

C0. Introduction

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C0.1

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**(C0.1) Give a general description and introduction to your organization.**

McKinsey & Company is a global management consulting firm committed to helping organizations accelerate sustainable and inclusive growth. We work with clients across the private, public, and social sectors to solve complex problems and create positive change for all their stakeholders. To do that, we strive to operate a "one firm" global partnership that fully embodies our values and our high standards of ethical conduct and social and environmental responsibility.

We are owned and governed by our 2,700+ partners. McKinsey is led globally by our managing partner; our elected board of directors, known as the Shareholders Council; a global leadership team known as the Acceleration Team; and the leaders of our offices and practices.

C0.2

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**(C0.2) State the start and end date of the year for which you are reporting data and indicate whether you will be providing emissions data for past reporting years.**

**Reporting year**

**Start date**

January 1 2022

**End date**

December 31 2022

**Indicate if you are providing emissions data for past reporting years**

No

**Select the number of past reporting years you will be providing Scope 1 emissions data for**

<Not Applicable>

**Select the number of past reporting years you will be providing Scope 2 emissions data for**

<Not Applicable>

**Select the number of past reporting years you will be providing Scope 3 emissions data for**

<Not Applicable>

C0.3

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**(C0.3) Select the countries/areas in which you operate.**

Angola  
Argentina  
Australia  
Austria  
Azerbaijan  
Bahrain  
Belgium  
Brazil  
Canada  
Chile  
China  
Colombia  
Costa Rica  
Croatia  
Czechia  
Denmark  
Dominican Republic  
Ecuador  
Egypt  
Ethiopia  
Finland  
France  
Germany  
Greece  
Hong Kong SAR, China  
Hungary  
India  
Indonesia  
Ireland  
Israel  
Italy  
Japan  
Kazakhstan  
Kenya  
Kuwait  
Luxembourg  
Malaysia  
Mexico  
Morocco  
Netherlands  
New Zealand  
Nigeria  
Norway  
Pakistan  
Panama  
Peru  
Philippines  
Poland  
Portugal  
Qatar  
Republic of Korea  
Romania  
Saudi Arabia  
Serbia  
Singapore  
South Africa  
Spain  
Sri Lanka  
Sweden  
Switzerland  
Taiwan, China  
Thailand  
Turkey  
Ukraine  
United Arab Emirates  
United Kingdom of Great Britain and Northern Ireland  
United States of America  
Uruguay  
Viet Nam

**C0.4**

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**(C0.4) Select the currency used for all financial information disclosed throughout your response.**

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
No	<Not Applicable>

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual or committee	Responsibilities for climate-related issues
Board-level committee	<p>McKinsey is a private corporation wholly owned by its 2,700+ partners and led by our global managing partner; our Shareholders Council (SHC) (the elected Board of Directors); a global leadership team known as the Acceleration Team; and the leaders of our offices and practices. The Risk, Audit and Governance Committee (RAGC) of the SHC, provides strategic direction, oversight, and accountability for climate-related issues within the firm. It's responsible for creating the framework and supporting policies as needed that shape McKinsey's approach to addressing climate-related issues. This includes reviewing and guiding the strategy and annual budgets, monitoring, and overseeing progress against climate-related goals and targets and reviewing material climate-related risks. In 2022, the RAGC continued monitoring the firm's progress against our science-based targets (SBTs) to reduce our GHG emissions in line with a 1.5-degree pathway and our commitment to reach net-zero climate impact by 2030.</p> <p>The Acceleration Team (McKinsey's global leadership body composed of the managing partner and firm leaders representing regions, industries, client capabilities, finance, people and risk functions) reviews the firm's progress on air travel emissions footprint against our SBTs.</p> <p>The Finance and Infrastructure Committee (FIC) of the SHC has oversight of management's financial decisions related to our climate transition plan, e.g., climate-related acquisitions. In 2022, the FIC approved the plan for implementation of the internal carbon fee. The chair of the FIC sits on the RAGC to provide the integration of oversight of climate-related issues between the two committees. To further integrate our ESG priorities into the firm's broader sustainable and inclusive growth strategy, the RAGC established the ESG Council (the Council) consisting of senior firm function, client service, and regional leaders across sustainability, people, risk, communications, and legal. The Council provides oversight of our ESG agenda by defining priorities, setting the direction, and monitoring progress, including for our climate-related efforts. In 2022, the Council met periodically to review progress against our ESG commitments and initiatives. The Council includes the Senior Partner, Chief Marketing Officer responsible for the firm's own ESG efforts, and the Senior Partner, McKinsey Sustainability global leader who leads our sustainability –focused client work.</p>

C1.1b

**(C1.1b) Provide further details on the board’s oversight of climate-related issues.**

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – some meetings	<p>Reviewing and guiding annual budgets</p> <p>Overseeing major capital expenditures</p> <p>Overseeing acquisitions, mergers, and divestitures</p> <p>Overseeing and guiding employee incentives</p> <p>Reviewing and guiding strategy</p> <p>Overseeing and guiding the development of a transition plan</p> <p>Overseeing the setting of corporate targets</p> <p>Monitoring progress towards corporate targets</p> <p>Reviewing and guiding the risk management process</p>	<Not Applicable>	<p>The firm’s Shareholders Council (SHC), our firm’s Board of Directors, and the Risk, Audit and Governance Committee (RAGC), a sub-committee of the SHC, are responsible for creating the framework and supporting policies as needed that shape McKinsey’s approach to addressing climate-related issues. This includes reviewing and guiding the strategy, annual budgets, setting performance objectives and monitoring and overseeing progress against climate-related goals and targets, reviewing material climate-related risks, and approving global policies relating to social responsibility. As part of the RAGC’s continuous review of our environmental sustainability strategy and progress against our targets, the RAGC reviews and makes decisions across investments as well as internal mechanisms and policies needed. In 2022, the RAGC continued monitoring the firm’s progress against our science-based targets (SBTs) to reduce our greenhouse gas emissions in line with a 1.5-degree pathway and our commitment to reach net-zero climate impact by 2030.</p> <p>The Acceleration Team (McKinsey’s global leadership body composed of the managing partner and firm leaders representing regions, industries, client capabilities, finance, people and risk functions and aiming to support and accelerate the execution of our strategies) reviews the firm’s air travel emissions footprint progress against our SBTs and discusses actions needed and decisions required from the RAGC on an as needed basis.</p> <p>The Finance and Infrastructure Committee (FIC) of the SHC has oversight of management’s financial decisions related to our climate transition plan, e.g., climate-related acquisitions and implementation of the internal carbon fee. For example, in 2022, the FIC approved the plan for implementation of the internal carbon fee. The chair of the FIC sits on the RAGC to provide the integration of oversight of climate-related issues between the two committees.</p> <p>To further integrate our environmental, social and governance (ESG) priorities into the firm’s broader sustainable and inclusive growth strategy, the RAGC established the ESG Council consisting of senior firm function, client service, and regional leaders across sustainability, people, risk, communications, and legal. The ESG Council provides oversight of our ESG agenda by defining our priorities, setting our direction, and monitoring progress, including for our environmental sustainability strategy and climate-related efforts. In 2022, the ESG Council met periodically to review progress against our ESG commitments and initiatives. The ESG Council includes our Global Senior Partner, McKinsey Sustainability Growth Platform leader, who leads our sustainability –focused client work, and the Senior Partner, Chief Marketing Officer responsible for the firm’s own ESG efforts overall.</p>

**C1.1d**

**(C1.1d) Does your organization have at least one board member with competence on climate-related issues?**

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	Yes	<p>Our Global Sustainability Practice leader responsible for McKinsey Sustainability and the North America Sustainability leader (both Senior Partners) serve on the Shareholders Council (our elected Board of Directors).</p> <p>The criteria used to assess the competence of board members on climate related issues are</p> <p>(1) Environmental literacy: ensure the board members provide thought leadership and become a knowledge partner on net zero and ESG strategies, green business building, decarbonization, sustainability and other climate-related topics.</p> <p>(2) Understanding of policy landscape: Stay up to date on climate related policies, governing standards, leading institutions that impact climate-related issues</p> <p>(3) Strategic planning and execution abilities: Driving people to action as we assess and manage climate related risks and opportunities both internally and with our clients. In 2022, our North America Sustainability Leader was also awarded the “excellence in environmental and social governance award” by the Consulting Magazine.</p>	<Not Applicable>	<Not Applicable>

**C1.2**

**(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.**

**Position or committee**

Chief Executive Officer (CEO)

**Climate-related responsibilities of this position**

Integrating climate-related issues into the strategy

**Coverage of responsibilities**

<Not Applicable>

**Reporting line**

Reports to the board directly

**Frequency of reporting to the board on climate-related issues via this reporting line**

Quarterly

**Please explain**

McKinsey is led globally by our global managing partner (GMP); our elected board of directors, known as the Shareholders Council; a global leadership team known as the Acceleration Team; and the leaders of our offices and practices.

Our GMP, akin to a CEO, sets the strategy and priorities for the firm. In 2021, he set the aspiration for our firm to become the largest private sector catalyst for decarbonization and led the firm in creating McKinsey Sustainability Growth Platform by advocating for necessary resource allocation and structural changes inside the firm to make it happen. McKinsey Sustainability is our client-service platform that aims to help all industry sectors transform to get to net zero by 2050 and to cut carbon emissions by half by 2030.

**Position or committee**

Chief Financial Officer (CFO)

**Climate-related responsibilities of this position**

Managing annual budgets for climate mitigation activities

Managing major capital and/or operational expenditures related to low-carbon products or services (including R&D)

Managing climate-related acquisitions, mergers, and divestitures

Providing climate-related employee incentives

**Coverage of responsibilities**

<Not Applicable>

**Reporting line**

CEO reporting line

**Frequency of reporting to the board on climate-related issues via this reporting line**

Quarterly

**Please explain**

The CFO has quarterly meetings with the Senior Partner, Chief Marketing Officer who leads the firm's ESG initiatives and the Senior Partner, Global Sustainability Practice leader responsible for McKinsey Sustainability. In these meetings, the three of them review progress against our science-based climate targets and discuss, review and decide upon topics such as carbon budgets, carbon prices, sustainable aviation fuels, carbon removals and many more. They all receive a monthly update on air travel emissions footprint, which is reviewed by the Acceleration Team (McKinsey's global leadership body composed of the managing partner and firm leaders representing regions, industries, client capabilities, finance, people and risk functions and aiming to support and accelerate the execution of our strategies) as needed. The CFO is directly responsible for approving budget-related decisions and investments.

In 2022 the CFO was a part of both the Risk, Audit and Governance Committee of the firm's Shareholders Council (SHC) (our elected Board of Directors) and the Acceleration Team.

The CFO is also a member of the Finance & Infrastructure Committee (FIC) of the SHC, which has oversight of management's responsibilities over financial decisions related to our climate transition plan, e.g., climate-related acquisitions and the implementation of the carbon fee. In 2022, the CFO brought forward the plan for implementation of the internal carbon fee, which was approved by the FIC. The CFO manages the implementation of the carbon fee throughout the firm.

**Position or committee**

Chief Risks Officer (CRO)

**Climate-related responsibilities of this position**

Assessing climate-related risks and opportunities

**Coverage of responsibilities**

<Not Applicable>

**Reporting line**

CEO reporting line

**Frequency of reporting to the board on climate-related issues via this reporting line**

Annually

**Please explain**

McKinsey's collective risk management functions are overseen by our chief risk officer (CRO), who is a member of the firm's Shareholders Council (our elected Board of Directors). The risk management functions routinely and systematically undertake risk assessments, which include climate where relevant. These reviews incorporate diverse qualitative and quantitative inputs as well as external benchmarks and third-party verification of emissions to produce a comprehensive view of risk. The Risk Taxonomy is itself regularly refreshed to ensure that we have an up-to-date view on new or emerging risk types. Risk assessments help us to understand the nature of the risks we face and what policies and controls we have in place to mitigate those risks. Assessment outcomes are shared with firm leadership. The CRO reports them to the Risk, Audit and Governance Committee, a sub-committee of the firm's Shareholders Council SHC (our elected board of directors), as well as to the full SHC.

**Position or committee**

Other C-Suite Officer, please specify (Senior Partner, Chair of the Risk, Audit and Governance Committee of the firm's Shareholders Council )

**Climate-related responsibilities of this position**

Monitoring progress against climate-related corporate targets

**Coverage of responsibilities**

<Not Applicable>

**Reporting line**

Reports to the board directly

**Frequency of reporting to the board on climate-related issues via this reporting line**

Quarterly

**Please explain**

The Risk, Audit and Governance Committee (RAGC) of the firm's Shareholders Council (our elected Board of Directors), provides strategic direction, oversight, and accountability for climate-related issues within the firm. The chair of the RAGC, oversees the decisions of the RAGC, including decisions related to the strategic direction,

oversight, monitoring and accountability for climate-related issues.

**Position or committee**

Other C-Suite Officer, please specify (Senior Partner, Chief Marketing Officer; Senior Partner, Global Sustainability Practice Leader)

**Climate-related responsibilities of this position**

- Developing a climate transition plan
- Setting climate-related corporate targets
- Monitoring progress against climate-related corporate targets
- Assessing climate-related risks and opportunities
- Managing climate-related risks and opportunities

**Coverage of responsibilities**

<Not Applicable>

**Reporting line**

CEO reporting line

**Frequency of reporting to the board on climate-related issues via this reporting line**

Quarterly

**Please explain**

The Senior Partner, Chief Marketing Officer, who is a member of the Acceleration Team (AT) and leads the firm's ESG initiatives, is responsible for the design and implementation of McKinsey's sustainability strategy – including the development and implementation of the climate transition plan. This position is supported by the Leader, Global Social Responsibility, as well as the Director of Environmental Sustainability, who has overall day to day responsibility for addressing climate change and sustainability more broadly within the firm. Responsibilities of the Leader, Global Social Responsibility and the Director of Environmental Sustainability include implementation of McKinsey's sustainability strategy (e.g., science-based targets (SBTs)), engagement (e.g., Green Teams, SBTs regional leads), and governance with regard to the assessment and monitoring of climate-related issues (e.g., travel dashboards, carbon accounting).

The Global Sustainability Growth Platform (SGP) Leader, a Senior Partner who also serves on the Shareholders Council (our Board of Directors), is responsible for McKinsey Sustainability. McKinsey Sustainability is the practice area that helps our clients achieve net zero by 2050 and cut carbon emissions by half by 2030. The Global SGP Leader provides strategic advice for the firm's own climate transition plan based on his expertise and knowledge from client service on sustainability topics. In 2022, a team of climate scientists, consultants, and economists from McKinsey Sustainability worked with the firm's finance and risk professionals to conduct the climate-related scenario analysis for the firm (using 2021 data).

The Chief Marketing Officer, the Global SGP Leader, and the Chief Financial Officer meet quarterly to review progress against our science-based climate targets and to discuss, review and decide upon topics such as carbon budgets, carbon prices, sustainable aviation fuels, carbon removals and many more. They all receive a monthly update on air travel emissions footprint, which is reviewed at the AT level as well as needed.

Within each of our offices, the local managing Partner (Senior Partner level) has responsibility for the climate change impact of the office's operations. We have designated a Senior Partner SBT leader per region. Each is accountable for delivering our Scope 3 SBT and regularly reports progress to our AT.

C1.3

**(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?**

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	

C1.3a

**(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).**

**Entitled to incentive**

Environment/Sustainability manager

**Type of incentive**

Monetary reward

**Incentive(s)**

Salary increase

**Performance indicator(s)**

- Progress towards a climate-related target
- Increased share of renewable energy in total energy consumption

**Incentive plan(s) this incentive is linked to**

This position does not have an incentive plan

**Further details of incentive(s)**

Our Director for Environmental Sustainability, who is a part of our Global Social Responsibility team, is overall day to day responsible for addressing McKinsey's own environmental footprint across GHG emissions from all sources. The role's performance management framework includes progress against McKinsey's targets such as the SBTs and RE100 commitment.

**Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan**

Our Director for Environmental Sustainability oversees the implementation of our near-term SBTs, net zero commitment, and RE target. Because this focus is key to the role's responsibilities, actual performance in these areas impacts the performance rating, which influences salary increase levels.

**Entitled to incentive**

Buyers/purchasers

**Type of incentive**

Monetary reward

**Incentive(s)**

Salary increase

Other, please specify (Internal team recognition)

**Performance indicator(s)**

Increased engagement with suppliers on climate-related issues

Increased value chain visibility (traceability, mapping, transparency)

**Incentive plan(s) this incentive is linked to**

This position does not have an incentive plan

**Further details of incentive(s)**

To recognize procurement individuals who consider climate-related criteria in purchasing decisions, a recognition program was conducted in 2022. Select colleagues on the procurement team who engaged with suppliers on environmental issues were recognized verbally at a town hall and rewarded in the form of meal vouchers. The program led to several new measures to support our environmental aims through our supply chain, including:

-Implementation and promotion of a sustainable supplies order list in vendor databases, to make choosing sustainable products and environmentally responsible suppliers easier

- Guidance to real estate suppliers outlining McKinsey's expectations and specifications for environmental sustainability across our real estate footprint, including with respect to LEED certifications in new buildings.

**Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan**

This recognition program is an important step to highlight the integration of sustainability criteria alongside cost and other factors, and to make responsible buying easy by incorporating ESG factors into our purchasing processes.

Our long-term strategy revolves around including ESG requirements in buyers and purchasing manager's job descriptions to link performance reviews to environmental considerations. In 2022, we updated our procurement sourcing and category manager job descriptions to include responsibilities related to integrating environmental sustainability, supplier diversity, and risk into supplier management. These job descriptions inform our annual performance assessments for these roles, which influences salary increase levels. Environmental sustainability elements will be factors for the first time in the 2023 evaluation cycle.

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**Entitled to incentive**

Procurement manager

**Type of incentive**

Monetary reward

**Incentive(s)**

Salary increase

Other, please specify (Internal team recognition)

**Performance indicator(s)**

Increased engagement with suppliers on climate-related issues

**Incentive plan(s) this incentive is linked to**

This position does not have an incentive plan

**Further details of incentive(s)**

A procurement manager was recognized at a town hall and provided recognition in the form of a meal voucher for integrating environmental and broader ESG questions into a RFX platform for our suppliers and sourcing team.

**Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan**

This recognition program is an important step to highlight the integration of sustainability criteria alongside cost and other factors, and to make responsible buying easy by incorporating ESG factors into our purchasing processes.

Our long-term strategy revolves around including ESG requirements in buyers' and purchasing managers' job descriptions to link performance reviews to environmental considerations. In 2022, we updated our procurement sourcing and category manager job descriptions to include responsibilities related to integrating environmental sustainability, supplier diversity, and risk into supplier management. These job descriptions inform our annual performance assessments for these roles, which influence salary increase levels. Environmental sustainability elements will be factors for the first time in the 2023 evaluation cycle.

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## C2. Risks and opportunities

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### C2.1

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**(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?**

Yes

#### C2.1a

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**(C2.1a) How does your organization define short-, medium- and long-term time horizons?**

	From (years)	To (years)	Comment
Short-term	0	2	
Medium-term	2	5	
Long-term	5		

**C2.1b**

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**(C2.1b) How does your organization define substantive financial or strategic impact on your business?**

Definition of "substantive financial or strategic impact" when identifying or assessing climate-related risks:

McKinsey defines a substantive financial or strategic impact to be one that affects our mission to help our clients make distinctive, lasting, and substantial improvements in their performance and to build a firm that attracts, develops, excites, and retains exceptional people.

