough (including the City of London) the opportunity to join a Fire Cadet unit



ISAR Team in Morocco

Six operational staff members were deployed to Morocco as part of a 60 strong UK-ISAR team.

They undertook needs assessments in remote village areas to determine immediate priorities in terms of rescue, medical support, water, food and shelter. The team in Morocco were faced with low level housing spread over a vast rural area.

Health, Safety and Wellbeing

Our Objective

Protect and promote the health safety and wellbeing of our staff

Our Performance

Number of safety Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR): **71** ▼*

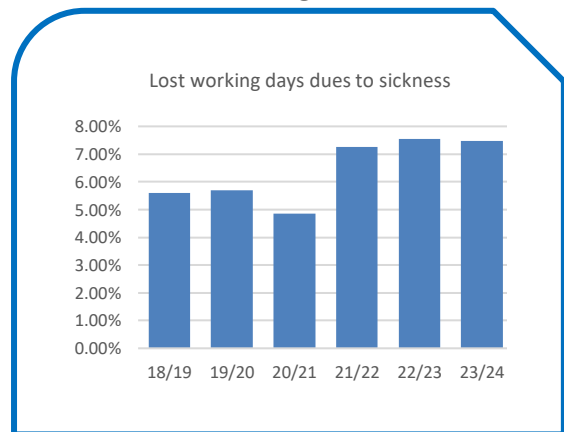
Staff sickness - shift/days lost: **7.47%** ▼*

Managers who have completed training: **80.32%** *

Health and Safety is an important issue for the UK, in 2022/2023 in the UK, 1.8 million working people suffering from a work-related illness, of which: 875,000 workers suffering work-related stress, depression or anxiety and 473,000 workers suffering from a work-related musculoskeletal disorder. 35.2 million working days lost due to work-related illness and workplace injury.²

At the LFB in 2023/24, We have seen a decrease in lost working days due to sickness. Stress, Anxiety and Depression (SAD) has been the greatest cause of absence in Control and FRS staff, with Musculoskeletal the greatest cause for Operational staff.

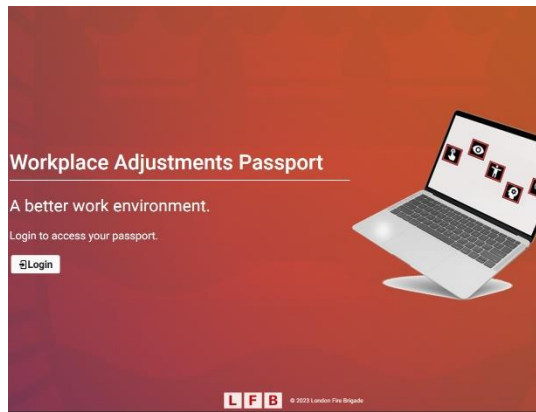
The LFB Wellbeing Team have been working to explore causes of SAD absence with a view to provide a more evidence based delivery of wellbeing service provision and exploring further support required.



Recent Highlights

- LFB supervisory and middle leaders receive leadership training, at the end of 2023/24, 3,024 staff had received this training; this equates to 80 per cent of those we had planned to train by this time
- Walk and Talk 999 continue to expand and run outdoor walks for men to come and talk about their mental health in a non-judgemental and supportive environment
- LFB have a goal of having 1 Mental Health First Aider (MHFA) per watch, per department or per team and are committed in upskilling current employees by giving them opportunities to train and contribute to the wellbeing of all our staff
- Our Wellbeing Dog team is expanding, with 10-12 dogs with handlers currently. The LFB Wellbeing Dogs visit stations to lower stress levels and provide a positive respite from whatever staff may be experiencing at work or at home. They also allow their handlers to encourage conversations around mental health, to support anyone who may be struggling and to raise awareness of what support is available and how to access it

² HSE annual work-related ill health and injury statistics for 2022/23



Workplace Adjustments Passport

A new workplace adjustment passport app was launched in 2024.

The passport is a way for employees to share their wellbeing status with line managers, so they are aware of any necessary workplace adjustments required. This is to ensure that all employees are fully supported and can perform to the best of their abilities in the workplace.

Equality and Social Inclusion

Our Objective

Developing a diverse and inclusive workforce, supported by a diverse and inclusive supply chain

Our Performance

Staff who are from black, Asian and other ethnically diverse communities: **18.07%** ✖

Staff who are female: **18.69%** ✖

Staff who are disabled: **8.76%** ✖

Pay gap- gender: **-0.40%** ✔

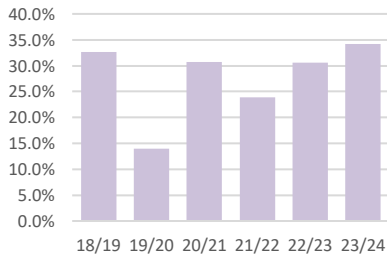
Pay gap- ethnic diversity: **-0.73%** ✔

Pay gap- differently abled: **-0.78%** ✔

Spend with SMEs: **34.2%** ▲✔

Undisputed SME invoices paid in 10 days: **81%** ▼✖

Spend with SMEs (direct and indirect spend)



As a public body we have a legal duty to advance equality of opportunity and eliminate discrimination to our staff, if we are to provide the world class fire service we aspire to, we also need to understand the varied and changing needs of the diverse communities in London. Removing barriers to equality also brings about further opportunities by enabling our existing and future staff to reach their full potential.

In April 2023, all 33 draft Borough Risk Management Plans (BRMPs) were published on our website with engagement continuing in local communities,

meeting with partners to further develop the plans. The BRMPs are an important milestone for the LFB, they not only demonstrate our desire to be linked to, and reflective of, the characteristics of our local communities within London and their individual profiles and differing needs but they also directly address the Independent Culture Review recommendation that: "Borough Commanders should build a better understanding of and closer relationships with their local communities which should include learning from them and seeking the input of diverse staff and the communities themselves."