A description of the quantifiable indicator(s) used to define substantive financial or strategic impact:

We consider risks that have a potential financial implication of over 4% of revenue to be substantive for our firm. Financial impact is only one criterion for how we identify 'substantive risks'. We consider a non-financial risk to be 'substantive' depending on the nature of the risk (e.g., reputational risk). These are assessed on a case-by-case basis throughout our company-wide risk management processes. Examples of substantive non-financial risk would be an impact on client service or client relationships globally leading to loss of new or existing clients, impact on retention of talent or impact on brand/reputation.

**C2.2**

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**(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.**

**Value chain stage(s) covered**

Direct operations  
Upstream  
Downstream

**Risk management process**

Integrated into multi-disciplinary company-wide risk management process

**Frequency of assessment**

More than once a year

**Time horizon(s) covered**

Short-term  
Medium-term  
Long-term

**Description of process**

Direct operations

Climate risk identification across all time horizons is integrated into firm-wide risk management through the annual risk review, year-round monitoring, and situational identification. E.g., in the short term, we assess and monitor our locations most exposed to extreme weather, how we can alter behaviors to drive more sustainable decisions, and our compliance with regulations. In the medium term, we assess the factors that may prevent us from meeting our climate targets and our business processes that may be at risk due to climate transition. In the long term, we assess what complete changes to our processes may be required because of the transition. Risk and opportunity identification is embedded within the firm's "cells" (geographic offices, industry practices, functional practices, and growth platforms) which are most similar to the traditional meaning of "sectors" within a company. Specifically, the Partners who lead each local office are responsible for identifying and evaluating risks arising from the operations of their offices with support from the broader firm, including climate-related risks, which they do through local operating committees and management teams. A top-down approach is also taken: an internal team of sustainability experts identifies climate-related transition risks across all climate risk categories based on current sources of emissions, desktop research and interviews with colleagues.

McKinsey's Chief Risk Officer oversees our risk management functions. These functions routinely and systematically undertake risk assessments, which include climate as relevant. These are assessed as part of the firm-wide risk review at least twice a year – first for a preliminary report and then refreshed ahead of the final report later in the year. If important target outcomes are specified for climate risk, progress against those target outcomes is measured more frequently. These reviews incorporate diverse qualitative and quantitative inputs as well as external benchmarks and third-party verification of emissions to produce a comprehensive view of risk. Subject matter experts provide a perspective on how risks may play out across time horizons. Risk reviews inform cross-cutting risk mitigation across McKinsey. We prioritize management of our climate-related risks and opportunities based on their materiality at a firm-wide level and at an organizational cluster level. Factors considered to determine materiality and priority include legal and regulatory compliance, our clients' and societal expectations, the impact on our talent strategy, potential to catalyze environmental impact, financial risk (e.g., whether climate change has an impact on the value of our assets or reputation) and physical risk to our assets and operations.

Responses to climate risk are unique to the risk type and materiality. They may be executed by internal functions and local managing partners or by McKinsey Security, with support from our risk management function. Any physical security risk is dealt with the utmost priority. Materiality is determined by a combination of factors, e.g., the ability to impact 4% of firm revenue, client relationships, and our talent strategy. As an example of response for physical risks, we have a monitoring program to respond to extreme weather events. In case of an impending weather event, firm Security proactively reaches out to local offices to establish awareness and initiate a response, including communication with colleagues in affected areas. Monitoring continues to improve over time and has been reliably in place for a number of years. Other examples include documented guidance for extreme weather, scenario training for local security coordinators and leadership, and reviews of our physical premises. Example: In September 2022, hurricane Ian made landfall in Florida's Fort Myers area as a Category 4 storm causing major damage along the Gulf Coast of Florida. The firm's security team engaged 4 offices within the impact cone to prepare. Travelers and colleagues with known home addresses in the cone were engaged. Our service centre and Florida offices closed for 4 days. Accounting of colleagues was conducted after the storm and vendors were engaged to make several welfare checks.

Upstream

We identify, assess and respond to climate risk in our supply chain in several ways. To identify risk, we have evaluated our supply chain to determine the sectors and services that represent the largest contributions to our upstream Scope 3 emissions. We also use a risk identification tool to screen our highest spend suppliers for ESG risk, including those related to GHG emissions and energy use. The risk identification tool relies on tri-sectoral approach – leveraging public, private, and non-profit sources – to determine the materiality of climate risk for both industry and country and scoring the risk from very low to very high. In this tool, climate industry risk includes expected GHG emissions and energy consumption trends in the medium and long term. To further assess climate risk, suppliers that represent the largest contributions to our upstream Scope 3 emissions (primarily business travel) are asked to complete the CDP Supply Chain questionnaire once a year so that we can better understand their climate risk exposure, as well as mitigation and adaptation strategies. We also request certain suppliers to complete a third-party evidence-based assessment with responses updated at least once a year that requires document verification to support any claims of climate and GHG management systems. Both CDP Supply Chain and our third-party evidence-based assessment request information from suppliers on their time-bound climate action plans, including climate risk considerations over the short-, medium-, and long-term. To respond to these assessment results, we have developed a strategy to engage on an annual basis suppliers representing 80% of our business travel emissions with supplier webinars and, where possible, include climate expectations in supplier quarterly business reviews and SBT expectations in contracts. Finally, based on the results of the third-party assessment, we may request and monitor corrective actions specific to GHG and energy management systems.

Downstream

Our Client Service Policy requires that we evaluate the clients we serve and the likely impacts of our work before committing to any new client engagement. The policy includes 5 interrelated dimensions: country, institution, topic, individual, and operational considerations. Within each dimension, we defined criteria that our colleagues must apply when assessing a potential client or engagement to ensure we consider potential unintended consequences of the work. Some criteria describe "bright lines"—work we will not perform under any circumstances—while others require discussion and special approval, or extra oversight related to scope and delivery.

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**C2.2a**

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**(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?**

	Relevance & Inclusion	Please explain
Current regulation	Relevant, always included	As a global management consulting firm, we operate in 65+ countries, many of which have climate change laws or policies. To ensure we are complying with these laws, it is essential for McKinsey to assess the risks associated with current regulation on climate change across our operations. Current regulation risk and opportunity identification is embedded within the firm's cells (geographic offices, industries, functional practices, and growth platforms). Where necessary, any risks associated with current regulation that have the potential to generate a substantive change in our own business practices are escalated through our internal firm risk monitoring processes and are distributed across our different functional units for evaluation. Local managing partners are responsible for responding to climate-related risks arising from their local office operations with support from the broader firm, which they do through local operating committees and management teams. (i) Example: The firm is monitoring regulations in the European Union, e.g., Corporate Sustainability Reporting Directive. Requirements for McKinsey are being considered by local managing partners with support from cross-functional teams including our sustainability leaders, legal, and risk. We do not expect a substantive risk to the firm from this regulation.
Emerging regulation	Relevant, always included	We continue to measure, minimize, and report on the firm's environmental footprint and the risks and opportunities under emerging regulation. Local partners, with support of sustainability leaders and internal functions, identify emerging regulatory risks and responses to regulatory risks may be executed by local partners with support of internal functions. As a firm, McKinsey is dedicated to serving clients on emerging and impactful environmental topics and, as such, has the capabilities to conduct scenario risk analysis. (i) Example: Expectations and trends around increased implementation of carbon pricing mechanisms are increasing globally. McKinsey modeled the potential impact of carbon pricing on our operations globally. Forecasted carbon prices from UNPRI's Inevitable Policy Response Required Policy Scenario were applied in multiple time frames (2025, 2030, 2050). While there may be an increasing cost from regulation driven carbon pricing on McKinsey's emissions, we do not expect a substantive risk to the firm from carbon pricing.
Technology	Relevant, always included	To achieve net zero, the world needs technological innovation, deployment, and scale-up at unprecedented speed. Such technological innovations are of great interest to McKinsey and our clients. (i) Example: McKinsey launched the McKinsey Platform for Climate Technologies (MPCT) to monitor emerging technologies and help clients plan, execute, and scale the implementation of critical technologies. This platform monitors key technologies that are critical to McKinsey's own sustainability goals, such as electric vehicle availability and the costs and availability of sustainable aviation fuels (SAF).
Legal	Relevant, always included	As a firm, we hold ourselves to the highest standards of integrity and behaviour and recognize that there are an increasing number of climate change litigation claims against companies, governments, and individuals. Legal climate-related risks are considered by McKinsey's legal department in regular assessments. For example: McKinsey does not operate in an emissions intensive industry.
Market	Relevant, always included	Decarbonization will fundamentally reshape the economy, creating new markets and imperiling others. In April 2021, we launched McKinsey Sustainability, our client service platform with the goal of helping all industry sectors transform to reach net-zero by 2050 and to cut carbon emissions by half by 2030. McKinsey Sustainability mitigates the risk of not meeting shifting client demands for sustainability consulting and expertise. McKinsey Sustainability helps companies identify opportunities and take bold action by (1) helping leaders and organizations create and implement ambitious ESG and net-zero strategies (2) growing new sustainable businesses (3) finding and removing emissions across systems, including product design, supply chain, manufacturing, and operations (4) helping banks, asset managers, and insurers decarbonize their portfolios, and (5) providing insight on guiding capital to areas of high potential. (i) Example: McKinsey Sustainability draws on our unique body of knowledge built up over years of experience in topics such as clean-energy and financial services and continues to innovate to support clients. We committed to invest \$1 billion through 2025 in our capabilities to help our clients tackle the climate crisis, including \$400 million already invested in the past two years towards this commitment. In 2022, we supported clients on 1,600 sustainability engagements spanning geographies and topics. (ii) Example: Attracting talent to meet client demand: Our approach to talent attraction is central to McKinsey's dual mission — to help our clients make distinctive, lasting, and substantial improvements in their performance and to build a firm that attracts, develops, excites, and retains exceptional people. It also underpins our commitment to accelerate sustainable, inclusive growth. To position ourselves to best support our clients, we are drawing from sources that have the diverse skillsets needed to be the leading private sector catalyst for decarbonization. We are restructuring our career paths to encourage more flexibility using rotations and global mobility, as well as the ability to leave for, and return from, external growth opportunities. McKinsey Sustainability has grown to 3,500 colleagues in just two years, and our work in this area now touches nearly a quarter of our clients.
Reputation	Relevant, always included	Reputation risk is considered in our firm's risk assessment by local managing partners with support of cross-functional teams including internal risk and communications functions. Our reputation is built on our client work as well as the large body of publicly available research on climate change issues. Maintaining this reputation is imperative to (1) attracting and retaining top talent and for (2) becoming the largest private sector catalyst for decarbonization. Example of considering reputation risk in client work: our firm has a high bar in client selection and turns down work that does not adhere to our standards. We regularly evaluate and update our policies and guidelines which govern what work we will and will not do.  Our Client Service Policy requires that we evaluate the clients we serve and the likely impacts of our work before committing to any new client engagement. The policy includes five interrelated dimensions (referred to as "CITIO"): Country, Institution, Topic, Individual, and Operational considerations. Within each of these dimensions, we have defined specific criteria that our colleagues must apply when assessing a potential client or engagement to ensure we consider potential unintended consequences of the work—for example, whether the work could adversely impact vulnerable populations. Some criteria describe "bright lines"—work we will not perform under any circumstances—while others require discussion, special approval or extra oversight related to scope and delivery. Client service matters that require consideration beyond our standard processes are escalated to a global decision-making body, the Client Service Risk Committee (CSRC). Composed of senior firm leaders and supported by risk, legal, and communications professionals, the CSRC provides advice and makes decisions on the most complex risks we face in our client service. This process is designed to ensure we offer transparent and independent advice and decision making and uphold our firm's high professional standards. For engagements that fail to meet these standards, the firm declines the work.
Acute physical	Relevant, always included	As a global firm with operations in over 65+ countries, we are in areas that may experience adverse impacts related to extreme weather events including hurricanes, cyclones, floods and temperature extremes. Extreme weather events may increase in severity and frequency. For instance, ~31.5K employees may be exposed to severe flooding globally and ~12.5K to hurricanes, especially in the Eastern US & Western Pacific. Business continuity planning and the nature of our business help to limit risks to firm operations.  We consider acute physical risks in three areas of our climate risk assessment. (1) Business continuity planning. As part of our business continuity planning, we established steps the firm will take if we experience adverse weather impacts on our operations. (2) Firm safety. The firm has established internal databases and partnered with an external 24/7 risk event intelligence vendor to identify physical hazards. We have also trained our security coordinators on actions to take during an adverse weather event. (3) Office set-ups and locations: McKinsey considers factors to assess climate in our office location decisions and completes on-site reviews of premises to ensure they meet standards.  i) Example: McKinsey has developed risk management capabilities to limit physical and financial impacts while protecting the safety of our colleagues. In September 2022, hurricane Ian made landfall in Florida's Fort Myers area as a Category 4 storm causing major damage along the Gulf Coast of Florida. The firm's security team engaged 4 offices within the impact cone to prepare. Travelers and colleagues with known home addresses in the cone were engaged. Our service centre and Florida offices closed for 4 days. Accounting of colleagues was conducted after the storm and vendors were engaged to make several welfare checks.
Chronic physical	Relevant, always included	McKinsey has some offices located in areas that are exposed to chronic physical risks relating to climate change such as increased temperatures and sea level rise. Chronic physical risks are identified by McKinsey leadership with support from internal functions. Key capabilities developed to support clients, including sea-level rise scenario analysis, assist in the analysis.  Example: McKinsey identified and assessed the potential for sea level rise in our office locations. Scenario analysis across time frames (including 2030 and 2050) and temperatures (1.5 degree C and 2 degree C) was completed to determine the likelihood of sea-level rises impacting office locations. The risk was not deemed to be financially or strategically substantive due to the limited overlap between areas with the greatest exposure to climate-related risk and our office locations.

**C2.3**

**(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?**

No

**C2.3b**

**(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?**

	Primary reason	Please explain
Row 1	Risks exist, but none with potential to have a substantive financial or strategic impact on business	<p>We have not identified inherent climate-related risks with the potential to have a substantive financial or strategic impact on the firm. As a consulting business, we have relatively few physical assets (e.g., no production facilities) and our people are highly mobile (i.e., they can work remotely, on site or even relocate if needed with limited impact on their ability to perform their roles). As our client base is geographically highly diverse, potential climate related decline in opportunities in any localized region would have limited impact on firm-wide costs and revenue.</p> <p>(i) Physical risks: As a global firm operating in 65+ countries, McKinsey has offices likely to be exposed to both acute and chronic physical hazard risk in the near-, medium-, and long-term. Example: In 2022 hurricane Ian made landfall in Florida's Fort Myers area as a Category 4 storm, impacting several of our colleagues with flooding of homes in the Ft Myers and Key West areas. In our scenario analysis McKinsey assessed the impact of physical hazard risks, including riverine and coastal flooding, extreme heat, and hurricanes, aligned to different climate pathways (1.5 degree C and 2 degree C). We leveraged McKinsey Climate Resilience Analytics downscaled CMIP5 models, as well as data from World Resources Institute (WRI) and WindRisk Tech. The forecasted future impacts do not represent a substantive safety, financial or strategic impact above the 4% threshold of revenues.</p> <p>(ii) Transition risks: Current regulation, emerging regulation, legal, market, reputational, and technological risks were assessed across short, medium, and long-term horizons and different scenarios (including UNPRI's Inevitable Policy Response's "Required Policy Scenario") where relevant. Example: Given the expectation for implementation of carbon pricing mechanisms, McKinsey modelled the potential impact of carbon pricing on our global operations. Forecasted prices from the Inevitable Policy Response's climate scenarios were applied to McKinsey's emissions across short-, medium-, and long-term horizons. Results were reviewed by the leaders of our sustainability practice and internal functions including risk and finance. We don't expect the cost of transition risks to have a substantive financial or strategic impact on our firm above the materiality threshold of 4% of revenues – given the low emission intensity of our business compared to global revenues.</p>

**C2.4**

**(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes

**C2.4a**

**(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.**

**Identifier**

Opp1

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Development and/or expansion of low emission goods and services

**Primary potential financial impact**

Increased revenues resulting from increased demand for products and services

**Company-specific description**

In 2021, we launched McKinsey Sustainability, our client service platform supporting all industries in the transformation needed to halve carbon emissions by 2030 and reach net zero by 2050. As the push to decarbonize increases, so too will our ability to deliver client impact through sustainability consulting across industries (e.g., energy, finance) and geographies (e.g., U.S., Europe). We believe that sustainability consulting represents a \$1B+ opportunity per year for McKinsey over the next three years. In 2022, we supported clients on 1,600+ sustainability engagements spanning geographies and topics. For example: We launched Catalyst Zero for calculating carbon footprints. Microsoft and McKinsey have partnered to create a technological solution that can calculate an organization's carbon footprint and build and execute a robust decarbonization plan, supporting businesses in their energy transitions. Powered by Microsoft's Cloud for Sustainability, the digital platform uses Microsoft's Sustainability Manager to automate and scale the collection of companies' sustainability-related data and help establish an emissions baseline. Once generated, McKinsey's Catalyst Zero solution provides a holistic gauge of emissions at company, product, and value chain levels, helping leaders create detailed decarbonization plans. During delivery, the two systems monitor data feedback against the forecasted impact to calculate performance. An ongoing progress report helps build transparency and stakeholder confidence. We launched a Global Decarbonization Hub in Houston to accelerate the energy transition for our communities and clients in collaboration with the Greater Houston Partnership's Houston Energy Transition Initiative and Center for Houston's Future. Support has included a pro bono study on ways to catalyze the energy transition and a whitepaper detailing the actions required to deliver on this opportunity. The hub aims to accelerate the Gulf Coast's transition to green technologies by investing \$100M over the next decade into decarbonization programs that will scale climate technologies and build new businesses across the energy and materials value chains. The hub has successfully delivered 30+ client engagements, including a roadmap to abate up to 50 mega-tons of carbon over 10 years for a major oil and gas company. By 2050, the hub seeks to remove 100M tons of emissions annually and create 500K new jobs.

**Time horizon**

Medium-term

**Likelihood**

Very likely

**Magnitude of impact**

High

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

3000000000

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

McKinsey is a global management consulting firm committed to partnering with organizations to accelerate sustainable and inclusive growth. As we continue to partner with our clients on their climate-transition journey, we believe that sustainability consulting represents a greater than \$1B opportunity per year for McKinsey over the next 3 years. This figure was calculated based on our historical growth in sustainability-consulting in 2022 vs 2021 (sustainability client engagements went up by 33% from 1200+ to 1600+ in this timeframe). The \$1B per year opportunity consists of projects in the following thematic areas: hyperscaling green businesses, driving brown to green decarbonization, carbon markets, nature and biodiversity, sustainable finance, and climate technologies. We have seen an increasing demand across industries (for example, energy, finance and others) and geographies (for example United States Europe, and others), driven by investor pressure, regulatory requirements and the importance of the topic for our clientele. Due to competitive and confidentiality constraints we are not able to provide more specific figures used in this calculation.

**Cost to realize opportunity**

1000000000

**Strategy to realize opportunity and explanation of cost calculation**

Situation: We identified the increasing impact potential from sustainability-related consultancy.