The LFBs Positive Improvement Team aim to improve the daily experience of coming to work for all LFB staff, to encourage departments to talk to one another and network more. To help staff to overcome the barriers they face with regards to progressing their careers or moving to a different area within LFB. The team has representatives from Women in the Fire Service (WFS), the Women's Action Committee (WAC), Black and Ethnic Minority Members (B&EMM), Asian Fire Service Association (AFSA), LGBT+, Emerald Society and the Neurodiverse support group.

Further Women's seminars have taken place, with an interactive workshop on work/life balance and neurodiversity and how it affects women. The seminars facilitate networking opportunities and cover topics including Menopause and Menopause Related Absence (MRA) support and Coaching and mentoring opportunities.

More than a third (34 per cent) of the UK business population can be found in London and there are approximately 1.047 million SMEs in London³, which account for 99.8 per cent of all businesses in the capital. LFB have continued to meet it's targeted spend with SME's and have further calculated their direct spend with London based SMEs through the commitments with the London Anchors Institute Network (LAIN).

Recent Highlights

- Total direct & indirect spend with SMEs increased during 2023/24 to 34.2 per cent
- 8build the SME contractor working on the Plumstead Fire Station redevelopment has an SME spend with their suppliers of 100 per cent and took part in a case study video for the London Anchors Institute Network (LAIN), screened at the London conference at City Hall
- Improved monitoring for SME invoices paid within 10 days has been implemented, to identify anomalies and resolve these in a more effective timescale



Celebrating Black History Month

Several events took place through the month of October to celebrate black history month. It started at Islington fire station with an African/Caribbean themed open day. The African Caribbean Leukaemia Trust were on hand to collect cheek swabs to be registered on the worldwide database of potential stem cell donors.

One of the most popular events was LFB's Hidden Heroes talk at headquarters. Hosted by our Fairness and B&EMM Equality Support Groups, held in honour of the Windrush Generation.

³ Department for Business & Trade- UK business statistics 2023

Environment and Climate Change

Our Objectives

Embed carbon zero principles, with particular focus on net zero by 2030, waste management and behavioural change

Ensure that we have the capacity to respond to the challenges posed by climate change

Protect the environment from harm through emergency response and how we deliver our service

Our Performance

Total CO2 tonnes: **9,234.47** ▼✓

Percentage reduction in CO2: **-12.4%** ▼✓

Amount of energy generated through renewable resources: **13%** ▲

Fleet which is Zero Emission Capable: **15%** ▲✓

Percentage of waste recycled: **65%** ▼*

Total Water consumption (m3): **56,973.44** ▼✓

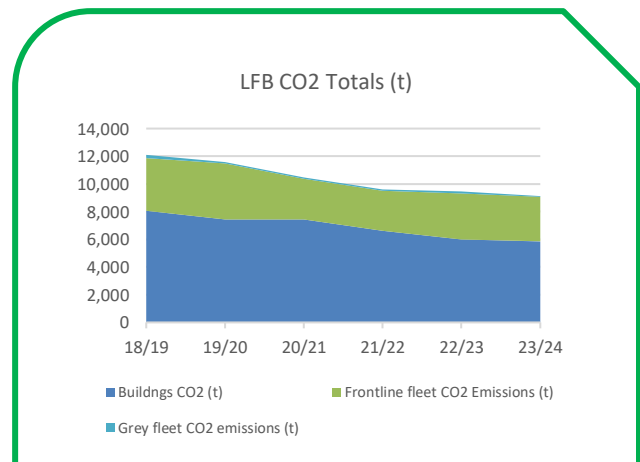
Green spaces/gardens throughout the LFB estate: **22%** ▲

Number of contracts over £5m in value to include organisational carbon management plans in line with 2050 targets: **3** ▲

The Mayor of London's ambition for London is to be a zero carbon city by 2030 and has set out how the GLA intends to tackle climate change in the London Environment Strategy, including climate change mitigation, how we must adapt to a changing climate and reducing carbon through moving towards a low carbon circular economy. This report now includes a dedicated Carbon Report, as detailed in Appendix C and D.

Water is a critical resource for the LFB as our primary fire fighting method and the long-term water security of London is an increasingly pressing issue, with hosepipe bans becoming a more regular occurrence. LFB are taking steps to reduce our water consumption throughout the LFB estate.

It's widely recognised that global patterns of consumption are causing significant environmental damage and key natural resources are being rapidly depleted, impacting long-term economic growth and sustainability.



Following the unprecedented temperatures in 2022 it became clear that our welfare equipment and procedures are not sufficient to mitigate the impact of working in 40C heat. The changes made following 2022's heatwave-related fires include providing 'bucket hats', new wildfire training for firefighters and the roll out of 'holey hoses' to tackle wildfires during very hot weather. In addition, a new 4x4 vehicle has been purchased and located at Biggin Hill Fire Station. Due to its rural location and hilly terrain a vehicle with four-wheel drive capability enables crews to continue their journey to an incident if other standard attending appliances are unable to. This is particularly important during

inclement and extreme weather conditions, such as flooding, snow, mud or ice. In hot weather the vehicle will support our crews at grass fires.