Task: Invest \$1B through 2025 to help our clients tackle the climate crisis.

Action: In 2021 we launched McKinsey Sustainability. By the end of 2022, we invested \$400M towards our commitment to invest \$1B through 2025. We are using the investment to: 1. Expand our client service capabilities and solutions. In 2021, we launched the McKinsey Platform for Climate Technologies to help clients plan, execute, and scale critical net-zero technologies. In 2022, we launched Catalyst Zero solution that provides a holistic gauge of emissions at company, product, and value chain levels. 2. Invest in the growth of green businesses and help them scale. In 2022, we partnered with Alphabet, Meta, Shopify, and Stripe to found Frontier, a new \$1B+ advance market commitment to purchase permanent carbon removal before 2030. 3. Acquire leading consulting firms whose solutions and expertise can scale our work. For example, in 2021 we acquired Vivid Economics and Material Economics. 4. Create independent research on how all sectors can create sustainable inclusive growth. We are building on our ground- breaking work on carbon cost curves, beginning with our first report on GHG abatement in 2007 and continued in 2022 with our report “The net-zero transition: What it would cost, what it could bring”. 5. Support knowledge partnerships with leading institutions and convene stakeholders to tackle problems that no one institution can tackle alone. For example: WEF initiatives, including the recent “Nature and Net Zero” report; the Taskforce on Scaling Voluntary Carbon Markets; the COP 26 Private Finance Hub’s Portfolio Alignment Team; and supporting WBCSD’s Value Chain Carbon Transparency Pathfinder. As the Opening Ceremony Partner for 2022 Climate Week NYC, McKinsey led conversations on progress toward net-zero goals amidst economic uncertainty. At COP27 in Egypt, McKinsey Sustainability hosted a series of events, reaching 100K+ people; 6. Expand the McKinsey Academy for Sustainability to train boards, CXOs, and colleagues on climate change along with several Technology Centers of Excellence that’ll lead cutting-edge innovation on batteries, hydrogen, carbon capture, nature-based solutions, water, plastics, and more.

Result: In 2022 3,500+ McKinsey colleagues worked on 1,600+ sustainability engagements with 600 clients across ~ 60 countries and in every industry.

**Comment**

**C3. Business Strategy**

**C3.1**

**(C3.1) Does your organization’s strategy include a climate transition plan that aligns with a 1.5°C world?**

**Row 1**

**Climate transition plan**

Yes, we have a climate transition plan which aligns with a 1.5°C world

**Publicly available climate transition plan**

Yes

**Mechanism by which feedback is collected from shareholders on your climate transition plan**

We have a different feedback mechanism in place

**Description of feedback mechanism**

McKinsey is a private corporation wholly owned by its 2,700+ partners and led by our global managing partner; our Shareholders Council (SHC) (the elected Board of Directors); a global leadership team known as the Acceleration Team; and the leaders of our offices and practices. The SHC, our highest governing body, includes the managing partner and 30 senior partners who are elected by their peers to serve three-year terms. The Risk, Audit and Governance Committee (RAGC) of the SHC, provides strategic direction, oversight, and accountability for climate-related issues within the firm. It’s responsible for creating the framework and supporting policies as needed that shape McKinsey’s approach to addressing climate-related issues. This includes reviewing and guiding the strategy and annual budgets, monitoring, and overseeing progress against climate-related goals and targets and reviewing material climate-related risks. In 2022, the RAGC continued monitoring the firm’s progress against our science-based targets (SBTs) to reduce our GHG emissions in line with a 1.5-degree pathway and our commitment to reach net-zero climate impact by 2030. In addition to the RAGC oversight and monitoring of our climate transition plan, progress against our climate targets is presented at the McKinsey Owners Forum a few times a year where shareholders can share feedback (Owners Forums are all owners meetings open to the full partnership).

**Frequency of feedback collection**

More frequently than annually

**Attach any relevant documents which detail your climate transition plan (optional)**

McKinsey\_2022\_ESG\_Full\_Report.pdf

**Explain why your organization does not have a climate transition plan that aligns with a 1.5°C world and any plans to develop one in the future**

<Not Applicable>

**Explain why climate-related risks and opportunities have not influenced your strategy**

<Not Applicable>

**C3.2**

**(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?**

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	Yes, qualitative and quantitative	<Not Applicable>	<Not Applicable>

**C3.2a**

**(C3.2a) Provide details of your organization’s use of climate-related scenario analysis.**

Climate-related scenario		Scenario analysis coverage	Temperature alignment of scenario	Parameters, assumptions, analytical choices
Transition scenarios	Customized publicly available transition scenario	Company-wide	1.5°C	Uses UNPRI's Inevitable Policy Response "Required Policy Scenario", capping warming to 1.5 degrees over pre-industrial levels by 2100. It quantifies strong impacts from transitional risks (e.g., carbon prices) and innovation, and is included to reflect the net zero pathway many governments and companies have publicly committed to.
Transition scenarios	Customized publicly available transition scenario	Company-wide	1.6°C – 2°C	Uses UNPRI's "Forecast Policy Scenario", capping warming to 1.8 degrees over pre-industrial levels by 2100 based on a high-conviction policy-based forecast of forceful policy response to climate change and related implications for energy, vehicles and carbon prices.
Transition scenarios	Customized publicly available transition scenario	Company-wide	3.1°C - 4°C	"Current policies" capping warming to 3-4 degrees over pre-industrial levels by 2100. It assumes the world fails to introduce more stringent climate policies beyond what is already legislated, and is included due to the higher impact of physical risks.
Physical climate scenarios	RCP 8.5	Company-wide	<Not Applicable>	Global warming above pre-industrial levels of 1.5C by 2030. 2030 impacts used to assess physical risks in the 2050 Net Zero scenario. Global warming above pre-industrial levels of 2C by 2050. Assumes continued emissions and higher impact of physical risks and used to assess physical risks in the current policies scenario.

**C3.2b**

**(C3.2b) Provide details of the focal questions your organization seeks to address by using climate-related scenario analysis, and summarize the results with respect to these questions.**

**Row 1**

**Focal questions**

1. How will the cost of our emission change?
2. Where are our people and physical assets most exposed to climate change?
3. How will climate transition and physical impacts affect the sectors we serve?

**Results of the climate-related scenario analysis with respect to the focal questions**

Question 1: Based on evolving carbon prices globally, emissions will likely become increasingly expensive over time. Our scenario analysis included 3 point-in-time calculations in 2025, 2030, and 2050. The main source of our emissions is business travel. As part of our analysis, forecasted carbon prices from UNPRI's "Required Policy Scenario" were weighted across geographies by annual baseline emissions. According to UNPRI's, "Required Policy Scenario", carbon prices between \$45 - \$85/ ton and \$87-\$175 /ton will be needed by 2030 and 2050 respectively. Carbon pricing from regulations is not likely to have a substantive financial or strategic impact on our firm as: 1) we don't operate in an emissions intensive sector; 2) we committed to reaching net zero by 2030. Given expected general price increases and planned ramp-up of investments in more nascent technologies such as sustainable aviation fuels and engineered carbon removal solutions, we expect our average portfolio price to continue to rise. This result triggered a strategy review with the firm leadership, including the adjustment of our expected, average carbon price between now and 2030 and implementation of an internal carbon fee in line with these expectations.

Question 2: As a global firm operating in 65+ countries, McKinsey has offices likely to be exposed to both acute and chronic physical hazard risk in the near-, medium-, and long-term. In our scenario analysis, we assessed the impact of physical hazard risks, including riverine and coastal flooding, extreme heat, and hurricanes, aligned to different climate pathways (1.5 degree C and 2 degree C). We leveraged McKinsey Climate Resilience Analytics downscaled CMIP5 models, as well as data from World Resources Institute (WRI) and WindRisk Tech. We found that ~31.5K colleagues are based in metropolitan areas that may be exposed to severe flooding globally and ~12.5K to hurricanes, especially in the Eastern US & Western Pacific. Despite these exposures, our investments in business continuity planning and the nature of our business mean these acute physical events don't present a substantive safety, financial or strategic impact on our firm.

Question 3: McKinsey works with clients across sectors, sizes, and geographies. To assess the transition and physical impacts on our clients, we conducted scenario analysis using Planetrics, our climate analytics suite, evaluating the impacts of decarbonization on the average valuations of companies in the sectors and industries that we serve. The analysis included 3 scenarios: the Required Policy Response, the Forecasted Policy Response and NGFS's "Hot-house Word". We found downside risk from carbon pricing and demand destruction to be mostly concentrated in hard-to-abate sectors post 2040. However, we believe that our work in decarbonization, including those in hard-to-abate industries, may help our clients identify opportunities and take bold action.

**C3.3**

**(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.**

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	<p>More than 3,000 companies have made net-zero commitments. McKinsey Sustainability aspires to be the largest force for decarbonization in the private sector through our work to help accelerate the transition to net-zero greenhouse gas emissions. Our aim is to be the preeminent partner in achieving impact across key topics: hyperscaling green businesses, driving brown to green decarbonization, carbon markets, nature and biodiversity, and sustainable finance.</p> <p>In 2021 we committed to invest \$1 billion through 2025 to expand our capabilities to help our clients tackle the climate crisis. Time horizon: Climate-related risks and opportunities will continue to impact our strategy and client offering across the short, medium and long-term.</p> <p>Situation/ Task: In 2021, we launched our new client-service platform "McKinsey Sustainability" with the goal of helping all industry sectors transform to reach net zero by 2050. McKinsey Sustainability partners with clients to decarbonize and seize growth opportunities in the energy transition. We leverage our thought leadership, innovative tools and solutions, top talent, and a vibrant ecosystem of industry associations and knowledge platforms focused on innovating to net zero. Our McKinsey Platform for Climate Technologies (MPCT) works to scale a suite of 10 critical technologies ranging from hydrogen and battery storage to alternative proteins and nature-based solutions.</p> <p>Actions: Our plans to support clients in tackling climate crisis embrace the four key levers needed to decarbonize: we will help our clients drive a 'brown to green' transition of the global economy's installed base; build tomorrow's new green businesses and innovations; retire and repurpose the highest carbon intensity assets; and scale nature-based solutions by scaling voluntary and compliance carbon markets. Our research is focused on four themes—energy transitions, resource-productive operations, the circular economy, and the future of mobility, to support our ambitious goal.</p> <p>Results: in 2022, we have supported 1,600 sustainability projects globally with over 600 clients. As of end of 2022, more than 300 partners and 3,500 dedicated consultants work in McKinsey Sustainability, and we are proud to have added Material Economics, Planetrics and Vivid Economics to the teams at McKinsey Sustainability in 2021.</p>
Supply chain and/or value chain	Yes	<p>Climate-related risks and opportunities – including reputational (e.g., expectations of colleagues and clients), regulatory (e.g., carbon tax), and physical (e.g., risk to our buildings due to severe weather) – have influenced our strategy. These risks and opportunities will continue to impact our supply chain strategy across the short, medium, and long-term. In 2021, we identified a case study in real estate that we have continued to build on in 2022:</p> <p>Case study Time-horizon: The specific case study described here was launched in 2021 but is a long-term strategy.</p> <p>Situation: In previous years, we have heavily focused supplier engagement on travel-related suppliers because indirect emissions from travel typically account for more than 80 percent of the firm's total emissions. While continuing that engagement with travel-related suppliers, we identified the opportunity to expand our supplier engagement strategy to better reflect the physical risks and opportunities that are particularly relevant to our real estate footprint.</p> <p>Task/Action: Our Real Estate team developed and rolled out our new Sustainability Standards document, touching on expectations related to water efficiency, HVAC, lighting, materials, and more. This document is now shared with 100% of architects McKinsey engages when designing and building new space. It is our strategic aspiration to reach LEED Gold (or above) certification in all new spaces. Our Sustainability Standards create a documented baseline to support repeatable and sustainable design moving forward.</p> <p>Result: In 2022, we achieved LEED Platinum in Chennai and Mumbai. Currently, 49% of our global office space is in LEED Gold or Platinum (or equivalent) certified buildings, a 4pp increase from 2021. McKinsey is committed to furthering progress on LEED buildings in 2023, with projects in the pipeline to both achieve LEED certification in existing buildings and design projects targeting Platinum or Gold certifications.</p>
Investment in R&D	Yes	<p>Climate-related risks and opportunities will continue to impact our R&amp;D strategy across the short, medium and long-term. McKinsey works with leading institutions to develop distinctive thought leadership and convene partnerships that tackle problems that any one institution alone could not. These include: the WEF, where we work across a number of sectors, including a recent collaboration for "Nature and Net Zero" report; the Taskforce on Scaling Voluntary Carbon Markets; the COP 26 Private Finance Hub's Portfolio Alignment Team, working to identify best practices to measure the alignment of financial portfolios with climate goals; and the WBCSD, where we support the Value Chain Carbon Transparency Pathfinder, a new initiative aimed at enabling widespread exchange of primary carbon emissions data. In 2022, we published 77 sustainability-related articles.</p> <p>Case study Situation: McKinsey supported various climate related initiatives at COP27 in Egypt.</p> <p>Task/Actions: McKinsey Sustainability hosted a series of events, which reached 100K+ people and focused on practical steps leaders can take to achieve sustainability and growth across key areas such as energy, nature, materials, adaptation, and finance.</p> <p>Results: We supported insights generation at COP27 on several key themes. E.g., members of the WBCSD's Partnership for Carbon Transparency—for which McKinsey Sustainability is a knowledge partner—shared the results of pilot projects where companies across product value chains successfully exchanged standardized product-level emissions data to address Scope 3 emissions. We also featured McKinsey's research with the Hydrogen Council showing that investment in hydrogen product development accelerated in the past year. We hosted the Long Duration Energy Storage Council leaders to discuss findings of their latest research—conducted in collaboration with McKinsey—on how thermal energy storage could be among the most cost-effective routes to decarbonization of heating. COP27 also saw several new initiatives focused on Africa. McKinsey helped design the Africa Carbon Markets Initiative in partnership with Sustainable Energy for All, the Global Energy Alliance for People and Planet, and the Rockefeller Foundation. The initiative targets over 1.5B credits produced yearly in Africa, leveraging over \$120B and supporting 110M+ jobs.</p>
Operations	Yes	<p>As a global firm, we have set 2025 validated Science-Based-Targets (SBTs) and committed to net zero climate impact by 2030.</p> <p>Time horizon: climate-related risks and opportunities will continue to impact our operations across the short, medium, and long-term. Our immediate focus is on our 2025 SBTs, an important milestone on our journey towards net zero climate impact by 2030.</p> <p>Situation/ Task: Achieve our 2025 SBTs of reducing Scope 3 travel emissions by 30% per FTE by 2025 and 25% Scope 1 and 2 absolute emissions reduction. Actions/Results: Since officially making our SBT and net zero commitments in 2021, we have taken actions to cut our own emissions across all scopes, including our firm-owned vehicles (e.g., we have introduced forward-looking EV-only policies now in eight countries, covering more than 50% of our total fleet), our Real Estate team (e.g., we have expanded our audited environmental management system in line with ISO 14001 to new offices), our electricity consumption (e.g., we have committed to transition to 100% renewable electricity by 2025 in line with RE100 criteria and have reached ~97% in 2022), and our travel footprint (e.g., we have launched an internal carbon fee on all global air travel to accelerate decarbonization and generate funding for carbon reduction efforts, see question C11.3a). We have designated a senior partner SBTs implementation leader per region. Each is accountable for delivering our Scope 3 SBT and regularly reports progress to our Acceleration Team (McKinsey's global leadership body composed of the managing partner and firm leaders representing regions, industries, client capabilities, finance, people and risk functions and aiming to support and accelerate the execution of our strategies). Our 120 Green Teams helped build awareness, reduce the firm's environmental footprint, and mobilize our more than 45,000 colleagues to invest their time and effort in local activities to reduce our collective footprint.</p>

**C3.4**

**(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.**

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Indirect costs Capital expenditures Capital allocation Acquisitions and divestments Assets	<p>Revenue: Climate-related risks and opportunities provide an opportunity to McKinsey in the form of our client work, knowledge development and thought leadership around climate change.</p> <p>SITUATION: Climate change is leading companies to manage risks and seize opportunities, driving increased demand for management consulting and advisory services on sustainability.</p> <p>TASK: As such, the increased demand for our expertise on this topic supports our client service and revenue. We believe that sustainability consulting represents a \$1B+ opportunity per year for McKinsey over the next three years.</p> <p>This figure was calculated based on our historical growth in sustainability-consulting in 2022 vs 2021 (sustainability client engagements went up by 33% from 1200+ to 1600+ in this timeframe). The magnitude of this positive impact is currently medium and is expected to increase in line with the global transition to a low-carbon economy, although has not been deemed to have a substantive financial or strategic impact on the firm. This is evaluated in short term financial planning.</p> <p>ACTION: In 2021, we launched McKinsey Sustainability, our client service platform supporting all industries in the transformation needed to halve carbon emissions by 2030 and reach net zero by 2050.</p> <p>RESULTS: We are actively engaged with this challenge every day and have completed more than 3,700 engagements in the last 3 years focused on helping our clients with climate transitions, including 1,600+ sustainability-related client engagements in 2022. Examples of our work include helping a chemical company reach net zero, working with a global oil major to pivot its portfolio and track and reduce carbon systematically across its value chain, helping a bank to better price climate risk, and working with a consortium of automotive companies and utilities to create end-to-end electric vehicle solutions. At the same time, we are working with incumbents and investors to build tomorrow's new green businesses and technologies.</p> <p>Indirect costs: McKinsey has committed to 2025 science-based targets and net-zero climate impact by 2030, we have also been carbon neutral since 2018. This implies that we include costs for achieving these targets (i.e., procuring carbon avoidance and removal credits, and/or sustainable aviation fuel) in our financial planning and have implemented a carbon fee in line with our expected cost. The magnitude of these impacts is low in comparison to the company-wide financial planning process and has not been deemed to have a substantive financial or strategic impact on the firm and is evaluated in short/medium term financial planning. For example, we have spent an average price of ~\$11 per ton of CO2e on our carbon credit portfolio that covered our 2022 emissions, in addition to further cost to procure renewable energy.</p> <p>Assets: As an advisory firm, our "assets" are not physical locations or business units in the traditional sense but our proprietary knowledge and our reputation. To build a strong institution we continue to make a substantial investment in research and knowledge building. This is factored into our financial planning, in developing an understanding of a wide range of sustainability and resource productivity topics with the aim of informing the debate – and making it progress – with an independent fact base, tools and frameworks and analysis of risks and opportunities. The magnitude of these impacts is low in comparison to the company-wide financial planning process and has not been deemed to have a substantive financial or strategic impact on the firm. This is evaluated in short term financial planning.</p> <p>Capital expenditure: McKinsey has committed to 2025 SBTs and net zero climate impact by 2030. McKinsey has also been carbon neutral since 2018. Therefore, capital expenditures and investments in energy efficient buildings are included in the financial planning process. The biggest source of our capital expenditures is establishing our offices. As part of our market scan, evaluation/screening and shortlisting process we give higher weightage to securing lease arrangements in buildings with LEED certifications. For example: in 2022, we achieved LEED Platinum in Chennai and Mumbai. Currently, 49% of our global office space is in LEED Gold or Platinum (or equivalent) certified buildings, a 4pp increase from 2021. McKinsey is committed to furthering progress on LEED buildings in 2023, with projects in the pipeline to both achieve LEED certification in existing buildings and design projects targeting Platinum or Gold certifications. There are a number of capital expenditures associated with the interventions required to achieve this level of green-building certification. The magnitude of this impact is low and is factored into business-as-usual financial planning processes and has not been deemed to have a substantive financial or strategic impact on the firm. As this is built into the business-as-usual financial planning, this is evaluated in short-medium term.</p> <p>Acquisitions and divestments: McKinsey acquired Sweden-based Material Economics, experts in sustainability and circularity in December 2021. In March 2021 McKinsey acquired Vivid Economics and Planetrics to help clients navigate climate change and helps us bring significant additional analytical capabilities. As part of our strategic financial planning, we have allocated disproportionately to M&amp;A in the sustainability practice.</p>

**C3.5**

**(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?**

	Identification of spending/revenue that is aligned with your organization's climate transition	Indicate the level at which you identify the alignment of your spending/revenue with a sustainable finance taxonomy
Row 1	Yes, we identify alignment with our climate transition plan	<Not Applicable>

**C3.5a**

**(C3.5a) Quantify the percentage share of your spending/revenue that is aligned with your organization's climate transition.**

**Financial Metric**

Revenue/Turnover

**Type of alignment being reported for this financial metric**

Alignment with our climate transition plan

**Taxonomy under which information is being reported**

<Not Applicable>

**Objective under which alignment is being reported**

<Not Applicable>

**Amount of selected financial metric that is aligned in the reporting year (unit currency as selected in C0.4)**

1500000000

**Percentage share of selected financial metric aligned in the reporting year (%)**

10

**Percentage share of selected financial metric planned to align in 2025 (%)**

15

**Percentage share of selected financial metric planned to align in 2030 (%)**

30

**Describe the methodology used to identify spending/revenue that is aligned**

Reported 10% share of revenue generated by low carbon services is based on the share of our client service that is focused on sustainability. This covers client service across different sectors and regions, and technologies in all stages of maturity. The forecasted growth is based on historic data and growth rates, and our firm's growth ambitions.