Recent Highlights

- In 2023/24 Carbon emissions reduced by a further 2.6 per cent from the previous year to - 12.4 per cent from our new baseline year of 20/21
- LFB are rolling out the use of Hydrotreated Vegetable Oil (HVO) as a "steppingstone" carbon reduction solution for LFB whilst it continues to operate existing diesel vehicles
- Continual improvement of the LFB's Environmental Management System (EMS) to the ISO 14001 has included an additional 4 fire stations being included to the scope in 2023
- Crews at Wennington have begun trialling new wildland firefighting PPE. The pilot, is part of the evaluation process as LFB look to provide alternative PPE suitable for a specific range of incidents which will increase comfort, provide protection against burn injuries, and reduce the likelihood of heat stress
- The LFBs preparations for flash flooding equipment including inflatable boats and life jackets are available on front line appliances and fire rescue units. On-going prevention work has been carried out to advise the public about flood risks, especially to those living in the capital's basement flats

New 'Holey Hoses' to tackle wildfires



LFB unveiled its brand new firefighting equipment to tackle the increasing risk of wildfires following record-breaking extreme weather.

The Holey Hose is a new tool the LFB hopes will help restrict the amount of damage caused by these fires. It is a type of fire service hose which has pre-prepared holes that creates a curtain of water reaching up to two metres high. When a fire is spreading across land, the hose will be deployed to protect life and property. This hose can be called upon in addition to existing equipment such as traditional firefighting hose and beaters.

Economic Value

Our Objectives

Support skills and employment for Londoners through apprenticeship opportunities.

Continually improve the social value obtained from the public money we spend.

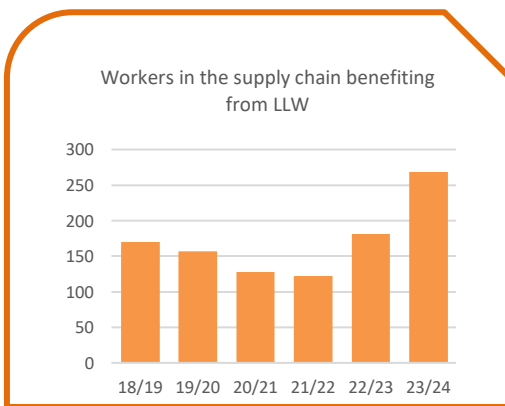
Our Performance

Budget Submission SDIAs completed: **22%** ▲*

Number of workers in the supply chain benefiting from the London Living Wage (LLW): **268** ▲

Apprenticeship starts in LFB or on our contracts: **234** ▲

The Modern Slavery Act 2015 sets out further requirements to review our suppliers' practices, the LFB produces and publishes a Modern Slavery Statement to demonstrate best practice as a responsible and transparent organisation and in line with the Mayor's Responsible Procurement policy to which it is a signatory.



More Londoners living in poverty are in working households than in workless households. This has been consistently the case for the last decade. In 2023/24 930,000 people in poverty are living in working households⁴. This demonstrates the ongoing importance of applying London Living Wage (LLW). By committing to pay the Living Wage more than 52,000 Londoners on the lowest incomes have received pay rises, this reduces staff turnover and produces a more motivated and productive workforce.

The Mayor of London has committed to using the GLA Responsible Procurement Policy and Implementation Plan

to drive up pay and conditions in companies paid to deliver services for London. The Mayor's Good Work Standard sets the benchmark for good employment practice in London and represents the standard the Mayor would like all employers to aim for and achieve. It covers fair pay, requiring payment of the London Living Wage, health and wellbeing, skills and progression, diversity, and recruitment.

Recent Highlights

- In 2023, a contractual clause was introduced at LFB, mandating new suppliers on specific contracts to start the Good Work Standard accreditation process within an agreed period
- Apprenticeships are a productive and effective way to grow talent and develop a motivated, skilled, and qualified workforce, providing a cost-effective way of nurturing young talent, and helping to address skills shortages. LFB increased our supply-chain apprenticeship starts to 234 in 2023/24
- We continue to require all our contractors to pay their staff working on our premises the London Living Wage or higher, meeting the Living Wage Employer terms as a Living Wage Employer

⁴ London's Poverty Profile- Trust for London

- The SDIA process has been integrated in to the governance route for all investment and saving proposals, with detailed business cases required to provide commentary on sustainability within the report. This ensures that sustainability considerations are taken into account, and set in financial context, as part of decision making underpinning the annual budget report



Plumstead Redevelopment with 8Build

The London Fire Brigade worked with a London Based SME 8Build, to redevelop one of our Grade II listed Fire Stations Plumstead.

Early engagement with 8Build ensured investment in local labour and local management, including a 100% spend with London based SME's. The project has also been able to take on many apprentices and graduates.

Green technologies at Plumstead include solar panels, an air source heat pump, removal of gas to electric and LED lighting.

Ensuring that sustainability runs through all our activities

Our Objective

Support our staff to ensure that sustainability runs through all our activities

Our Performance

Project SDIAs completed: **100%** ▲✓

Policy SDIAs completed: **88%** ▲*

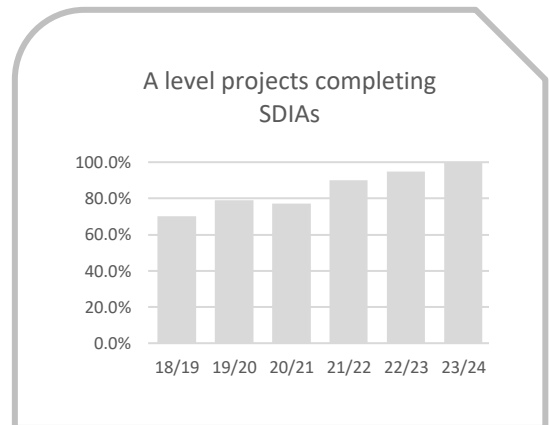
Staff who have completed Environment Matters Training: **35%** ▲*

Staff completed Carbon Impact training: **5%** ▲*

LFB's intention is to ensure that sustainability runs through all our activities it should become part of our standard way of working, across all that we do. Sustainable development is a process of continual improvement, picking up on changes in legislation, compliance, technology, and risk. We continually evaluate our performance, review, and update our practices, raise awareness amongst our staff and support them to take action in their roles.

The Sustainable Development Impact Assessment (SDIA) process provides assurance that LFB is meeting its compliance obligations and fulfilling our LFB and Mayoral targets, policies, and strategies to reduce environmental impact and deliver more sustainable outcomes. This forms part of the controls of our certified EMS.

LFB has operated a Brigade wide certified EMS to the ISO 14001 Standard since September 2014, as a result of audits conducted in July and August 2023 recertification has been approved for the next three years and four additional fire stations to be added to the scope of the EMS. The ongoing Fire Station audits provide degree of control scores (against environmental risks). Overall, 4 stations improved their degree of control, 4 declined and 6 stayed the same. All but one station received a score of three or above, with two stations achieving excellent. Common minor findings relate to diesel fuel spills and hazardous waste not being stored and disposed of correctly.



Recent Highlights

- 100 per cent of high-risk projects have a SDIA completed
- A New Carbon Literacy training was developed and delivered to all senior leaders, with a shorter course in development for staff
- There has been an increase in staff uptake completing the Environment Matters training, with this course now mandatory for all new starters, both FRS and Operational staff



Carbon Literacy Training Course

Carbon Literacy Training

A carbon literacy training course has been delivered to senior leaders by LFB's Sustainable Development team. The course covered modules including climate change, carbon footprint, and policies.

The course enables improved assessment and scrutiny of the impacts of future programmes, ensuring business decisions support LFB's ability to achieve carbon net zero.

Further courses are being developed for all staff groups.

Appendix A: Progress against Sustainable Development Strategy Indicators

This is split across the 6 main groupings of indicators as follows:

Indicator	Overarching Plan/Strategy	Target performance	2023-24 Progress	
Prevention, Protection and Response				
Number of triages via our Online Home Fire Safety Checker ¹	CRMP	15,000 triages	13,099	▲ ✘
Percentage of high risk home fire safety visits ²	CRMP	60%	55.50%	▲ ✘
Station staff time spent on prevention activity	CRMP	10%	11.91%	✓
Station staff time spent on protection activity ³	CRMP	5%	2.84%	✘
Number of fire deaths	CRMP	50-5 year rolling average	38	▼ ✓
Number of fire injuries	CRMP	1,000- 5 year rolling average	722	▼ ✓
Number of fires in houses & bungalows	CRMP	1,700 per annum	1,462	▼ ✓
Number of fires in flats	CRMP	2,400 per annum	2,201	▼ ✓
Number of fires in care homes	CRMP	330 per annum	243	▼ ✓
<p>1. Home Fire Safety Checker (HFSC) triages are a critical measure for the LFB, because triages underpin LFB's strategy to focus resources on those at greatest risk. January 2024 saw the highest number of triage completions since the launch of the checker at 1,469. LFB are aiming to further increase triages through a combination of measures, including continued investment in paid-for public digital campaigns, as well as optimisation of the checker.</p> <p>2. LFB's delivery of and prioritisation of high-risk home fire safety visits (HFSVs) has been recognised in the recent His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) lifting of a 'cause of concern', with positive recognition that the LFB's whole approach to prevention and HFSVs has changed, making the most vulnerable safer. This has led LFB to set a more challenging target of 60 per cent of all HFSVs to be undertaken at high-risk properties. LFB is currently just short of this target; however there has been positive improvement compared to the previous financial year following the introduction of the new Home Fire Safety Strategy. LFB are taking a new, more sophisticated, approach to targeting those at risk, including leveraging referrals from partner agencies and use of geodemographic risk data. LFB expect that this will have an impact on this metric in the future as this approach becomes further embedded.</p> <p>3. LFB has recently updated the calculation for station staff time spent on Protection activity making reporting more accurate and including the relevant categories. Due to changes in calculations, visual audits have been removed from Protection and included under Prevention. LFB has been below the existing target for the last financial year, averaging performance of just under 3 per cent.</p>				
Health, Safety and Wellbeing				
Number of safety Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) ⁴	CRMP	59 per annum	71	▼ ✘
Lost working days due to sickness	CRMP	5.75%	7.47%	▼ ✘
Percentage of managers who have completed training ⁵	CRMP	95%	80.32%	✘
<p>4. The target for injuries reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) for 2023-24 has not been met (71 versus a target of 59). Common themes in injuries are identified and organisational actions are taken where appropriate, which includes the recent roll out of analytical risk assessment, a staff survey relating to safety culture, manager communication on specific safety issues to the work force and focused internal safety campaigns.</p> <p>5. LFB supervisory and middle leaders receive face-to-face leadership training, with the aim of supporting their development, improving culture and addressing the recommendations laid out in the Grenfell Tower Inquiry Phase 1, LFB Culture Review and HMICFRS inspection. Due to the introduction and roll out of the new LFB Values there was a decrease in performance against this target</p>				