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**C4. Targets and performance**

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**C4.1**

**(C4.1) Did you have an emissions target that was active in the reporting year?**

Absolute target

Intensity target

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**C4.1a**

**(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.**

**Target reference number**

Abs 1

**Is this a science-based target?**

Yes, and this target has been approved by the Science Based Targets initiative

**Target ambition**

1.5°C aligned

**Year target was set**

2020

**Target coverage**

Company-wide

**Scope(s)**

Scope 1

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Base year**

2019

**Base year Scope 1 emissions covered by target (metric tons CO2e)**

14652

**Base year Scope 2 emissions covered by target (metric tons CO2e)**

3400

**Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Other (upstream) emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Other (downstream) emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Base year total Scope 3 emissions covered by target (metric tons CO2e)**

<Not Applicable>

**Total base year emissions covered by target in all selected Scopes (metric tons CO2e)**

18052

**Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1**

100

**Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2**

100

**Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Other (upstream) emissions covered by target as % of total base year emissions in Scope 3, Other (upstream) (metric tons CO2e)**

<Not Applicable>

**Base year Scope 3, Other (downstream) emissions covered by target as % of total base year emissions in Scope 3, Other (downstream) (metric tons CO2e)**

<Not Applicable>

**Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)**

<Not Applicable>

**Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes**

100

**Target year**

2025

**Targeted reduction from base year (%)**

25

**Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]**

13539

**Scope 1 emissions in reporting year covered by target (metric tons CO2e)**

9944

**Scope 2 emissions in reporting year covered by target (metric tons CO2e)**

2699

**Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Other (upstream) emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Scope 3, Other (downstream) emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)**

<Not Applicable>

**Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)**

12643

**Does this target cover any land-related emissions?**

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

**% of target achieved relative to base year [auto-calculated]**

119.85375581653

**Target status in reporting year**

Underway

**Please explain target coverage and identify any exclusions**

- Our science-based target to reduce absolute scope 1 and 2 GHG emissions by 25% by 2025 from a 2019 base year covers 100% of our Scope 1 and Scope 2 GHG emissions. It has been externally validated by the Science-Based Target initiative (SBTi), uses the absolute contraction approach (i.e., linear reduction of at least 4.2% per year) and is in line with the level of decarbonization required to limit the global temperature increase to 1.5 degrees Celsius above pre-industrial levels. There are no exclusions to the Scope 1 and Scope 2 GHG emissions covered by this target. The target covers all of our operations as per reporting boundary disclosed in C0.5 and does not relate to CO2 emissions and removals from bioenergy as these are not relevant to our organization.
- Furthermore, McKinsey has committed to net-zero climate impact by 2030 across all Scopes (1, 2 and 3), We will continue to reduce emissions as much as possible including behavior change and the use of sustainable aviation fuels, and we will transition to 100% removals for our remaining footprint.
- We will achieve 100% renewable electricity by 2025 and as much as possible in line with stringent RE100 criteria of sourcing within market boundaries.
- For our 2025 near-term science-based target, we have included a RFI (radiative forcing) of 1.9 to account for the full emissions of air travel.

**Plan for achieving target, and progress made to the end of the reporting year**

While Scope 1 and 2 emissions represent a smaller fraction of our overall carbon footprint, we are working diligently to reduce these emissions. Our plan for achieving our science-based target to reduce absolute Scope 1 and Scope 2 GHG emissions focuses on reducing the energy and electricity use by our company cars and offices, as the largest sources of these emissions. We measure progress against this plan as part of our regular environmental sustainability management operations. Our plan includes the implementation of emissions reduction actions such as: Electrifying our fleet – to decarbonize our fleet of company cars, we are working towards making electric vehicles (EV) the default for lease renewals. We have introduced EV-only vehicle policies in Germany, Austria, Belgium, Luxembourg, Netherlands, and Switzerland effectively covering more than 50 percent of our global car fleet. Our use of hybrid and EV cars has increased threefold globally since 2019—from 9 percent in 2019 to 27 percent in 2022. Transitioning to renewable electricity – As part of our RE100 commitment, we have transitioned 97 percent of our consumed electricity to renewable sources across almost all locations and aim to reach 100 percent by 2025. Making our global office space more sustainable – we target only the highest environmental standards for new offices and major renovations (LEED Gold or Platinum, or equivalents), and 49 percent of our global office space is already LEED Gold or Platinum certified. More specifically, we are working to electrify building heating through negotiation with landlords and improve energy efficiency in our offices through the implementation of energy-efficient lighting, motion sensors, optimized HVAC systems, and other similar solutions. Many of our colleagues work remotely or have a hybrid working model, which has shifted some of our electricity consumption from our offices to colleagues' homes. We capture this transition in our Scope 3 emissions.

**List the emissions reduction initiatives which contributed most to achieving this target**

<Not Applicable>

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**C4.1b**

**(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).**

**Target reference number**

Int 1

**Is this a science-based target?**

Yes, and this target has been approved by the Science Based Targets initiative

**Target ambition**

1.5°C aligned

**Year target was set**

2020

**Target coverage**

Company-wide

**Scope(s)**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 6: Business travel

**Intensity metric**

Metric tons CO2e per unit FTE employee

**Base year**

2019

**Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 1: Purchased goods and services (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 2: Capital goods (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 5: Waste generated in operations (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 6: Business travel (metric tons CO2e per unit of activity)**

22.1

**Intensity figure in base year for Scope 3, Category 7: Employee commuting (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 8: Upstream leased assets (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 10: Processing of sold products (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 11: Use of sold products (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 13: Downstream leased assets (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 14: Franchises (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Category 15: Investments (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Other (upstream) (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for Scope 3, Other (downstream) (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in base year for total Scope 3 (metric tons CO2e per unit of activity)**

22.1

**Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)**

22.1

**% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure**

<Not Applicable>

**% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure**

<Not Applicable>

**% of total base year emissions in Scope 3, Category 1: Purchased goods and services covered by this Scope 3, Category 1: Purchased goods and services intensity figure**

<Not Applicable>

**% of total base year emissions in Scope 3, Category 2: Capital goods covered by this Scope 3, Category 2: Capital goods intensity figure**

<Not Applicable>

**% of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) covered by this Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) intensity figure**

<Not Applicable>

**% of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution covered by this Scope 3, Category 4: Upstream transportation and distribution intensity figure**

<Not Applicable>

**% of total base year emissions in Scope 3, Category 5: Waste generated in operations covered by this Scope 3, Category 5: Waste generated in operations intensity figure**

<Not Applicable>

**% of total base year emissions in Scope 3, Category 6: Business travel covered by this Scope 3, Category 6: Business travel intensity figure**  
100

**% of total base year emissions in Scope 3, Category 7: Employee commuting covered by this Scope 3, Category 7: Employee commuting intensity figure**  
<Not Applicable>

**% of total base year emissions in Scope 3, Category 8: Upstream leased assets covered by this Scope 3, Category 8: Upstream leased assets intensity figure**  
<Not Applicable>

**% of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution covered by this Scope 3, Category 9: Downstream transportation and distribution intensity figure**  
<Not Applicable>

**% of total base year emissions in Scope 3, Category 10: Processing of sold products covered by this Scope 3, Category 10: Processing of sold products intensity figure**  
<Not Applicable>

**% of total base year emissions in Scope 3, Category 11: Use of sold products covered by this Scope 3, Category 11: Use of sold products intensity figure**  
<Not Applicable>

**% of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products covered by this Scope 3, Category 12: End-of-life treatment of sold products intensity figure**  
<Not Applicable>

**% of total base year emissions in Scope 3, Category 13: Downstream leased assets covered by this Scope 3, Category 13: Downstream leased assets intensity figure**  
<Not Applicable>

**% of total base year emissions in Scope 3, Category 14: Franchises covered by this Scope 3, Category 14: Franchises intensity figure**  
<Not Applicable>

**% of total base year emissions in Scope 3, Category 15: Investments covered by this Scope 3, Category 15: Investments intensity figure**  
<Not Applicable>

**% of total base year emissions in Scope 3, Other (upstream) covered by this Scope 3, Other (upstream) intensity figure**  
<Not Applicable>

**% of total base year emissions in Scope 3, Other (downstream) covered by this Scope 3, Other (downstream) intensity figure**  
<Not Applicable>

**% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this total Scope 3 intensity figure**  
95.3

**% of total base year emissions in all selected Scopes covered by this intensity figure**  
95.3

**Target year**  
2025

**Targeted reduction from base year (%)**  
30

**Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]**  
15.47

**% change anticipated in absolute Scope 1+2 emissions**  
0

**% change anticipated in absolute Scope 3 emissions**  
0

**Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)**  
<Not Applicable>

**Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)**  
<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 1: Purchased goods and services (metric tons CO2e per unit of activity)**  
<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 2: Capital goods (metric tons CO2e per unit of activity)**  
<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e per unit of activity)**  
<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e per unit of activity)**  
<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 5: Waste generated in operations (metric tons CO2e per unit of activity)**  
<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 6: Business travel (metric tons CO2e per unit of activity)**  
11.5

**Intensity figure in reporting year for Scope 3, Category 7: Employee commuting (metric tons CO2e per unit of activity)**  
<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 8: Upstream leased assets (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 10: Processing of sold products (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 11: Use of sold products (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 13: Downstream leased assets (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 14: Franchises (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in reporting year for Scope 3, Category 15: Investments (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in reporting year for Scope 3, Other (upstream) (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in reporting year for Scope 3, Other (downstream) (metric tons CO2e per unit of activity)**

<Not Applicable>

**Intensity figure in reporting year for total Scope 3 (metric tons CO2e per unit of activity)**

11.5

**Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)**

11.5

**Does this target cover any land-related emissions?**

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

**% of target achieved relative to base year [auto-calculated]**

159.879336349925

**Target status in reporting year**

Underway

**Please explain target coverage and identify any exclusions**

As business travel is the largest source of our Scope 3 emissions (~90% in 2022), we have set a target to reduce our Scope 3 GHG emissions per employee from business travel. Our Scope 3 target has been externally validated by the Science Based Target initiative (SBTi). Our science-based target to reduce Scope 3 GHG emissions from business travel by 30% per employee by 2025 from a 2019 base year covers 100% of our Scope 3 GHG emissions from business travel. There are no exclusions to the Scope 3 GHG emissions from business travel that are covered by this target. The target covers all of our operations as per reporting boundary disclosed in C0.5 and does not relate to CO2 emissions and removals from bioenergy as these are not relevant to our organization

Furthermore, McKinsey has committed to net-zero climate impact by 2030 across all Scopes (1, 2 and 3). We will continue to reduce emissions as much as possible including behavior change and the use of sustainable aviation fuels, and we will transition to 100% removals for our remaining footprint.

For our 2025 near-term science-based target, we have included a RFI (radiative forcing) of 1.9 to account for the full emissions of air travel.

**Plan for achieving target, and progress made to the end of the reporting year**

Air travel is the largest component of our carbon footprint (82 percent of our 2019 baseline for our science-based targets). Building on the approach adopted during COVID 19 pandemic-related restrictions, we are reimagining our travel and making necessary travel more sustainable by:

Embracing new ways of working: Our teams are implementing hybrid and remote working models that are more sustainable, inclusive, and productive. For example, we introduced a new event planning tool that optimizes travel by identifying the location and transportation options with the lowest carbon footprint. To ensure lasting change, we launched two major initiatives in 2022:

— Driving action through accountability. We have designated a Senior Partner Science-Based Target Leader per region. Each is accountable for delivering our Scope 3 science-based target and regularly reports progress to our Acceleration Team (McKinsey's global leadership body composed of the managing partner and firm leaders representing regions, industries, client capabilities, finance, people and risk functions and aiming to support and accelerate the execution of our strategies).

— Launching an internal carbon fee. As of January 1, 2023, we introduced a global internal carbon fee on all air travel to accelerate decarbonization and generate funding for carbon reduction efforts. The fee allows us to continue investing in emerging sustainability technologies like carbon removal and sustainable aviation fuels (SAF) and strengthens colleague awareness of our environmental footprint and commitments. The funds will also be used to continue compensating for our remaining emissions to fund our net zero transition.

Recruiting in a digital environment: The use of technology throughout our recruiting process allows for greater accessibility and convenience for applicants. In 2022, we held 115,000+ virtual interviews and recruiting events, allowing potential candidates to learn more about us and the work we do from their homes, reducing our carbon footprint.

Driving sustainability in aviation: We are committed to helping scale up the use of SAF. We are founding members of the Sustainable Aviation Buyers Alliance and signatories to the World Economic Forum's Clean Skies for Tomorrow Ambition Statement, targeting 10 percent SAF by 2030. We are partnering with clients to enable SAF production and offtake.

**List the emissions reduction initiatives which contributed most to achieving this target**

<Not Applicable>

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## C4.2

**(C4.2) Did you have any other climate-related targets that were active in the reporting year?**

Target(s) to increase low-carbon energy consumption or production

Net-zero target(s)

Other climate-related target(s)

## C4.2a

---

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

**Target reference number**

Low 1

**Year target was set**

2017

**Target coverage**

Company-wide

**Target type: energy carrier**

Electricity

**Target type: activity**

Consumption

**Target type: energy source**

Renewable energy source(s) only

**Base year**

2017

**Consumption or production of selected energy carrier in base year (MWh)**

58074

**% share of low-carbon or renewable energy in base year**

0

**Target year**

2025

**% share of low-carbon or renewable energy in target year**

100

**% share of low-carbon or renewable energy in reporting year**

97

**% of target achieved relative to base year [auto-calculated]**

97

**Target status in reporting year**

Underway

**Is this target part of an emissions target?**

[Abs1] Transitioning our electricity consumption to 100% renewable sources by 2025 will help us achieve our science-based targets, by resulting in lower Scope 2 (market-based) emissions.

**Is this target part of an overarching initiative?**

RE100

**Please explain target coverage and identify any exclusions**

Our renewable electricity target covers all of our electricity consumption (we purchase all of electricity externally as we don't have any internal electricity production). In line with RE100 criteria, we have excluded countries where no credible EAC scheme and/or credible EAC supply was in place in 2022 and where our consumption was below 100MWh per country. In total, we have excluded 185 MWh from our 2022 baseline from Angola, Azerbaijan, Bahrain, Kuwait, Myanmar, Pakistan, Qatar, Dominican Republic, Ecuador and Ukraine.

**Plan for achieving target, and progress made to the end of the reporting year**

In 2018, McKinsey became the first global consultancy to join RE100, a coalition of organizations committed to using 100 percent renewable electricity. We contract directly with local providers or purchase energy-attribute certificates, such as renewable-energy certificates (RECs) in line with RE100's technical criteria. In 2022, 97.0 percent of our electricity consumption came from renewable sources.

**List the actions which contributed most to achieving this target**

<Not Applicable>

---

## C4.2b

---

**(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.**

**Target reference number**

Oth 1

**Year target was set**

2022

**Target coverage**

Company-wide

**Target type: absolute or intensity**

Absolute

**Target type: category & Metric (target numerator if reporting an intensity target)**

Engagement with suppliers	Percentage of suppliers (by emissions) disclosing their GHG emissions
---------------------------	---

**Target denominator (intensity targets only)**

<Not Applicable>

**Base year**

2021

**Figure or percentage in base year**

72

**Target year**

2027

**Figure or percentage in target year**

80

**Figure or percentage in reporting year**

84

**% of target achieved relative to base year [auto-calculated]**

150

**Target status in reporting year**

New

**Is this target part of an emissions target?**

No

**Is this target part of an overarching initiative?**

Science Based targets initiative - other

**Please explain target coverage and identify any exclusions**

Recognizing that most of McKinsey's emissions are from Scope 3 business travel, we have an internal target to engage suppliers that constitute the top 80% of business travel emissions each year (through 2027). This initiative will remain "ongoing" through at least 2027 to support incremental progress by our suppliers each year. We believe these efforts will help encourage our suppliers to reduce their emissions, which in turn supports McKinsey's science-based Scope 3 emissions reduction goals.

**Plan for achieving target, and progress made to the end of the reporting year**

Based on definitions of supplier engagement from global standards and guidelines including the UN Global Compact and ISO 20400:2017, McKinsey conducts supplier engagement through:

- CDP Supply Chain participation
- Evidence-based supplier ESG assessments
- Supplier trainings or webinars
- Quarterly Business Reviews (QBRs), 1:1 conversations, RfX discussions
- Other partnership or specific procurement / purchasing activity
- Contractual obligation (e.g., science-based target included in contract)
- In 2022, McKinsey hosted for the first time an ESG/sustainability training for business travel suppliers. The training covered topics such as McKinsey's Supplier Code of Conduct, UN Global Compact commitments, and supplier asks to participate in CDP and set science-based targets for our largest emissions suppliers. This year, we were successful in reaching our internal target by engaging with suppliers constituting 84% of our business travel emissions.

**List the actions which contributed most to achieving this target**

<Not Applicable>

C4.2c

**(C4.2c) Provide details of your net-zero target(s).**

**Target reference number**

NZ1

**Target coverage**

Company-wide

**Absolute/intensity emission target(s) linked to this net-zero target**

Abs1

Int1

**Target year for achieving net zero**

2030

**Is this a science-based target?**

No, but we are reporting another target that is science-based

**Please explain target coverage and identify any exclusions**

The target coverage is company-wide and target year is 2030. As an important interim milestone and building upon our previous commitments to climate action in accordance with UN Sustainable Development Goal 13, we have set approved, science-based targets (SBTs) to reduce our greenhouse gas emissions that cover our Scope 1, 2 and 3 emissions for 2025. For our remaining footprint, we will use 100% carbon removal credits by 2030 and reach net-zero climate impact.