Equality and Social Inclusion				
Staff Composition- percentage of our staff who are from black, Asian and other ethnically diverse communities ⁶	CRMP	19%	18.07%	✘
Staff Composition- percentage of our staff who are female ⁷	CRMP	20%	18.69%	✘
Staff Composition- percentage of our staff who are disabled ⁸	CRMP	10%	8.76%	✘
Pay gap (gender) demonstrating continuous improvement with long term goal of equal pay	CRMP	+/-3%	-0.40%	✓
Pay gap (ethnic minority), demonstrating continuous improvement with long term goal of equal pay	CRMP	+/-3%	-0.73%	✓
Pay gap (differently abled), demonstrating continuous improvement with long term goal of equal pay	CRMP	+/-3%	-0.78%	✓
Spend with SMEs (direct spend), demonstrating an improvement towards the long-term target of 33%	CRMP	20%	25.7%	▲ ✓
Spend with SMEs (direct and indirect spend)	GLA RPIP	30%	34.2%	▲ ✓
Undisputed SME invoices paid in 10 days ⁹	GLA RPIP	90%	81%	▼ ✘
<p>6. LFB has continued to improve the ethnic diversity of the staff it recruits this quarter and is close to meeting this target. It should be noted that there is disproportionate under representation of staff from Black, Asian and other ethnic groups at higher grades, and an over representation at lower grades. The Leadership Academy have launched a group coaching programme which covers Employability Skills, Mentoring Skills, Change Management and Self-Awareness Mindtools. Whilst everyone is welcome to attend, they are targeted at underrepresented groups, to provide support for career progression.</p> <p>7. LFB has continued to improve the number of women it recruits and is close to meeting the target. It should be noted that there is disproportionate under representation of women at higher grades, and over representation at lower grades. LFB continues to support and work with equality support groups such as Women in the Fire Service and FBU's Women's Action Committee</p> <p>8. LFB is close to meeting this target and analysis will be undertaken to understand why numbers of staff declaring a disability has slightly declined. Several positive actions are already in place to correct this, for example is the new approach to monitoring disability which takes a more person-centred, practical approach to how their disability impacts them.</p> <p>9. The number of undisputed Small and Medium Enterprises (SMEs) invoices paid in 10 days decreased in Q2 causing a reduction overall in 2023-24, LFB consistently achieves this target however, this is now monitored on a monthly basis to review any significant changes.</p>				
Environment and Climate Change				
Total CO2 tonnes	CRMP	Net 0 by 2030	9,234.47	▼ ✓
Percentage reduction in CO2	CRMP	Net 0 by 2030	-12.4%	▼ ✓
Amount of energy generated through renewable resources	SD Strategy	Continual improvement	13%	▲ ✓
Percentage of our Fleet which is Zero Emission Capable	SD Strategy	Continual improvement	15%	▲ ✓
Percentage of waste recycled ¹⁰	SD Strategy	80%	65%	▼ ✘
Total Water Consumption (m3)	SD Strategy	Continual reduction	56,973.44	▼ ✓
Green spaces/gardens throughout the LFB estate ¹¹	SD Strategy	90%	22%	▲ ✘
Number of contracts over £5m in value to include organisational carbon management plans	SD Strategy	N/A	2	▶
<p>10. LFB's recycling rate is increasing. To improve this, increased training and station audits are being delivered by Bywater's as a contractual requirement. General waste bins are being swapped out for increased recycling bins across the LFB sites.</p> <p>11. Gardens and Green spaces across the LFB estate continue to increase, a newly implemented garden application process has been embedded into the LFB Gardens policy.</p>				

Economic Value				
Budget Submission SDIAs completed ¹²	SD Strategy	100%	22%	✘
Number of workers in the supply chain benefiting from the London Living Wage	GLA RPIP	Continual improvement	268	▲
Annual apprenticeship starts in LFB or on our contracts	GLA RPIP	Continual improvement	234	▲
Ensuring that sustainability runs through all our activities				
Project SDIAs completed	SD Strategy	100%	100%	▲ ✓
Policy SDIAs completed ¹³	SD Strategy	100%	88%	▲ ✘
Percentage of Staff who have completed Environment Matters Training	SD Strategy	100%	35%	▲ ✘
Percentage of Staff completed Carbon Impact training ¹⁴	SD Strategy	100%	5%	▲ ✘
<p>12. The Sustainable Development Impact Assessment SDIA completion rate for budget submissions is continuing to rise. This new process is being embedded into the LFB SDIA Policy and further training is in development to increase awareness.</p> <p>13. The SDIA completion rate for policies has increased this year, with further training being developed to increase awareness.</p> <p>14. The number of staff training in Carbon Literacy continues to increase. All senior leaders have now been trained and staff training has commenced. Further opportunities for computer based training are being explored to increase staff uptake in this area.</p>				

Appendix B: Sustainable Development Data Summary

Environment and Climate Change					
Buildings Resource Use Data	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Actual cost of energy (£m)	1.8	2.30	2.24	3.92	6.01
Total energy consumption (GWh)	36.1	38.3	35.1	31.72	30.73
Total floor area (m ²)	143,852	168,732	168,732	155,539	155,539
Electricity (GWh)	11.25	11.49	11.20	10.64	11.15
Gas (GWh)	24.8	26.8	23.9	21.08	19.58
Water Consumption (m ³)	176,677	101,568	96,426	85,542	56,974
Onsite renewable energy %	9%	10%	11%	11%	13%
Onsite renewable energy kWp	1,001,189	9,247,000	1,116,045	2,046,164	1,518,307
Fleet Data	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Total No. LFEPA vehicles	463	433	424	418	423
% Zero Emission Capable	14%	12%	13%	14%	15%
Diesel fuel frontline fleet (Mlitres)	1,249	1,129	1,096	1,264	1,226
Petrol fuel frontline fleet (Mlitres)	23.0	20.16	18.30	19.8	15.2
Grey fleet miles	450,694	376,994	364,278	430,496	400,156
Air Travel	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Miles Travelled	167,541	5,304	184,420	39,268	150,578
Waste & Recycling	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Mixed recycling (t)	298	275	242	247	295
Food waste recycled (t)	268	262	233	198	238
Waste to energy (t)	270	291	295	277	292
Hose recycled (t)	5	3	1.7	1.9	2.7
Fire Fighter Charity Donations (£k)	51.9	76	63.7	44.7	64.7
Recycling rate (%)	67.8%	64.8%	61.7%	61.6%	64.6%
Total Waste produced (tonnes)	837	828	770	722	825

Environmental Incidents	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Suspected Hazmat incidents	5,395	4,345	4,200	4,814	5,239
HMEPO incident attendance	990	897	780	924	1,036
Weather related flooding	507	686	1,992	658	489
Grass fires	3,098*	4,262	2,657	5,205	3,288
Significant Spills at our premises	1	1	0	0	0
Near misses recorded at our premises	0	0	0	155	258
Ride To Work	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
How many scheme users for the financial year	294	234	54	N/A	N/A
Staff travel	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
The percentage of normal commuting trips carried out by staff (excluding operational staff on the flexi duty system) made on foot, by cycle or using public transport	N/A	N/A	N/A	42%	N/A
Economic Value	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Apprenticeship starts	277	237	232	228	234
Apprenticeship starts through LFB contracts	16	11	6	18	17
Number of workers in the supply chain benefiting from the London Living Wage	157	128	122	181	268
Budget Submission SDIAs completed	N/A	N/A	N/A	20%	22%
Ensuring that sustainability runs through all our activities- Performance data	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
A level projects completing SDIAs	79.0%	77.0%	90.0%	95.0%	100.0%
Policies completing SDIAs	99.0%	99.0%	98.5%	86.0%	88.0%
Staff who have completed Environment Matters Training	720	188	150	93	175
Health, Safety & Wellbeing	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Lost working days dues to sickness	5.70%	4.90%	7.26%	7.54%	7.47%
% of trainee firefighters: Ethnic minorities	13.50%	33.30%	47.00%	20.61%	16.80%
% of trainee firefighters: Women	16.70%	22.80%	37.50%	28.07%	11.20%
Number of safety Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)	56	49	54	75	71
Vehicle Events	434	349	481	500	449

Equalities & Social Inclusion	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Undisputed SME invoices paid in 10 days	97.20%	97.55%	93.70%	88.09%	81.38%
Spend with SMEs (direct spend), demonstrating an improvement towards the long-term target of 33%	13.00%	13.00%	15.00%	20.00%	25.65%
Spend with SMEs (direct and indirect spend)	13.93%	30.70%	23.88%	30.59%	34.23%

Appendix C: Carbon Emissions Report 2023/24

LFB's Carbon Zero Strategy was produced in 2022. This strategy provides a detailed account of the LFB's modelling and analysis underpinning the latest LFB carbon footprint and the trajectories to net zero. It lays out the 6 principles that will be applied across two phases to achieve the net zero definition 'When the amount of carbon emissions associated with the buildings operational energy on an annual basis is zero or negative, A net zero carbon building is highly energy efficient and powered from on-site and/or off-site renewable energy sources, with any remaining carbon balance offset.'⁵

In 2023 a working group was set up through the Emergency Service Environment and Sustainability Group (EESG) to develop a shared and consistent approach for GHG emissions' accounting methodology for the organisations in the emergency services sector to aid reporting, fostering greater standardisation and comparability and adoption of best practice.

The approach to emissions' reporting within the LFB Carbon Emissions Report is in line with the Greenhouse Gas Protocol and reporting principles applied to the UK private sector (through Streamlined Carbon and Emissions Reporting requirement and, previously, Carbon Reduction Commitment).

Organisational Boundary

The organisational boundary for the LFB Carbon emissions reporting has been established using one of 3 organisational boundaries as defined in the Environmental Reporting Guidelines for companies:

- **Financial Control:** The LFB would report on all sources of carbon emissions over which it has financial control. LFB would be deemed to have financial control over a site if it has the ability to direct the financial and operating policies of the service with a view to financially managing its activities, e.g., setting budgets or managing expenditure
- **Operational Control:** The LFB would report on all sources of carbon emissions over which it has operational control. The LFB would be deemed to have operational control over a site if it has full authority to introduce and implement its operating policies. We are aware that at around 10 per cent of sites LFB do not have full operational control
- **Equity share:** The LFB could account for GHG emissions from operations according to its share of equity in the operation

As 100 per cent of energy consumption at sites is paid for by LFB, the **Financial Control** approach to emissions consolidation has been selected as the most appropriate.