**Do you intend to neutralize any unabated emissions with permanent carbon removals at the target year?**

Yes

**Planned milestones and/or near-term investments for neutralization at target year**

For any unabated emissions, we will remove carbon from the atmosphere through mainly nature-based solutions—and reach net-zero climate impact by 2030. We have been carbon neutral through a mix of carbon avoidance and removal credits since 2018. As an important milestone on our net zero climate impact journey, we have set interim science-based targets for 2025. We will source 100% renewable electricity by 2025 (at ~97%).

**Planned actions to mitigate emissions beyond your value chain (optional)**

**C4.3**

**(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.**

Yes

**C4.3a**

**(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.**

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	0	0
To be implemented*	0	0
Implementation commenced*	0	0
Implemented*	3	430394
Not to be implemented	0	0

**C4.3b**

**(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.**

**Initiative category & Initiative type**

Transportation	Company fleet vehicle replacement
----------------	-----------------------------------

**Estimated annual CO2e savings (metric tonnes CO2e)**

901

**Scope(s) or Scope 3 category(ies) where emissions savings occur**

Scope 1

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

0

**Investment required (unit currency – as specified in C0.4)**

0

**Payback period**

No payback

**Estimated lifetime of the initiative**

Ongoing

**Comment**

The estimated annual tCO2e savings is calculated by the decrease in the number of owned/leased cars + shift to electrification. We have set a science-based target for our Scope 1 and 2 emissions. One of the ways in which we aim to achieve this is through electrifying our company cars. We have introduced EV-only vehicle policies in Germany, Austria, Belgium, Luxembourg, Netherlands, and Switzerland effectively covering more than 50 percent of our global car fleet. Our use of hybrid and EV cars has increased threefold globally since 2019—from 9 percent in 2019 to 27 percent in 2022. We do not expect net monetary savings from reducing our fleet size and electrifying remaining vehicles, as we often reinvest any savings (e.g., alternative mobility packages for our colleagues, infrastructure for EVs, etc.). We consider the cost of addressing the emissions from company cars to be part of business as usual.

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**Initiative category & Initiative type**

Transportation	Business travel policy
----------------	------------------------

**Estimated annual CO2e savings (metric tonnes CO2e)**

429413

**Scope(s) or Scope 3 category(ies) where emissions savings occur**

Scope 3 category 6: Business travel

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

0

**Investment required (unit currency – as specified in C0.4)**

0

**Payback period**

No payback

**Estimated lifetime of the initiative**

Ongoing

**Comment**

For our Scope 3 GHG emissions (indirect emissions from internal and client travel), we are working towards achieving our validated science-based target of 30 percent per colleague travel reduction by 2025 - mostly through adopting hybrid working models and sustainable aviation fuels.

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**Initiative category & Initiative type**

Low-carbon energy consumption	Low-carbon electricity mix
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**Estimated annual CO2e savings (metric tonnes CO2e)**

80

**Scope(s) or Scope 3 category(ies) where emissions savings occur**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

0

**Investment required (unit currency – as specified in C0.4)**

0

**Payback period**

No payback

**Estimated lifetime of the initiative**

Ongoing

**Comment**

In 2018, McKinsey became the first global consultancy to join RE100, a coalition of organizations committed to using 100% renewable electricity. In 2022, 97.0% of our electricity consumption came from renewable sources. We continue to work towards our target of 100% renewable electricity by 2025 by sourcing renewable electricity directly from our providers where we can and working with our landlords in offices where we do not have a direct relationship with the utility company. Where this is not possible, we purchase energy attribute certificates aligned with RE100 criteria in every country where it's currently available, equal to our consumption in those markets, to send a demand signal to support the development of renewable energy. There are no monetary savings from this switch to renewables and we consider the investment required to be part of business as usual.

---

C4.3c

**(C4.3c) What methods do you use to drive investment in emissions reduction activities?**

Method	Comment
Dedicated budget for other emissions reduction activities	The Director of Environmental Sustainability sits within our Global Social Responsibility unit and oversees the annual budget related to spending on our environmental sustainability commitments such as carbon neutrality, science-based targets and RE100. The budget covers items such as EACs, carbon credits, sustainable aviation fuels (SAF), etc. The team works with other firm functions, such as Real Estate, IT and Procurement, as well as our client-serving teams, in particular McKinsey Sustainability, to make the case for environmental footprint reduction policies and activities. A key example of such collaboration is our founding membership of Frontier, a coalition committed to scaling the carbon removal market through advance market commitments. In 2022, we signed multi-year, multi-million forward-looking offtake agreements to address our own footprint and scale this nascent market. A global network of over 120 Green Teams across our offices leads the identification and implementation of initiatives working closely with the Global Social Responsibility team for central budget needs to reduce the firm's environmental footprint at the local level. We support Green Teams financially through centrally funded efforts around Tree Planting Campaigns and Go Green Awards that allow Green Teams to support a charity of their choice with a donation. We introduced a global internal carbon fee on all air travel to accelerate decarbonization and generate funding for carbon reduction efforts. The fee allows us to continue investing in emerging sustainability technologies like carbon removal and SAF, and strengthens colleague awareness of our environmental footprint and commitment.
Employee engagement	Volunteer Green Teams in offices across our firm are focused on identifying and implementing sustainability innovations in energy use, travel behaviors and waste reduction. Initiatives and deliverables from Green Team activities are communicated widely, for example in a sustainability newsletter circulated to all employees. More than 1,200 colleagues were members of our 120 Green Teams in 2022—representing nearly every office. The teams helped build awareness, reduce the firm's environmental footprint, and mobilize our more than 45,000 colleagues to invest their time and effort in local activities to reduce our collective footprint.
Internal incentives/recognition programs	Sustainability achievements, innovations, and positive behaviors are celebrated through internal communication platforms, including our Go Green Awards, newsletters, intranet articles, office meetings and externally (e.g., Facebook posts on "real life at McKinsey").

**C4.5**

**(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?**

Yes

**C4.5a**

**(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.**

**Level of aggregation**

Group of products or services

**Taxonomy used to classify product(s) or service(s) as low-carbon**

Other, please specify (Avoided emissions - this is measured by our client impact)

**Type of product(s) or service(s)**

Power	Other, please specify (We advise companies, cities, countries and other institutions on how to reduce their Scope 1, 2 and 3 emissions and enable climate compatible growth)
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**Description of product(s) or service(s)**

McKinsey aspires to be the largest force for decarbonization in the private sector and the preeminent partner in achieving impact across key topics: hyperscaling green businesses, driving brown to green decarbonization, carbon markets, nature and biodiversity, and sustainable finance. We help all industry sectors halve carbon emissions by 2030 and reach net zero by 2050.

Examples of our client service includes: Net Zero & ESG Strategy- helping leaders and organizations rewrite the climate math equation; Sustainable finance- helping banks, asset managers, and insurers decarbonize their portfolios; Hyperscaling green businesses- empowering businesses focused on creating a sustainable future; Driving brown to green decarbonization- enabling organizations to find and remove carbon across the business system.

All of our clients and our service to them are supported by our thought leadership, innovative tools and solutions, top talent, and a vibrant ecosystem of industry associations and knowledge platforms focused on innovating to net zero.

**Have you estimated the avoided emissions of this low-carbon product(s) or service(s)**

Yes

**Methodology used to calculate avoided emissions**

Other, please specify (McKinsey proprietary framework)

**Life cycle stage(s) covered for the low-carbon product(s) or services(s)**

Cradle-to-gate

**Functional unit used**

Kilograms of CO2 per kilograms of product

**Reference product/service or baseline scenario used**

McKinsey proprietary assumptions for client supply chain of key material categories (e.g., steel, aluminum, brass)

**Life cycle stage(s) covered for the reference product/service or baseline scenario**

Cradle-to-gate

**Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario**

11000

**Explain your calculation of avoided emissions, including any assumptions**

We worked with our client to baseline the emissions in purchased goods, identified the top emitting procurement categories and suppliers, and then engaged with them to switch to lower emissions energy sources. The estimated avoided emissions reported was for the pilot that was ran in 2021; long term, 25% emissions reduction expected from all purchased goods by 2030, with a further 15% emissions reduction across the value chain.

The values shared above are an example of our work with our clients. We have completed more than 3,700 engagements in the last 3 years focused on helping our clients with climate transition.

**Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year**

10

**C5. Emissions methodology**

**C5.1**

**(C5.1) Is this your first year of reporting emissions data to CDP?**

No

**C5.1a**

**(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?**

**Row 1**

**Has there been a structural change?**

No

**Name of organization(s) acquired, divested from, or merged with**

<Not Applicable>

**Details of structural change(s), including completion dates**

<Not Applicable>

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	No	<Not Applicable>

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

**Base year start**

January 1 2019

**Base year end**

December 31 2019

**Base year emissions (metric tons CO2e)**

14652

**Comment**

Scope 2 (location-based)

**Base year start**

January 1 2019

**Base year end**

December 31 2019

**Base year emissions (metric tons CO2e)**

22913

**Comment**

Scope 2 (market-based)

**Base year start**

January 1 2019

**Base year end**

December 31 2019

**Base year emissions (metric tons CO2e)**

3400

**Comment**

Scope 3 category 1: Purchased goods and services

**Base year start**

January 1 2019

**Base year end**

December 31 2019

**Base year emissions (metric tons CO2e)**

18560

**Comment**

Scope 3 category 2: Capital goods

**Base year start**

**Base year end**

**Base year emissions (metric tons CO2e)**

**Comment**

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

**Base year start**

January 1 2019

**Base year end**

December 31 2019

**Base year emissions (metric tons CO2e)**

7937

**Comment**

The 7,937 tCO2e includes Fuel and energy related activities (not included in Scope 1 or 2) electricity - market based. Using Fuel and energy related activities (not included in Scope 1 or 2) electricity - location based then it is 9,331 tCO2e.

**Scope 3 category 4: Upstream transportation and distribution**

**Base year start**

January 1 2019

**Base year end**

December 31 2019

**Base year emissions (metric tons CO2e)**

4087

**Comment**

**Scope 3 category 5: Waste generated in operations**

**Base year start**

January 1 2019

**Base year end**

December 31 2019

**Base year emissions (metric tons CO2e)**

3649

**Comment**

**Scope 3 category 6: Business travel**

**Base year start**

January 1 2019

**Base year end**

December 31 2019

**Base year emissions (metric tons CO2e)**

690608

**Comment**

**Scope 3 category 7: Employee commuting**

**Base year start**

January 1 2019

**Base year end**

December 31 2019

**Base year emissions (metric tons CO2e)**

0

**Comment**

Due to the nature of our business, the majority of employee commuting was captured in our business travel category for 2019. This became a more material figure in 2020 and in order to be more robust, we began to calculate it separately in 2020. As the addition was not material, we have not re-baselined 2019.

**Scope 3 category 8: Upstream leased assets**

**Base year start**

**Base year end**

**Base year emissions (metric tons CO2e)**

**Comment**

**Scope 3 category 9: Downstream transportation and distribution**

**Base year start**

**Base year end**

**Base year emissions (metric tons CO2e)**

**Comment**

**Scope 3 category 10: Processing of sold products**

**Base year start**

**Base year end**

**Base year emissions (metric tons CO2e)**

**Comment**

**Scope 3 category 11: Use of sold products**

**Base year start**

**Base year end**

**Base year emissions (metric tons CO2e)**

**Comment**

**Scope 3 category 12: End of life treatment of sold products**

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

**Scope 3 category 13: Downstream leased assets**

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

**Scope 3 category 14: Franchises**

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

**Scope 3 category 15: Investments**

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

**Scope 3: Other (upstream)**

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

**Scope 3: Other (downstream)**

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

**C5.3**

---

**(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.**

- IPCC Guidelines for National Greenhouse Gas Inventories, 2006
- The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- The Greenhouse Gas Protocol: Scope 2 Guidance
- The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Standard
- US EPA Center for Corporate Climate Leadership: Indirect Emissions From Events and Conferences
- US EPA Emissions & Generation Resource Integrated Database (eGRID)

**C6. Emissions data**

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**C6.1**

---

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

**Reporting year**

**Gross global Scope 1 emissions (metric tons CO2e)**  
9944

**Start date**  
<Not Applicable>

**End date**  
<Not Applicable>

**Comment**

## C6.2

---

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

**Row 1**

**Scope 2, location-based**  
We are reporting a Scope 2, location-based figure

**Scope 2, market-based**  
We are reporting a Scope 2, market-based figure

**Comment**

## C6.3

---

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

**Reporting year**

**Scope 2, location-based**  
18723

**Scope 2, market-based (if applicable)**  
2699

**Start date**  
<Not Applicable>

**End date**  
<Not Applicable>

**Comment**

## C6.4

---

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

## C6.5

---

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

**Purchased goods and services**

**Evaluation status**  
Relevant, calculated

**Emissions in reporting year (metric tons CO2e)**  
28396

**Emissions calculation methodology**  
Hybrid method

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**  
0

**Please explain**  
Calculated based on estimated per-person consumption/usage of IT equipment, cloud services, paper, food and water bottles

## Capital goods

### Evaluation status

Not relevant, explanation provided

### Emissions in reporting year (metric tons CO2e)

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

At present all emissions from this source will be included in our purchased goods and services, therefore we do not consider Capital goods as relevant/material to our footprint.

## Fuel-and-energy-related activities (not included in Scope 1 or 2)

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

4646

### Emissions calculation methodology

Hybrid method

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

### Please explain

Calculated based on actual consumption data per office and using the appropriate emission factors (BEIS, 2022) for electricity, diesel, heating fuels and owned vehicles.

## Upstream transportation and distribution

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

8413

### Emissions calculation methodology

Spend-based method

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

### Please explain

Total amount spent on courier services is converted into emissions based on average emissions per \$ spending. Spend data is based on vendor invoices obtained from supplier.

## Waste generated in operations

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

322

### Emissions calculation methodology

Average data method

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

Waste emissions were calculated based on office utilization and statistics on municipal waste from the World Bank (WB) and OECD.

## Business travel

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

469293

### Emissions calculation methodology

Distance-based method

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

### Please explain

Air travel km's are converted into emissions using BEIS 2022 emission factors considering the flight class and haul type.

## Employee commuting

### Evaluation status

Relevant, calculated

### Emissions in reporting year (metric tons CO2e)

8360

### Emissions calculation methodology

Average data method

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

Emissions were calculated based on office utilization, commuting preferences and statistics, incremental electricity as well as heating and cooling resulting from employees working from home, and relevant location-specific residential energy efficiency indicators. According to the GHG Protocol, these emissions are reported under the 'Employee Commuting' category

## Upstream leased assets

### Evaluation status

Not relevant, explanation provided

### Emissions in reporting year (metric tons CO2e)

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

We do not consider upstream leased assets goods as relevant/material to our footprint

## Downstream transportation and distribution

### Evaluation status

Not relevant, explanation provided

### Emissions in reporting year (metric tons CO2e)

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

We do not consider downstream transportation and distribution as relevant/material to our footprint

## Processing of sold products

### Evaluation status

Not relevant, explanation provided

### Emissions in reporting year (metric tons CO2e)

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

McKinsey does not produce intermediate products. Products are in the form of advising clients, data and information, no processing of which is required

## Use of sold products

### Evaluation status

Not relevant, explanation provided

### Emissions in reporting year (metric tons CO2e)

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

We do not sell physical products, therefore, emissions from this source are not relevant

#### End of life treatment of sold products

**Evaluation status**

Not relevant, explanation provided

**Emissions in reporting year (metric tons CO2e)**

<Not Applicable>

**Emissions calculation methodology**

<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

<Not Applicable>

**Please explain**

We do not sell physical products and do not have end of life treatment of sold products, therefore, emissions from this source are not relevant

#### Downstream leased assets

**Evaluation status**

Not relevant, explanation provided

**Emissions in reporting year (metric tons CO2e)**

<Not Applicable>

**Emissions calculation methodology**

<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

<Not Applicable>

**Please explain**

We do not lease assets to third parties, therefore, this category is not relevant

#### Franchises

**Evaluation status**

Not relevant, explanation provided

**Emissions in reporting year (metric tons CO2e)**

<Not Applicable>

**Emissions calculation methodology**

<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

<Not Applicable>

**Please explain**

McKinsey does not operate any franchises; therefore, this category is not relevant

#### Investments

**Evaluation status**

Not relevant, explanation provided

**Emissions in reporting year (metric tons CO2e)**

<Not Applicable>

**Emissions calculation methodology**

<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

<Not Applicable>

**Please explain**

McKinsey does not operate investments; therefore, this category is not relevant

#### Other (upstream)

**Evaluation status**

Not relevant, explanation provided

**Emissions in reporting year (metric tons CO2e)**

<Not Applicable>

**Emissions calculation methodology**

<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

<Not Applicable>

**Please explain**

We do not consider other upstream emissions as relevant/material to our footprint

**Other (downstream)**

**Evaluation status**

Not relevant, explanation provided

**Emissions in reporting year (metric tons CO2e)**

<Not Applicable>

**Emissions calculation methodology**

<Not Applicable>

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

<Not Applicable>

**Please explain**

We do not consider other downstream emissions as relevant/material to our footprint

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C6.7

**(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?**

No

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C6.10

**(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.**

**Intensity figure**

8.428e-7

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)**

12643

**Metric denominator**

unit total revenue

**Metric denominator: Unit total**

15000000000

**Scope 2 figure used**

Market-based

**% change from previous year**

14

**Direction of change**

Decreased

**Reason(s) for change**

Other emissions reduction activities

Change in methodology

**Please explain**

Other emission reduction activities:

We have introduced EV-only vehicle policies in Germany, Austria, Belgium, Luxembourg, Netherlands, and Switzerland effectively covering more than 50 percent of our global car fleet. Our use of hybrid and EV cars has increased threefold globally since 2019—from 9 percent in 2019 to 27 percent in 2022. These initiatives resulted in an estimated reduction in Scope 1 emissions of ~901 tCO2e

Change in methodology:

Switch to actual consumption data for refrigerants refilling in the offices helped in providing a more accurate view of the carbon footprint compared to the estimated usage considered in the prior year based on limited locations sample size. This resulted in reduction in Scope 1 emissions of 1,093 tCO2e

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C7. Emissions breakdowns

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C7.1

**(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?**

No

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C7.2

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**(C7.2) Break down your total gross global Scope 1 emissions by country/area/region.**

Country/area/region	Scope 1 emissions (metric tons CO2e)
Asia Pacific (or JAPA) <i>Asia + Pakistan + GC</i>	721
Eastern Europe, Middle East, and Africa (EEMEA) <i>EEMA – Pakistan + Israel</i>	861
Europe <i>Europe - Israel</i>	6379
Latin America (LATAM)	1051
North America	932

**C7.3**

**(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.**

By business division

**C7.3a**

**(C7.3a) Break down your total gross global Scope 1 emissions by business division.**

Business division	Scope 1 emissions (metric ton CO2e)
McKinsey & Company	9944

**C7.5**

**(C7.5) Break down your total gross global Scope 2 emissions by country/area/region.**

Country/area/region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Asia Pacific (or JAPA)	7281	235
Eastern Europe, Middle East, and Africa (EEMEA)	1762	789
Europe	4539	1319
Latin America (LATAM)	328	20
North America	4813	335

**C7.6**

**(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.**

By business division

**C7.6a**

**(C7.6a) Break down your total gross global Scope 2 emissions by business division.**

Business division	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
McKinsey & Company	18723	2699

**C7.7**

**(C7.7) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?**

No

**C7.9**

**(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?**

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change in emissions	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	80	Decreased	0.54	As part of our commitment to the RE100 climate group, we source renewable electricity aligned with RE100 criteria in every country where it's currently available. This means we have shifted 97 percent of our total consumed electricity to renewable sources and aim to reach 100 percent by 2025. Of our 2022 electricity consumption, 0.5 percent originated in Russia. In light of the war in Ukraine, we did not procure electricity certificates for Russia. We have since suspended operations in Russia. Because of that, our RE share remained flat at 97 percent in 2022. However, decline in market-based emission factors for countries wherein we don't have Green tariff or procured EACs resulted in decline in 2022 emissions. Calculation: Change in emissions: 2022 (710) vs 2021 (789) = -80 tCO2e while 2021 Scope 1+2 emissions = 14,704 tCO2e. $-80/14,704 \times 100 = -0.54\%$ Note: calculation figures may not add due to rounding.
Other emissions reduction activities	901	Decreased	6.13	Initiative to reduce and electrify our car fleet. Calculation: Change in emissions from owned and leased cars: 2022 (6,591) vs 2021 (7,492) = -901 tCO2e while 2021 Scope 1+2 emissions = 14,704 tCO2e. $-901/14,704 \times 100 = -6.13\%$ Note: calculation figures may not add due to rounding.
Divestment		<Not Applicable >		
Acquisitions		<Not Applicable >		
Mergers		<Not Applicable >		
Change in output		<Not Applicable >		
Change in methodology	1093	Decreased	7.43	Switch to actual consumption data for refrigerants refilling in the offices helped in providing a more accurate view of the carbon footprint compared to the estimated usage considered in the prior year based on limited locations sample size. Calculation: Change in emissions: 2022 (662) vs 2021 (1754) = -1093 tCO2e whilst 2021 Scope 1+2 emissions = 14,704 tCO2e. $-1093/14,704 \times 100 = -7.43\%$ Note: calculation figures may not add due to rounding.
Change in boundary		<Not Applicable >		
Change in physical operating conditions		<Not Applicable >		
Unidentified		<Not Applicable >		
Other	12	Increased	0.08	Slight increase in Heating emissions in 2022. Calculation: Change in emissions: 2022 (4,681) vs 2021 (4,669) = +12 tCO2e whilst 2021 Scope 1+2 emissions = 14,704 tCO2e. $+12/14,704 \times 100 = +0.08\%$ Note: calculation figures may not add due to rounding

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

**(C8.2) Select which energy-related activities your organization has undertaken.**

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	Yes
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

**C8.2a**

**(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.**

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	LHV (lower heating value)	0	38873	38873
Consumption of purchased or acquired electricity	<Not Applicable>	43752	1537	45289
Consumption of purchased or acquired heat	<Not Applicable>	0	8771	8771
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Total energy consumption	<Not Applicable>	43752	49181	92933

**C8.2b**

**(C8.2b) Select the applications of your organization's consumption of fuel.**

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Yes
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

**C8.2c**

**(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.**

**Sustainable biomass**

**Heating value**

Unable to confirm heating value

**Total fuel MWh consumed by the organization**

0

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

0

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

**Comment**

**Other biomass**

**Heating value**

Unable to confirm heating value

**Total fuel MWh consumed by the organization**

0

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

0

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

**Comment**

**Other renewable fuels (e.g. renewable hydrogen)**

**Heating value**

Unable to confirm heating value

**Total fuel MWh consumed by the organization**

0

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

0

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

**Comment**

**Coal**

**Heating value**

Unable to confirm heating value

**Total fuel MWh consumed by the organization**

0

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

0

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

**Comment**

**Oil**

**Heating value**

LHV

**Total fuel MWh consumed by the organization**

28480

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

0

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

**Comment**

**Gas**

**Heating value**

LHV

**Total fuel MWh consumed by the organization**

10393

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

0

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

**Comment**

**Other non-renewable fuels (e.g. non-renewable hydrogen)**

**Heating value**

Unable to confirm heating value

**Total fuel MWh consumed by the organization**

0

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

0

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

**Comment**

**Total fuel**

**Heating value**

LHV

**Total fuel MWh consumed by the organization**

38873

**MWh fuel consumed for self-generation of electricity**

0

**MWh fuel consumed for self-generation of heat**

0

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self- cogeneration or self-trigeneration**

<Not Applicable>

**Comment**

**C8.2g**

---

**(C8.2g) Provide a breakdown by country/area of your non-fuel energy consumption in the reporting year.**

**Country/area**

Angola

**Consumption of purchased electricity (MWh)**

18.32

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

Yes

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

18.32

---

**Country/area**

Argentina

**Consumption of purchased electricity (MWh)**

139.92

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

139.92

---

**Country/area**

Australia

**Consumption of purchased electricity (MWh)**

557.01

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

---

**Total non-fuel energy consumption (MWh) [Auto-calculated]**  
557.01

---

**Country/area**

Austria

**Consumption of purchased electricity (MWh)**

963.38

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

299.22

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

1262.6

---

**Country/area**

Azerbaijan

**Consumption of purchased electricity (MWh)**

10.33

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

Yes

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

10.33

---

**Country/area**

Bahrain

**Consumption of purchased electricity (MWh)**

1.85

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

Yes

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

1.85

---

**Country/area**

Belgium

**Consumption of purchased electricity (MWh)**

864.58

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

864.58

---

**Country/area**

---

Brazil

**Consumption of purchased electricity (MWh)**

709.52

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

709.52

---

**Country/area**

Canada

**Consumption of purchased electricity (MWh)**

1817.41

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

290.53

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

2107.94

---

**Country/area**

Chile

**Consumption of purchased electricity (MWh)**

143.1

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

143.1

---

**Country/area**

China

**Consumption of purchased electricity (MWh)**

629.88

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

629.88

---

**Country/area**

Colombia

**Consumption of purchased electricity (MWh)**

135.71

---

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

135.71

---

Country/area

Costa Rica

Consumption of purchased electricity (MWh)

1689.64

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1689.64

---

Country/area

Croatia

Consumption of purchased electricity (MWh)

84.8

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

84.8

---

Country/area

Czechia

Consumption of purchased electricity (MWh)

245.29

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

1293.11

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1538.4

---

Country/area

Denmark

Consumption of purchased electricity (MWh)

218.55

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

---

Consumption of purchased heat, steam, and cooling (MWh)

273.9

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

492.45

---

Country/area

Egypt

Consumption of purchased electricity (MWh)

40.07

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

40.07

---

Country/area

Ethiopia

Consumption of purchased electricity (MWh)

9.89

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

Yes

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

9.89

---

Country/area

Finland

Consumption of purchased electricity (MWh)

128.1

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

141

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

269.1

---

Country/area

France

Consumption of purchased electricity (MWh)

1060.6

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

530

Consumption of self-generated heat, steam, and cooling (MWh)

0

---

**Total non-fuel energy consumption (MWh) [Auto-calculated]**  
1590.6

---

**Country/area**

Germany

**Consumption of purchased electricity (MWh)**

2656.09

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

1755.76

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

4411.85

---

**Country/area**

Greece

**Consumption of purchased electricity (MWh)**

82.04

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

82.04

---

**Country/area**

Hong Kong SAR, China

**Consumption of purchased electricity (MWh)**

328.65

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

163.77

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

492.42

---

**Country/area**

Hungary

**Consumption of purchased electricity (MWh)**

327.44

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

327.44

---

**Country/area**

India

**Consumption of purchased electricity (MWh)**

7193.64

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

7193.64

---

**Country/area**

Indonesia

**Consumption of purchased electricity (MWh)**

203.99

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

203.99

---

**Country/area**

Ireland

**Consumption of purchased electricity (MWh)**

68.2

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

68.2

---

**Country/area**

Israel

**Consumption of purchased electricity (MWh)**

100.89

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

100.89

---

**Country/area**

Italy

**Consumption of purchased electricity (MWh)**

447.95

---

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

447.95

---

Country/area

Japan

Consumption of purchased electricity (MWh)

645.49

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

645.49

---

Country/area

Kazakhstan

Consumption of purchased electricity (MWh)

221.52

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

864.54

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1086.06

---

Country/area

Kenya

Consumption of purchased electricity (MWh)

109.03

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

Yes

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

109.03

---

Country/area

Kuwait

Consumption of purchased electricity (MWh)

4.95

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

Yes

---

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

4.95

---

Country/area

Luxembourg

Consumption of purchased electricity (MWh)

15.12

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

15.12

---

Country/area

Malaysia

Consumption of purchased electricity (MWh)

89.15

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

89.15

---

Country/area

Mexico

Consumption of purchased electricity (MWh)

606.26

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

606.26

---

Country/area

Morocco

Consumption of purchased electricity (MWh)

76.86

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

---

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

76.86

---

**Country/area**

Netherlands

**Consumption of purchased electricity (MWh)**

1506.3

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

1506.3

---

**Country/area**

New Zealand

**Consumption of purchased electricity (MWh)**

33.38

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

33.38

---

**Country/area**

Nigeria

**Consumption of purchased electricity (MWh)**

37.52

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

37.52

---

**Country/area**

Norway

**Consumption of purchased electricity (MWh)**

430.8

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

430.8

---

**Country/area**

---

Pakistan

**Consumption of purchased electricity (MWh)**

49

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

Yes

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

49

---

**Country/area**

Panama

**Consumption of purchased electricity (MWh)**

101.92

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

101.92

---

**Country/area**

Peru

**Consumption of purchased electricity (MWh)**

139.87

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

139.87

---

**Country/area**

Philippines

**Consumption of purchased electricity (MWh)**

509.86

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

509.86

---

**Country/area**

Poland

**Consumption of purchased electricity (MWh)**

686.55

---

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

1388.08

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

2074.63

---

Country/area

Portugal

Consumption of purchased electricity (MWh)

436.03

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

436.03

---

Country/area

Qatar

Consumption of purchased electricity (MWh)

23.59

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

Yes

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

23.59

---

Country/area

Romania

Consumption of purchased electricity (MWh)

53.71

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

53.71

---

Country/area

Russian Federation

Consumption of purchased electricity (MWh)

228.46

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

Yes

---

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

228.46

---

Country/area

Saudi Arabia

Consumption of purchased electricity (MWh)

623.15

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

Yes

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

623.15

---

Country/area

Serbia

Consumption of purchased electricity (MWh)

7.27

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

7.27

---

Country/area

Singapore

Consumption of purchased electricity (MWh)

259.74

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

259.74

---

Country/area

South Africa

Consumption of purchased electricity (MWh)

330.29

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

---

**Total non-fuel energy consumption (MWh) [Auto-calculated]**  
330.29

---

**Country/area**  
Republic of Korea

**Consumption of purchased electricity (MWh)**  
257.91

**Consumption of self-generated electricity (MWh)**  
0

**Is this electricity consumption excluded from your RE100 commitment?**  
Yes

**Consumption of purchased heat, steam, and cooling (MWh)**  
0

**Consumption of self-generated heat, steam, and cooling (MWh)**  
0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**  
257.91

---

**Country/area**  
Spain

**Consumption of purchased electricity (MWh)**  
648.64

**Consumption of self-generated electricity (MWh)**  
0

**Is this electricity consumption excluded from your RE100 commitment?**  
No

**Consumption of purchased heat, steam, and cooling (MWh)**  
0

**Consumption of self-generated heat, steam, and cooling (MWh)**  
0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**  
648.64

---

**Country/area**  
Sweden

**Consumption of purchased electricity (MWh)**  
404.53

**Consumption of self-generated electricity (MWh)**  
0

**Is this electricity consumption excluded from your RE100 commitment?**  
No

**Consumption of purchased heat, steam, and cooling (MWh)**  
156.77

**Consumption of self-generated heat, steam, and cooling (MWh)**  
0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**  
561.3

---

**Country/area**  
Switzerland

**Consumption of purchased electricity (MWh)**  
335.18

**Consumption of self-generated electricity (MWh)**  
0

**Is this electricity consumption excluded from your RE100 commitment?**  
No

**Consumption of purchased heat, steam, and cooling (MWh)**  
144.06

**Consumption of self-generated heat, steam, and cooling (MWh)**  
0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**  
479.24

---

**Country/area**

---

Taiwan, China

**Consumption of purchased electricity (MWh)**

134.14

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

Yes

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

134.14

---

**Country/area**

Thailand

**Consumption of purchased electricity (MWh)**

84.6

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

84.6

---

**Country/area**

Turkey

**Consumption of purchased electricity (MWh)**

514.14

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

No

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

514.14

---

**Country/area**

Ukraine

**Consumption of purchased electricity (MWh)**

35.88

**Consumption of self-generated electricity (MWh)**

0

**Is this electricity consumption excluded from your RE100 commitment?**

Yes

**Consumption of purchased heat, steam, and cooling (MWh)**

0

**Consumption of self-generated heat, steam, and cooling (MWh)**

0

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

35.88

---

**Country/area**

United Arab Emirates

**Consumption of purchased electricity (MWh)**

366.22

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Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

366.22

---

Country/area

United Kingdom of Great Britain and Northern Ireland

Consumption of purchased electricity (MWh)

239.05

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

1.15

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

240.2

---

Country/area

United States of America

Consumption of purchased electricity (MWh)

14036.75

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

1469.23

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

15505.98

---

Country/area

Viet Nam

Consumption of purchased electricity (MWh)

24.05

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

24.05

---

Country/area

Sri Lanka

Consumption of purchased electricity (MWh)

47.94

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

---

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

47.94

---

Country/area

Dominican Republic

Consumption of purchased electricity (MWh)

29.51

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

Yes

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

29.51

---

Country/area

Uruguay

Consumption of purchased electricity (MWh)

16.43

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

No

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

16.43

---

Country/area

Ecuador

Consumption of purchased electricity (MWh)

11.29

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

Yes

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

11.29

---

Country/area

Myanmar

Consumption of purchased electricity (MWh)

1.82

Consumption of self-generated electricity (MWh)

0

Is this electricity consumption excluded from your RE100 commitment?

Yes

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

---

**Total non-fuel energy consumption (MWh) [Auto-calculated]**

1.82

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**C8.2h**

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**(C8.2h) Provide details of your organization's renewable electricity purchases in the reporting year by country/area.**

**Country/area of consumption of purchased renewable electricity**

Argentina

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Large hydropower (>25 MW)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

139.92

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Argentina

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

1978

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Australia

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

557.01

**Tracking instrument used**

Australian LGC

**Country/area of origin (generation) of purchased renewable electricity**

Australia

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2019

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Austria

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Hydropower (capacity unknown)

---

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

119.58

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Austria

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Austria

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

804.45

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Austria

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

39.35

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Italy

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2019

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

---

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Belgium

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

187.22

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Belgium

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Belgium

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

115.72

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Belgium

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Hydropower (capacity unknown)

---

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

187.22

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Belgium

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

&lt;Not Applicable&gt;

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Belgium

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

187.22

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Belgium

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

&lt;Not Applicable&gt;

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Belgium

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Geothermal

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

187.22

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Belgium

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

&lt;Not Applicable&gt;

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Brazil

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

709.52

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Brazil

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2021

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Canada

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

1817.41

**Tracking instrument used**

US-REC

**Country/area of origin (generation) of purchased renewable electricity**

United States of America

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

Green-e

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Chile

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

---

143.1

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Chile

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2017

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

China

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

629.88

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

China

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2014

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Colombia

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Large hydropower (>25 MW)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

135.71

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Colombia

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

1975

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

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**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Costa Rica

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

1689.64

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Costa Rica

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2015

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Croatia

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

84.8

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Czechia

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

245.29

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**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Denmark

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

180.66

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Denmark

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Denmark

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

37.88

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

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EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Egypt

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

40.07

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Egypt

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

2019

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Ethiopia

**Sourcing method**

Default delivered renewable electricity from the grid in a market with 95% or more renewable electricity capacity and where there is no mechanism for specifically allocating renewable electricity

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

2.47

**Tracking instrument used**

Other, please specify (Passive claim)

**Country/area of origin (generation) of purchased renewable electricity**

Ethiopia

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Ethiopia

**Sourcing method**

Default delivered renewable electricity from the grid in a market with 95% or more renewable electricity capacity and where there is no mechanism for specifically allocating renewable electricity

**Renewable electricity technology type**

Hydropower (capacity unknown)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

2.47

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**Tracking instrument used**

Other, please specify (Passive claim)

**Country/area of origin (generation) of purchased renewable electricity**

Ethiopia

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Ethiopia

**Sourcing method**

Default delivered renewable electricity from the grid in a market with 95% or more renewable electricity capacity and where there is no mechanism for specifically allocating renewable electricity

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

2.47

**Tracking instrument used**

Other, please specify (Passive claim)

**Country/area of origin (generation) of purchased renewable electricity**

Ethiopia

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Ethiopia

**Sourcing method**

Default delivered renewable electricity from the grid in a market with 95% or more renewable electricity capacity and where there is no mechanism for specifically allocating renewable electricity

**Renewable electricity technology type**

Geothermal

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

2.47

**Tracking instrument used**

Other, please specify (Passive claim)

**Country/area of origin (generation) of purchased renewable electricity**

Ethiopia

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

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**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Finland

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

128.1

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

France

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

1060.6

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Germany

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Hydropower (capacity unknown)

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**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

1472.45

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Germany

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

&lt;Not Applicable&gt;

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

**Country/area of consumption of purchased renewable electricity**

Germany

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

1183.63

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

**Country/area of consumption of purchased renewable electricity**

Greece

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

82.04

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Hong Kong SAR, China

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

328.65

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

China

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2015

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Hungary

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

249.12

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Hungary

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Hungary

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

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78.32

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Italy

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

2019

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

India

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

7193.64

**Tracking instrument used**

TIGR

**Country/area of origin (generation) of purchased renewable electricity**

India

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

2013

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Indonesia

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Geothermal

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

203.99

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Indonesia

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

1994

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

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**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Ireland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

17.05

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Ireland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Ireland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Hydropower (capacity unknown)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

17.05

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Ireland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Ireland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

17.05

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**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Ireland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Ireland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Geothermal

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

17.05

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Ireland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Israel

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

100.89

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Israel

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2019

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

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EKOenergy label

**Comment**

Co-fired with fossil: Solar thermal concentration

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**Country/area of consumption of purchased renewable electricity**

Italy

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

447.96

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Japan

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

645.49

**Tracking instrument used**

NFC - Renewable

**Country/area of origin (generation) of purchased renewable electricity**

Japan

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

2018

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Kazakhstan

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Small hydropower (<25 MW)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

221.52

**Tracking instrument used**

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I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Kazakhstan

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2019

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Luxembourg

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

15.12

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Italy

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2019

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Malaysia

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Large hydropower (>25 MW)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

89.15

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Malaysia

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2014

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

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**Comment**

Other technologies with smaller share include: Solar (COD 2015)

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**Country/area of consumption of purchased renewable electricity**

Mexico

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

606.26

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Mexico

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2016

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Other devices with smaller share include: COD 2015 & 2014