Baseline Period

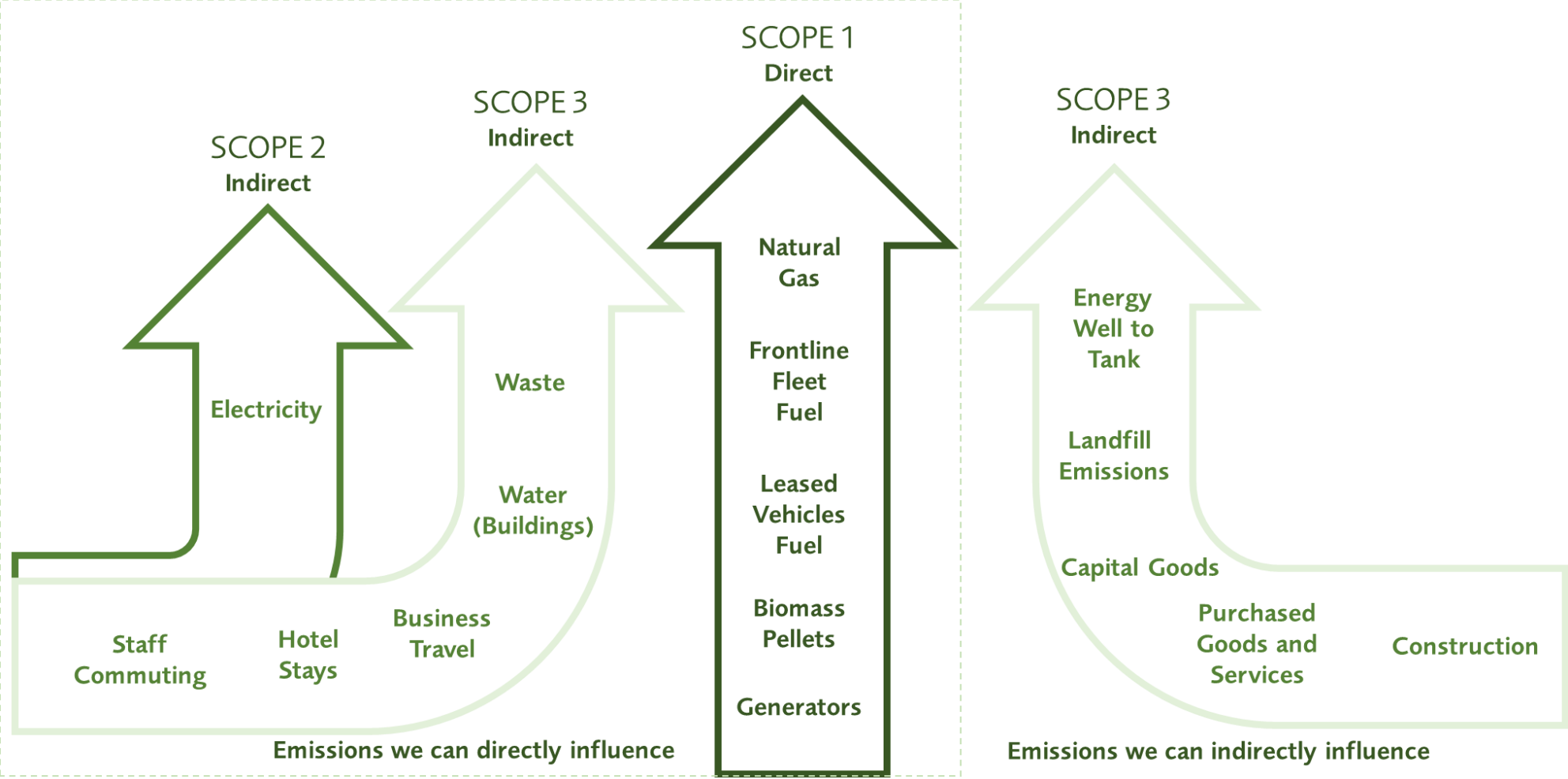
The baseline for total Carbon emissions is key to establish the starting point from which ongoing success will be measured. To align with LFB financial reporting, this has been selected as April 2020 to March 2021.

Emissions Scope

This report will cover CO₂ emissions from the following scopes in accordance with methodologies laid out in the Greenhouse Gas Protocol, this is detailed in the scope diagram below.

⁵ UK Green Building Carbon Framework

LFB Carbon Emissions



Scope 1 – All direct emissions from the activities of London Fire Brigade or under our control

Emissions included from the following inputs make up the total Scope 1 direct emissions for LFB:

- Natural Gas
 - Building consumption
- Other Heating fuels
 - Biomass pellets
- Petrol and Diesel fuel consumption from company owned non-electric vehicles
 - Including all road transport, appliances, and boats
- Diesel Generator Data - not available
 - No data is currently available, so this has been estimated based on allowing for a typical monthly test run on a generator
- Fugitive Emission Data – not available
 - No data is currently available, so this has been estimated based on the assumption of around 60g of R410A leakage per year for all sites with air conditioning units and the possibility of a major leak of around 5kg per year

Scope 2 – Indirect emissions from electricity purchased and used by London Fire Brigade or under their control.

Emissions included from the following inputs make up the total Scope 2 indirect emissions for LFB:

Electricity Consumption from:

- Building consumption
- On-site EV charging from LFB owned charge points
- Off-site EV charging from 3rd party owned public charge points

Scope 3 – Indirect emissions within LFB's value chain, which often constitute a significant portion of organisational emissions (frequently up to 70-80 per cent).

Scope 3 emissions are more difficult to account for than Scopes 1 and 2 because the required data often lies with other organisations or individuals outside of LFB. As a result, there is a higher degree of estimation in Scope 3 categories – this is recognised by the GHG Protocol.

In measuring Scope 3 emissions LFB will be able to work with suppliers to reduce emissions and encourage staff to reduce emissions from business travel, commuting, waste, and water.

Emissions currently included from the following inputs make up the total Scope 3 indirect emissions for LFB:

- **Well-to-tank (WTT) fuels**
 - Scope 3 emissions associated with extraction, refining and transportation of the raw fuel sources to LFB prior to their combustion
- **Transmission and distribution (T&D)**
 - Scope 3 emissions associated with grid losses (the energy loss that occurs in getting the electricity from the power plant to LFB)
- **WTT for UK electricity**
 - Scope 3 emissions of extraction, refining and transportation of primary fuels before their use in the generation of electricity
- **Water supply**
 - to account for water delivered through the mains supply network
- **Waste disposal**

- end-of-life disposal of different materials using a variety of different disposal methods
- **Business travel (Air)**
 - Scope 3 emissions for individuals flying for work purposes
- **WTT business travel (Air)**
 - Scope 3 emissions associated with extraction, refining and transportation of the aviation fuel to the plane before take-off
- **Business travel (land)**
 - travel for business purposes in assets not owned or directly operated by LFB
- **WTT for travel (land)**
 - Scope 3 emissions associated with extraction, refining and transportation of the raw fuels before they are used to power the transport mode
- **Hotel stay**
 - Scope 3 emissions associated with overnight hotel stays

LFB in 2021, along with other GLA Group Functional Bodies participated in an initial study to understand our scope 3 supply chain emissions baseline which was based on a spend based analysis.