---

**Country/area of consumption of purchased renewable electricity**

Morocco

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

76.86

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Morocco

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2017

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Netherlands

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

460.22

**Tracking instrument used**

Contract

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**Country/area of origin (generation) of purchased renewable electricity**

Netherlands

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Netherlands

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

606.03

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Netherlands

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

440.04

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Netherlands

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

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**Country/area of consumption of purchased renewable electricity**

New Zealand

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Hydropower (capacity unknown)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

33.38

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

New Zealand

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Nigeria

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Large hydropower (>25 MW)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

37.52

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Nigeria

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

1989

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Norway

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

430.81

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Panama

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

101.92

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Panama

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

2013

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Other technologies with smaller share include: Hydro (COD 1984)

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**Country/area of consumption of purchased renewable electricity**

Peru

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Small hydropower (<25 MW)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

139.87

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Peru

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or re-powering)**

2010

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2021

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Philippines

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Geothermal

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

509.86

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Philippines

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

1979

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Poland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

423.8

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Poland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Poland

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

262.75

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Poland

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**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Portugal

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Hydropower (capacity unknown)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

402.43

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Portugal

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Portugal

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

33.6

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Italy

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2019

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Romania

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

53.71

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Serbia

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

7.27

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Singapore

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

259.74

**Tracking instrument used**

TIGR

**Country/area of origin (generation) of purchased renewable electricity**

Singapore

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**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2015

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Various devices: COD 2015, 2017, 2018, 2019, 2020, 2021

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**Country/area of consumption of purchased renewable electricity**

South Africa

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

330.29

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

South Africa

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Spain

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

598.48

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Spain

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

50.2

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Spain

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Sri Lanka

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Small hydropower (<25 MW)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

47.94

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Sri Lanka

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2021

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Sweden

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Hydropower (capacity unknown)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

83.94

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Sweden

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**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Sweden

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

80.29

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Sweden

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Sweden

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

80.1

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Sweden

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Sweden

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Geothermal

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

80.1

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Sweden

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Sweden

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Sustainable Biomass

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

80.1

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Sweden

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Switzerland

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

75.19

**Tracking instrument used**

GO

**Country/area of origin (generation) of purchased renewable electricity**

Spain

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**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Switzerland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

52

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Switzerland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Switzerland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Hydropower (capacity unknown)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

52

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Switzerland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Please select

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Switzerland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

52

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Switzerland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Switzerland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Geothermal

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

52

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Switzerland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Switzerland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Sustainable Biomass

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

52

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

Switzerland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Thailand

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

84.6

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Thailand

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2011

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Turkey

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

514.14

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Turkey

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2012

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

United Arab Emirates

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

366.22

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

United Arab Emirates

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2018

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

United Kingdom of Great Britain and Northern Ireland

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

7.69

**Tracking instrument used**

REGO

**Country/area of origin (generation) of purchased renewable electricity**

United Kingdom of Great Britain and Northern Ireland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2010

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

EKOenergy label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

United Kingdom of Great Britain and Northern Ireland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

87.15

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

United Kingdom of Great Britain and Northern Ireland

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**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

United Kingdom of Great Britain and Northern Ireland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Geothermal

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

73.04

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

United Kingdom of Great Britain and Northern Ireland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

United Kingdom of Great Britain and Northern Ireland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

69.06

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

United Kingdom of Great Britain and Northern Ireland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

United Kingdom of Great Britain and Northern Ireland

**Sourcing method**

Retail supply contract with an electricity supplier (retail green electricity)

**Renewable electricity technology type**

Hydropower (capacity unknown)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

2.11

**Tracking instrument used**

Contract

**Country/area of origin (generation) of purchased renewable electricity**

United Kingdom of Great Britain and Northern Ireland

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

United States of America

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

14036.75

**Tracking instrument used**

US-REC

**Country/area of origin (generation) of purchased renewable electricity**

United States of America

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2020

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

Green-e

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Uruguay

**Sourcing method**

Default delivered renewable electricity from the grid in a market with 95% or more renewable electricity capacity and where there is no mechanism for specifically allocating renewable electricity

**Renewable electricity technology type**

Wind

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

4.11

**Tracking instrument used**

Other, please specify (Passive claim)

**Country/area of origin (generation) of purchased renewable electricity**

Uruguay

---

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Uruguay

**Sourcing method**

Default delivered renewable electricity from the grid in a market with 95% or more renewable electricity capacity and where there is no mechanism for specifically allocating renewable electricity

**Renewable electricity technology type**

Hydropower (capacity unknown)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

4.11

**Tracking instrument used**

Other, please specify (Passive claim)

**Country/area of origin (generation) of purchased renewable electricity**

Uruguay

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Uruguay

**Sourcing method**

Default delivered renewable electricity from the grid in a market with 95% or more renewable electricity capacity and where there is no mechanism for specifically allocating renewable electricity

**Renewable electricity technology type**

Solar

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

4.11

**Tracking instrument used**

Other, please specify (Passive claim)

**Country/area of origin (generation) of purchased renewable electricity**

Uruguay

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

---

**Country/area of consumption of purchased renewable electricity**

Uruguay

**Sourcing method**

Default delivered renewable electricity from the grid in a market with 95% or more renewable electricity capacity and where there is no mechanism for specifically allocating renewable electricity

**Renewable electricity technology type**

Geothermal

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

4.11

**Tracking instrument used**

Other, please specify (Passive claim)

**Country/area of origin (generation) of purchased renewable electricity**

Uruguay

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

No

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

<Not Applicable>

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2022

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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**Country/area of consumption of purchased renewable electricity**

Viet Nam

**Sourcing method**

Unbundled procurement of Energy Attribute Certificates (EACs)

**Renewable electricity technology type**

Small hydropower (<25 MW)

**Renewable electricity consumed via selected sourcing method in the reporting year (MWh)**

24.05

**Tracking instrument used**

I-REC

**Country/area of origin (generation) of purchased renewable electricity**

Viet Nam

**Are you able to report the commissioning or re-powering year of the energy generation facility?**

Yes

**Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)**

2011

**Vintage of the renewable energy/attribute (i.e. year of generation)**

2022

**Supply arrangement start year**

2018

**Additional, voluntary label associated with purchased renewable electricity**

No additional, voluntary label

**Comment**

Any blank fields indicate that no further information is necessary or that the information does not apply to McKinsey in the given context.

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C8.2i

**(C8.2i) Provide details of your organization’s low-carbon heat, steam, and cooling purchases in the reporting year by country/area..**

**Sourcing method**

None (no purchases of low-carbon heat, steam, or cooling)

**Country/area of consumption of low-carbon heat, steam or cooling**

<Not Applicable>

**Energy carrier**

<Not Applicable>

**Low-carbon technology type**

<Not Applicable>

**Low-carbon heat, steam, or cooling consumed (MWh)**

<Not Applicable>

**Comment**

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C8.2j

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**(C8.2j) Provide details of your organization’s renewable electricity generation by country/area in the reporting year.**

C8.2k

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**(C8.2k) Describe how your organization’s renewable electricity sourcing strategy directly or indirectly contributes to bringing new capacity into the grid in the countries/areas in which you operate.**

We have publicly committed to source 100% renewable electricity by 2025, sending an important market signal. As of now, we focus our sourcing of renewable electricity on green tariffs where possible and procure unbundled EACs in line with RE100 criteria where available. To maximize our indirect impact, we focus on capacity from recently installed projects. We actively monitor the landscape for new I-RECs in countries of our operations to procure EACs as soon as they become available. Especially our Green Tariffs but also our focus on recently installed products has a positive impact on the renewable electricity market by financing additionality and expansion of renewable electricity sources. This is part of the reason that we are part of RE100 to procure renewable electricity that has the highest probability of being additional and is within market boundaries.

C8.2l

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**(C8.2l) In the reporting year, has your organization faced any challenges to sourcing renewable electricity?**

	Challenges to sourcing renewable electricity	Challenges faced by your organization which were not country/area-specific
Row 1	Yes, in specific countries/areas in which we operate	<Not Applicable>

C8.2m

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**(C8.2m) Provide details of the country/area-specific challenges to sourcing renewable electricity faced by your organization in the reporting year.**

Country/area	Reason(s) why it was challenging to source renewable electricity within selected country/area	Provide additional details of the barriers faced within this country/area
Russian Federation	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs) Limited supply of renewable electricity in the market Regulatory instability	EAC system no longer operational after Russian invasion in Ukraine. We have since suspended operations in Russia
Republic of Korea	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs)	EAC launched late in 2021. No sufficient availability yet
Kenya	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs)	
Saudi Arabia	Limited supply of renewable electricity in the market	Single supplier, bundled in PPA with local buyer for V22 and V23
Angola	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs) Small load	
Azerbaijan	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs) Small load	
Dominican Republic	Inability to buy Energy Attribute Certificates (EACs) in small quantities Small load	
Bahrain	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs) Small load	
Ecuador	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs) Small load	Recognized I-REC, but no volumes in the market available
Kuwait	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs) Small load	
Pakistan	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs) Small load	Recognized I-REC, but no volumes in the market available
Qatar	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs) Small load	
Ukraine	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs) Small load	
Taiwan, China	Lack of credible renewable electricity procurement options (e.g. EACs, Green Tariffs)	No EACs issued compliant for 2022 consumption

**C9. Additional metrics**

**C9.1**

**(C9.1) Provide any additional climate-related metrics relevant to your business.**

**C10. Verification**

**C10.1**

**(C10.1) Indicate the verification/assurance status that applies to your reported emissions.**

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

**C10.1a**

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

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**Relevant standard**

Other, please specify (AICPA Limited assurance)

**Proportion of reported emissions verified (%)**

100

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## C10.1b

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(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

**Scope 2 approach**

Scope 2 location-based

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

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**Page/ section reference**

4

**Relevant standard**

Other, please specify (AICPA Limited assurance)

**Proportion of reported emissions verified (%)**

100

---

**Scope 2 approach**

Scope 2 market-based

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

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**Page/ section reference**

4

**Relevant standard**

Other, please specify (AICPA Limited assurance)

**Proportion of reported emissions verified (%)**

100

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## C10.1c

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**(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.**

**Scope 3 category**

Scope 3: Business travel

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

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**Relevant standard**

Other, please specify (AICPA Limited assurance)

**Proportion of reported emissions verified (%)**

100

**Scope 3 category**

Scope 3: Purchased goods and services

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

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4

**Relevant standard**

Other, please specify (AICPA Limited assurance)

**Proportion of reported emissions verified (%)**

100

**C10.2**

**(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?**

Yes

**C10.2a**

**(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?**

Disclosure module verification relates to	Data verified	Verification standard	Please explain
C11. Carbon pricing	Other, please specify (Retirement of carbon credits)	Verification of our 2022 retirement of carbon credits data was carried out in accordance with The Carbon Neutral Protocol published in January 2022, which met the Natural Climate Solutions Alliance guidelines	Grant Thornton LLP verified the retirement of carbon credits made on behalf of McKinsey & Company to offset the greenhouse gas (GHG) emissions from its global operations in 2022. Verification was carried out in accordance with The Carbon Neutral Protocol published in January 2022, which met the Natural Climate Solutions Alliance guidelines. This process included checking the individual retirement certificates against the corresponding carbon credit registries to ensure that the credits were indeed retired and that there were no duplicates. In a second step, it was verified that at least 100% of McKinsey & Company's market-based emissions (532K+ tonnes CO2e) had been compensated through the retirement of carbon credits. All carbon credits used for compensation have been verified either under the Gold Standard for the Global Goals (VER credits) or under the Verified Carbon Standard (VCUs) or under the American Carbon Registry (ACR) standard.

C11. Carbon pricing

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C11.1

---

**(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?**  
No, and we do not anticipate being regulated in the next three years

C11.2

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**(C11.2) Has your organization canceled any project-based carbon credits within the reporting year?**  
Yes

C11.2a

---

**(C11.2a) Provide details of the project-based carbon credits canceled by your organization in the reporting year.**

**Project type**

Other, please specify (Reforestation, mangrove protection and restoration, improved forest management, technology-based emission reduction (e.g., landfill gas capture))

**Type of mitigation activity**

Emissions reduction

**Project description**

Since 2017, we have supported multiyear projects around the world that address the climate and nature crises. These projects have been third-party certified to meet high standards in areas such as forest protection, reforestation, wastewater treatment, borehole rehabilitation, landfill gas capture, and domestic biogas. Below are two examples:

The Delta Blue Carbon project is aiming to restore and protect mangrove forests in the Sindh Indus Delta Region of southeastern Pakistan, working closely with local communities and multiple stakeholders in the region. In total, 5,000 neighboring households with ~43,000 individuals participate in the planting of the planned quarter of a million hectares of mangroves in the area. Community members are trained and employed as mangrove stewards, with priority given to women. The project is designed to promote climate change mitigation and adaptation, conserve and maintain biodiversity, improve livelihoods of local communities, and ensure coastal areas protection.

The CO2OL Tropical Mix project is bringing a sustainable management system to lands in Panama, where years of intensive cattle ranching have damaged tree cover and local wildlife. Several small local farms are working together to reforest lands with mostly native tree species to create a mixed tropical forest. The lands are also dedicated to the fair and sustainable production of cacao and timber, certified by UTZ and the Forest Stewardship Council, respectively. Local residents benefit from increased employment, higher wages, and health and pension benefits.

**Credits canceled by your organization from this project in the reporting year (metric tons CO2e)**

532075

**Purpose of cancellation**

Voluntary offsetting

**Are you able to report the vintage of the credits at cancellation?**

Yes

**Vintage of credits at cancellation**

2013

**Were these credits issued to or purchased by your organization?**

Purchased

**Credits issued by which carbon-crediting program**

VCS (Verified Carbon Standard)

**Method(s) the program uses to assess additionality for this project**

Consideration of legal requirements

Investment analysis

Barrier analysis

Market penetration assessment

**Approach(es) by which the selected program requires this project to address reversal risk**

Monitoring and compensation

**Potential sources of leakage the selected program requires this project to have assessed**

Activity-shifting

Market leakage

**Provide details of other issues the selected program requires projects to address**

We opt for VCS+CCBS credits, requiring to additionally meet Climate, Community and Biodiversity Standards. These projects simultaneously address climate change, support local communities and smallholders, and conserve biodiversity.

**Comment**

While reducing emissions is our first priority and essential to tackling climate change, we cannot achieve global climate goals without also finding solutions that remove existing carbon from the atmosphere. As McKinsey transitions to 100% carbon removals by 2030, we have been carbon neutral since 2018 by compensating for all emissions that we have not yet been able to eliminate. We do this in two ways: by investing in nature and by investing in technology. The majority of our recently acquired carbon credits are from vintages 2019 and newer. The older vintages stem from earlier purchase for credits that have not been used in light of significantly lower travel-related emissions during the COVID 19 pandemic.

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**C11.3**

**(C11.3) Does your organization use an internal price on carbon?**

Yes

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**C11.3a**

**(C11.3a) Provide details of how your organization uses an internal price on carbon.**

**Type of internal carbon price**

Internal fee

**How the price is determined**

Alignment with the price of a carbon tax  
Price/cost of voluntary carbon offset credits  
Cost of required measures to achieve emissions reduction targets

**Objective(s) for implementing this internal carbon price**

Change internal behavior  
Drive low-carbon investment  
Reduce supply chain emissions  
Set a carbon offset budget

**Scope(s) covered**

Scope 3 (upstream)

**Pricing approach used – spatial variance**

Uniform

**Pricing approach used – temporal variance**

Evolutionary

**Indicate how you expect the price to change over time**

We continue to monitor the landscape of regulatory carbon pricing (e.g., ETS), voluntary internal carbon fees and our own investment needs to finance our transition towards net zero. We anticipate the investment need to increase over time (e.g., switching to 100% removals by 2030 as part of our net zero commitment, investing in sustainable aviation fuel).

**Actual price(s) used – minimum (currency as specified in C0.4 per metric ton CO2e)**

50

**Actual price(s) used – maximum (currency as specified in C0.4 per metric ton CO2e)**

50

**Business decision-making processes this internal carbon price is applied to**

Operations  
Procurement  
Risk management  
Opportunity management

**Mandatory enforcement of this internal carbon price within these business decision-making processes**

Yes, for some decision-making processes, please specify (As air travel constitutes the vast majority of our emissions, the internal carbon fee is applied to all air travel at the point of booking)

**Explain how this internal carbon price has contributed to the implementation of your organization's climate commitments and/or climate transition plan**

We introduced a global internal carbon fee on all air travel to accelerate decarbonization and generate funding for carbon reduction efforts. The fee allows us to continue investing in emerging sustainability technologies like carbon removal and sustainable aviation fuels and strengthens colleague awareness of our environmental footprint and commitment. The funds will also be used to continue compensating for our remaining emissions to fund our net zero transition.

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**C12. Engagement**

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**C12.1**

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**(C12.1) Do you engage with your value chain on climate-related issues?**

Yes, our suppliers  
Yes, our customers/clients

**C12.1a**

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**(C12.1a) Provide details of your climate-related supplier engagement strategy.**

**Type of engagement**

Engagement & incentivization (changing supplier behavior)

**Details of engagement**

Run an engagement campaign to educate suppliers about climate change

**% of suppliers by number**

1

**% total procurement spend (direct and indirect)**

25

**% of supplier-related Scope 3 emissions as reported in C6.5**

76

**Rationale for the coverage of your engagement**

In support of McKinsey's 2025 science-based target (SBT) and 2030 net zero commitment, we have implemented a multi-faceted supplier engagement strategy focused on engaging suppliers in categories that contribute most to our emissions because we believe that these suppliers are best positioned to help McKinsey achieve our climate-related goals. Specifically, because business travel accounted for 88% of our total emissions and 90% of our Scope 3 emissions in 2022, our 2022 supplier engagement approach mirrored our 2021 approach to focus on our business travel-related suppliers (i.e., airlines, hotels, and ground transportation). With this engagement strategy in mind, we engaged with vendors accounting for 76% of our Scope 3 emissions (equivalent to 84% of our Scope 3 business travel emissions) through varied formats, including:

- Quarterly Business Reviews (QBRs)
- 1:1 conversations
- Sharing informational documents
- An inaugural supplier engagement training focused on environmental sustainability and SBTs (new in 2022), with goals to educate our suppliers about McKinsey's climate-related goals and encourage our suppliers to further their own sustainability journeys
- CDP Supply Chain program (launched in 2022), and more

For example, with our mobility providers, we continue to discuss how to promote adoption of electric vehicles in their fleets, which helps McKinsey reach our 2030 net zero goals

Through these methods of supplier engagement, we encourage our suppliers to adopt sustainable practices and then – where possible – reward the more sustainable suppliers by encouraging colleagues to use these greener travel options (e.g., promote green hotels through channels like online travel booking platforms, dedicated internal travel portals, and travel management counsellors). These engagement conversations and interactions frequently touched on topics including McKinsey's own environmental goals, the suppliers' sustainability efforts, and potential opportunities to collaborate on sustainability efforts.

**Impact of engagement, including measures of success**

Measure of success: Our 2022 internal target was to engage suppliers representing at least 80% of our Scope 3 business travel emissions in sustainability. Using our definition of supplier engagement discussed in Section 4.2b, we were successful in reaching our target by engaging with 84% of our business travel emissions in 2022, an engagement increase of nearly 12% versus 2021. The increase in supplier engagement is primarily attributable to new outreach efforts to suppliers in 2022 through CDP Supply Chain and other methods.