This resulted in hot spotting specific carbon intensive categories for further analysis and supplier engagement, which highlighted capital goods and purchased goods and services material use as a high scope 3 emission area for LFB.

LFB is working to identify opportunities within the supply chain to reduce carbon emissions and will continue to work with GLA Group to share approaches and learning.

Under the requirements of the GLA group Responsible Procurement Implementation Plan (RPIP) we are working with suppliers to reduce supply-chain carbon emissions.

- The LFB has committed to require every new contract over £5m in value to produce an organisational Carbon Reduction Plan
- LFB has committed to reduce emissions associated with last-mile deliveries, with all new contracts to require freight and servicing vehicles under 3.5 tonnes to GLA Group buildings to be zero-emission from 2025
- LFB are supporting the delivery of the interim target for Non-Road Mobile Machinery (NRMM) to meet stage IV requirements by 1 January 2025, as part of the longer-term vision for all NRMM procured by the GLA Group or used by suppliers and subcontractors on behalf of the GLA, to be zero-emission by the end of 2040

LFB carried out a scope 3 maturity benchmark in collaboration with the Scope 3 Peer Group, a large international community that has chosen to work together to advance progress on Scope 3. The assessment addressed five key areas for action to improve our Scope 3 maturity.

1. External engagement - Net Zero Supplier Management Framework
2. Organisation - Organisational Design
3. Strategy - Net Zero Procurement Strategy
4. People - Talent Acquisition and Retention
5. Performance management - Performance Management of Suppliers

The result demonstrated that LFB have made progress in tackling some of the key areas in Scope 3 and decarbonisation. Although external engagement, organisation, and strategy were the areas with the largest gap among the leading organisations, LFB scored above the median level in the qualitative benchmark.

Emissions conversion factors

LFB utilise the emissions conversion factors published by the Department for Energy Security and Net Zero (previously BEIS/DEFRA) when calculating and reporting emissions for all categories where a conversion factor is provided in this dataset. This dataset is refreshed and published annually (usually June/July).

Carbon Reporting

LFB has published a [climate budget](#) with the GLA group, the climate budget in 2023/24 listed all the climate measures being taken across fleet and estates. Integrating the climate budget within the regular financial budget cycle means budget holders provide greater clarity on how budget proposals can cut emissions as they develop budget prioritisation, this shows continued progress and the trajectory for change.

Appendix D details the LFB Carbon emissions data from the new agreed baseline year of 2020/21

Appendix D: LFB Carbon Emissions

Emissions Scope	Source	2020/21- Baseline year Emissions, tCO ₂ e	2021/22 Emission s, tCO ₂ e	2022/23 Emissions , tCO ₂ e	2023/24 Emissions, tCO ₂ e
Scope 1					
Buildings	Buildings- Gas	4,739.28	4,249.26	3,963.65	3,574.10
	Buildings- Generator	40.00	40.00	40.00	40.00
	Fugitive emissions	23.00	23.00	23.00	23.00
	Blown Pellets for Croydon Biomass	0.54	0.54	0.54	0.54
Fleet	Fleet- Diesel	2,873.28	2,754.12	3,233.51	3,079.24
	Fleet- Super Unleaded	6.33	7.27	4.19	1.44
	Fleet- Unleaded	37.37	31.57	38.59	30.43
	Fleet- LPG	0.59	0.66	0.15	0.17
	Fleet- Marine Fuel	31.09	71.48	19.85	97.65
Grey Fleet	Fleet- Electric Charge	5.65	7.51	32.49	31.50
	Grey Fleet- Casual Cars	14.79	22.57	20.88	17.34
	Grey Fleet- Essential Cars	15.85	17.05	18.18	17.31
	Grey Fleet- Lease Cars	70.08	57.91	71.76	35.58
Scope 1 total		7,857.86	7,282.92	7,466.80	6,948.30
Change from Previous year			-7%	3%	-7%
Scope 2					
Buildings	Buildings- Electricity incl. EVCP	2,679.67	2,369.27	2,035.22	2,286.17
Scope 2 total		2,679.67	2,369.27	2,035.22	2,286.17
Change from Previous year			-12%	-14%	12%
Total Scope 1 and 2		10,537.53	9,652.19	9,502.02	9,234.47
Total Buildings		7,482.50	6,682.06	6,062.41	5,923.81
Total Fleet		2,948.66	2,865.09	3,296.29	3,240.43
Total Grey Fleet		100.72	97.53	110.83	70.24
CO2 Reduction from Net Zero baseline			-8.4%	-9.8%	-12.4%
CO2 Reduction from 1990			-60.5%	-61.1%	-62.2%
Out of scope	Biofuel- HVO	no data	no data	no data	116,174.27
Scope 3					
	WTT- fuels	708.27	1,446.23	1,443.16	13,176.24
	Transmission and distribution	230.45	209.67	188.29	199.83
	WTT- UK electricity	31.84	54.56	45.02	44.28
	Water supply	34.94	14.37	12.75	10.07
	Waste disposal	14,379.99	13,520.16	12,915.12	14,609.19
	Business travel- air	0.90	22.28	4.94	35.88
	WTT- business travel- air	0.19	6.18	1.23	5.16
	Business travel- land	no data	no data	no data	2,903.07
	WTT- pass vehs & travel- land	no data	no data	no data	733.99
	Hotel Stay	no data	no data	no data	12,181.01
Scope 3 total		15,386.58	15,273.44	14,610.52	43,898.72