Impact of engagement: We believe that our engagement of suppliers on climate-related topics will contribute towards our 2025 SBT and 2030 net zero commitment. By creating a dialogue about our sustainability ambitions with suppliers in the travel industry, we expect to observe accelerated sustainable innovation and the emergence of greener travel options. These changes will result in a decrease in emission factors and will directly contribute to our SBT and net zero commitment.

Viewing our goal from a sectoral lens and splitting business travel by the three main levers (airline, hotel, and ground transportation), engagement by sector is proportional to their representation in our overall footprint. Compared to our 80% by business travel emissions engagement goal, this equates by sector to engagement with suppliers constituting 88% of airline emissions, 82% of hotels, and 58% of ground transportation. This engagement strategy is in line with our emissions footprint and helps us reach our goal of 80% overall engagement of business travel emissions.

**Comment**

Going forward, we will engage with our target suppliers through CDP Supply Chain and strive to report on which percentage have SBTs approved or planned.

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**C12.1b**

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**(C12.1b) Give details of your climate-related engagement strategy with your customers.**

**Type of engagement & Details of engagement**

Collaboration & innovation	Run a campaign to encourage innovation to reduce climate change impacts
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**% of customers by number**

100

**% of customer - related Scope 3 emissions as reported in C6.5**

0

**Please explain the rationale for selecting this group of customers and scope of engagement**

McKinsey Sustainability is the firm's client-service platform with the goal of helping all industry sectors transform to halve carbon emissions by 2030 and reach net zero by 2050, balanced with other sustainability goals and tailored to regional contexts. Through our research we support our clients to define and realize their sustainability goals and address challenges with climate change adaptation and mitigation. In 2022, we published 77 articles, reports and other media aimed at finding and promoting structural, long-term solutions to environmental challenges. We also implemented a number of cross-cutting knowledge efforts identified as priorities in 2022 to scale our impact. Our engagement happens primarily through knowledge sharing, thought leadership and research. Our thought leadership reaches a global audience through high profile publishing and events, and we look to engage with 100% of our clients through these methods. Engaging our clients on climate-related topics does not directly impact our own (downstream) Scope 3 emissions.

**Impact of engagement, including measures of success**

We deliver this through communication campaigns via blog series, case studies and newsletters on our website centered around our research and publications. We publish in-depth, fact-based insights seeking to generate new thinking, identify practical solutions, and inspire bold action on a range of topics: physical climate risk, sustainability, decarbonization, and approaches to addressing global, regional, and sector-specific energy challenges. For example, in 2022 we published "The net-zero transition: What it would cost, what it could bring?", looking at the economic transformation that a transition to net-zero emissions would entail. We also published "The energy transition: A region-by-region agenda for near-term action", highlighting a range of near-term actions that countries and regions could take to ensure they transition energy systems while still focusing on the immediate needs of energy reliance and affordability.

We also convene leaders to catalyze climate action. In 2022, McKinsey launched a new series of global Green Business Building summits with a flagship convening in Stockholm, which brought together more than 300 c-suite executives from green tech disruptors, incumbents with ambitious green growth agenda, and sustainability investors. As the Opening Ceremony Partner for Climate Week NYC, McKinsey led conversations on progress toward net zero goals amidst economic uncertainty. At COP27 in Egypt, we hosted a series of in-person and live-streamed events, which reached 100K+ people. These events focused on the practical steps leaders can take to achieve sustainability and growth across key areas such as energy, nature, materials, adaptation, and finance.

Key measures of success: 1) Being #1 among our peers in media share of voice (tracking the results of 5 peers); 2) 20% annual increase in views of sustainability insights on our website. In 2022 we achieved 49% media share of voice in select key outlets (namely, Bloomberg, CNBC, CNN, Financial Times, Forbes, MarketWatch, New York Times, Politico, Reuters, Economist, Wall Street Journal), being #1 among our peers. We also achieved a 50% increase in sustainability insights views on McKinsey.com (reaching 2.5M views). Another metric we track is the number of publications and mentions of our insights in key media (in 2022 we published 77 sustainability related articles, blog posts, and reports).

**C12.2**

**(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization's purchasing process?**

Yes, climate-related requirements are included in our supplier contracts

**C12.2a**

**(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization's purchasing process and the compliance mechanisms in place.**

**Climate-related requirement**

Complying with regulatory requirements

**Description of this climate related requirement**

McKinsey requires its suppliers to act in accordance with our Supplier Code of Conduct, which states "Suppliers must comply with all applicable environmental laws and regulations" and that "McKinsey expects Suppliers to measure, manage, and address energy usage and greenhouse gas (GHG) emissions.". New suppliers that go through our standard onboarding process are asked to agree to the McKinsey Supplier Code of Conduct or attest to having a comparable Code in place. In 2022, approximately 99% of suppliers that were onboarded through our standard process agreed to our Supplier Code or attested to having a comparable one in place. In addition, the Supplier Code is embedded in our standard contract template. Suppliers that do not agree to our Supplier Code of Conduct are subject to additional screening measures.

**% suppliers by procurement spend that have to comply with this climate-related requirement**

100

**% suppliers by procurement spend in compliance with this climate-related requirement**

98

**Mechanisms for monitoring compliance with this climate-related requirement**

Supplier self-assessment

**Response to supplier non-compliance with this climate-related requirement**

Retain and engage

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**Climate-related requirement**

Setting a science-based emissions reduction target

**Description of this climate related requirement**

For select suppliers, we pursue the inclusion of science-based target (SBT) requirements in contracts. These requirements include obligations to report to McKinsey on greenhouse gas emissions reductions targets and to set a SBT validated by the Science-Based Target Initiative (SBTi) by an agreed upon date. For purposes of this response, we consider the validation by the SBTi to be equivalent of "certification" in the mechanisms for monitoring column. In 2022, suppliers representing approximately 7% of our business travel emissions agreed to include SBTs in our contracts with them.

**% suppliers by procurement spend that have to comply with this climate-related requirement**

4

**% suppliers by procurement spend in compliance with this climate-related requirement**

100

**Mechanisms for monitoring compliance with this climate-related requirement**

Certification

**Response to supplier non-compliance with this climate-related requirement**

Retain and engage

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**C12.3**

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**(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?**

Row 1

**External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the climate**

Yes, we fund organizations or individuals whose activities could influence policy, law, or regulation that may impact the climate

**Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?**

Yes

**Attach commitment or position statement(s)**

Environmental Statement \_ McKinsey & Company.pdf

**Describe the process(es) your organization has in place to ensure that your external engagement activities are consistent with your climate commitments and/or climate transition plan**

As stated in our Environmental Statement, beyond reducing our own footprint, we conduct research to advance the global debate on a wide range of sustainability topics, seeking to generate new thinking, identify practical solutions and inspire bold action.

It is a policy of our firm that we will not undertake advocacy, lobbying, engage in partisan politics or take policy positions to ensure we maintain our independence and objectivity. However, our research provides a neutral fact base that policy makers or regulators can use.

For example, reports "Net-zero transition: What it would cost, what it could bring?" and "The energy transition: A region-by-region agenda for near-term action" lay out scenarios for countries on how to reach their net zero ambition. Beyond our research, it's possible we indirectly influence policy, law or regulation that may impact the climate through our membership in business or industry groups or through our client service.

To ensure that our external engagement activities are consistent with our overall climate transition strategy we have well-established internal risk management processes, which include ensuring a wide-ranging review process with internal (and where appropriate external) experts. Our environmental sustainability strategy and climate-related efforts are overseen by the Risk, Audit, and Governance Committee of McKinsey's Shareholders Council (our elected Board of Directors). Our policies ensure there are clearly identified individuals within the firm whose approval is required for any documents which may be used publicly. Documents may also be risk-reviewed by professionals within our firm's communications and risk function, where greater assurance is required. Our internal engagement with colleagues on environmental sustainability is managed by the Global Social Responsibility team to ensure we engage our own workforce on making progress against targets such as our emissions reduction targets, as well as on our internal strategy to reduce waste. Engagement at local level is then delivered by our Green Teams that share their local environmental initiatives through an internal catalogue where initiatives are categorized and tracked as waste, green office, awareness and communication and business travel to ensure that all initiatives are aligned with our overall firm climate strategy.

**Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate**

<Not Applicable>

**Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate**

<Not Applicable>

C12.3c

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**(C12.3c) Provide details of the funding you provided to other organizations or individuals in the reporting year whose activities could influence policy, law, or regulation that may impact the climate.**

**Type of organization or individual**

Other, please specify (Clients, leaders, organizations and our partners who use our research, insights and practical solutions on sustainability topics )

**State the organization or individual to which you provided funding**

We publish in-depth, fact-based insights seeking to generate new thinking, identify practical solutions, and inspire bold action on a range of topics: physical climate risk, sustainability, decarbonization, and approaches to addressing global, regional, and sector-specific energy challenges.

We also convene leaders to catalyze climate action.

**Funding figure your organization provided to this organization or individual in the reporting year (currency as selected in C0.4)**

0

**Describe the aim of this funding and how it could influence policy, law or regulation that may impact the climate**

We conduct research to advance the global debate on a wide range of sustainability and resource productivity topics. Our research provides an evidence base and set of analytical tools to enable sound decision making about sustainable development. McKinsey works side by side with leading institutions to convene global partnerships that tackle problems that any one institution alone could not. In 2022, McKinsey launched a new series of global Green Business Building summits with a flagship convening in Stockholm that brought together more than 300 C-suite executives from green tech disruptors, incumbents with ambitious green growth agenda, and sustainability investors. As the Opening Ceremony Partner for Climate Week NYC, McKinsey led conversations on progress toward net-zero goals amid economic uncertainty. At COP27 in Egypt, McKinsey Sustainability hosted a series of in-person and live-streamed events that reached more than 100,000 people. These events focused on the practical steps leaders can take to achieve sustainability and growth across key areas such as energy, nature, materials, adaptation, and finance.

**Have you evaluated whether this funding is aligned with the goals of the Paris Agreement?**

Yes, we have evaluated, and it is aligned

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C12.4

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**(C12.4) Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

**Publication**

In mainstream reports, incorporating the TCFD recommendations

**Status**

Complete

**Attach the document**

McKinsey\_2022\_ESG\_Full\_Report.pdf

**Page/Section reference**

Pages: 15-31, 95-100

**Content elements**

- Governance
- Strategy
- Risks & opportunities
- Emissions figures
- Emission targets
- Other metrics

**Comment**

McKinsey & Company is a private company, and as such, we are not required to publish public annual financial reports, thus ‘mainstream report’ is not applicable. McKinsey & Company publishes an annual voluntary Environmental, Social and Governance (ESG) report. Our McKinsey 2022 ESG Report: Creating a more sustainable, inclusive, and growing future for all available online at: <https://www.mckinsey.com/about-us/social-responsibility/esg-report-overview>

**C12.5**

**(C12.5) Indicate the collaborative frameworks, initiatives and/or commitments related to environmental issues for which you are a signatory/member.**

	Environmental collaborative framework, initiative and/or commitment	Describe your organization’s role within each framework, initiative and/or commitment
Row 1	Mission Possible Partnership RE100 Race to Zero Campaign Task Force on Climate-related Financial Disclosures (TCFD) UN Global Compact World Business Council for Sustainable Development (WBCSD) Other, please specify (Business for Nature, Delterra, Frontier, Lowering Emissions by Accelerating Forest (LEAF) Coalition, Sustainable Aviation Buyers Alliance (SABA), World Economic Forum, NCSA, The Climate Pledge, Business Ambition for 1.5 Celsius)	<ul style="list-style-type: none"> <li>● McKinsey is part of Business for Nature, a global coalition calling for governments to adopt policies to reverse nature loss in this decade.</li> <li>● McKinsey Sustainability is a founder of Frontier, which is an over \$1 billion advance market commitment (AMC) to purchase permanent carbon removal before 2030. Other founders include: Alphabet, Meta, Shopify and Stripe.</li> <li>● McKinsey is proud to be one of the first participants in the Lowering Emissions by Accelerating Forest (LEAF) Coalition, one of the largest-ever public-private efforts to protect tropical forests. Together with signatory governments and leading private-sector companies, LEAF has made significant headway on its innovative, scalable approach to large-scale financing of tropical-forest protection, addressing both supply and demand, including safeguards that give agency to Indigenous people and local communities.</li> <li>● As the Mission Possible Partnership (MPP) knowledge partner, McKinsey Sustainability brings over a decade of research, analytics tools and solutions, and a dedicated team of more than 30 partners and experts. Our collaboration with MPP will help to accelerate transitions in carbon-intensive sectors.</li> <li>● McKinsey is a member of the UN Global Compact.</li> <li>● McKinsey is part the UN’s Race To Zero campaign to support a healthy, resilient, and zero-carbon recovery. We joined in 2021 in the services sector. We are part of Business Ambition for 1.5C partner initiative.</li> <li>● McKinsey is a member of RE100 – a coalition of more than 300 organizations committed to using 100 percent renewable electricity. We have set a target of purchasing 100 percent renewable electricity by 2025.</li> <li>● McKinsey is part of the Sustainable Aviation Buyers Alliance (SABA) which is working to accelerate sustainable aviation fuel.</li> <li>● As a strategic partner to the World Economic Forum (WEF), McKinsey engaged with Davos 2023 participants in constructive, forward-looking dialogues and identified impact-oriented solutions that will contribute to a better world, focused on sustainable inclusive growth. McKinsey Sustainability is the knowledge partner of Giving to Amplify Earth Action (GAEA), a global initiative by the WEF, supported by more than 45 partners today to fund and grow new and existing public, private and philanthropic partnerships (PPPPs) to help unlock the \$3 trillion of financing needed each year to reach net zero, reverse nature loss and restore biodiversity by 2050.</li> <li>● As a knowledge partner to the World Business Council for Sustainable Development (WBCSD), McKinsey Sustainability brings deep subject-matter expertise, advanced analytical insights and tools, and advisory support to the partnership. Our collaboration with WBCSD helps businesses and other organizations across sectors prepare for the transition towards a more sustainable and inclusive future. Our firm is involved in numerous sustainability initiatives by WBCSD, including The Climate Drive and the Partnership for Carbon Transparency (PACT).</li> </ul>

**C15. Biodiversity**

**C15.1**

**(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?**

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	Yes, both board-level oversight and executive management-level responsibility	The Risk, Audit and Governance Committee (RAGC) of the firm's Shareholders Council (our elected Board of Directors) provides strategic direction, oversight, and accountability for our environmental sustainability strategy, which includes biodiversity and climate-related issues within the firm.. In 2021, McKinsey joined the LEAF Coalition as an initial participant—one of the largest-ever public-private efforts to protect tropical forests through an innovative, scalable approach to large-scale financing addressing both supply and demand, including safeguards for Indigenous people and local communities. The decision to join LEAF was discussed with the RAGC. The Environmental Sustainability team regularly provides updates on our LEAF commitment as well as other initiatives such as setting a nature target in line with our WBCSD commitment to the firm's senior leadership including our CFO, the Chief Marketing Officer who leads the firm's ESG initiatives, , and the Global Sustainability Growth Platform leader who leads our sustainability-focused client work (all senior partners).	<Not Applicable>

**C15.2**

**(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?**

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	Yes, we have made public commitments and publicly endorsed initiatives related to biodiversity	Other, please specify (Pro bono investments with Blue Nature Alliance and Enduring Earth Alliance, our work and investments with LEAF. Started a Natural Capital Service Line with focus on helping corporations and governments transition to a nature-positive economy.)	Other, please specify (We have endorsed the LEAF initiative and the One Planet Business for Biodiversity (OP2B) initiative.)

**C15.3**

**(C15.3) Does your organization assess the impacts and dependencies of its value chain on biodiversity?**

**Impacts on biodiversity**

**Indicate whether your organization undertakes this type of assessment**

No, but we plan to within the next two years

**Value chain stage(s) covered**

<Not Applicable>

**Portfolio activity**

<Not Applicable>

**Tools and methods to assess impacts and/or dependencies on biodiversity**

<Not Applicable>

**Please explain how the tools and methods are implemented and provide an indication of the associated outcome(s)**

<Not Applicable>

**Dependencies on biodiversity**

**Indicate whether your organization undertakes this type of assessment**

No and we don't plan to within the next two years

**Value chain stage(s) covered**

<Not Applicable>

**Portfolio activity**

<Not Applicable>

**Tools and methods to assess impacts and/or dependencies on biodiversity**

<Not Applicable>

**Please explain how the tools and methods are implemented and provide an indication of the associated outcome(s)**

<Not Applicable>

**C15.4**

**(C15.4) Does your organization have activities located in or near to biodiversity- sensitive areas in the reporting year?**

Not assessed

**C15.5**

**(C15.5) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?**

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity-related commitments
Row 1	Yes, we are taking actions to progress our biodiversity-related commitments	Land/water protection Land/water management Education & awareness Livelihood, economic & other incentives

**C15.6**

**(C15.6) Does your organization use biodiversity indicators to monitor performance across its activities?**

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No, we do not use indicators, but plan to within the next two years	Other, please specify (do not currently use indicators.)

**C15.7**

**(C15.7) Have you published information about your organization’s response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
In voluntary sustainability report or other voluntary communications	Content of biodiversity-related policies or commitments Impacts on biodiversity Risks and opportunities	Information about our LEAF commitment and investments in nature through our carbon credit portfolio. Impact stories with focus on nature and biodiversity.

**C16. Signoff**

**C-FI**

**(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.**

- C0.3 - Regarding our operations in Russia: Within a few days of the start of Russian invasion of Ukraine, we ceased existing work with Russian state-owned or government entities. We then announced that we would not take on any new client work in Russia. In April we completed the shutdown of all client service in the country, and by May 13th we exited Russia entirely.

- C11.2a – “Vintage of credits at cancellation” - our oldest credits were from 2013, but the newest were from 2021; as, it is impossible to report a range in the ORS, we kept “2013” only

- C11.2a – “Credits issued by which carbon-crediting program” - we retired Gold Standard and American Carbon Registry credits on top of the VCS credits; however, ORS allows to elect only one program, hence we kept “VCS”

**C16.1**

**(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.**

	Job title	Corresponding job category
Row 1	Global Managing Partner	Director on board

**SC. Supply chain module**

**SC0.0**

**(SC0.0) If you would like to do so, please provide a separate introduction to this module.**

N/A

**SC0.1**

(SC0.1) What is your company's annual revenue for the stated reporting period?

	Annual Revenue
Row 1	15000000000

SC1.1

(SC1.1) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

**Requesting member**  
Advance Auto Parts Inc

**Scope of emissions**  
Scope 1

**Scope 2 accounting method**  
<Not Applicable>

**Scope 3 category(ies)**  
<Not Applicable>

**Allocation level**  
Company wide

**Allocation level detail**  
<Not Applicable>

**Emissions in metric tonnes of CO2e**  
1.66

**Uncertainty (±%)**  
66

**Major sources of emissions**  
Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**  
No

**Allocation method**  
Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**  
Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**  
McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**  
Advance Auto Parts Inc

**Scope of emissions**  
Scope 2

**Scope 2 accounting method**  
Market-based

**Scope 3 category(ies)**  
<Not Applicable>

**Allocation level**  
Company wide

**Allocation level detail**  
<Not Applicable>

**Emissions in metric tonnes of CO2e**  
0.45

**Uncertainty (±%)**  
66

**Major sources of emissions**  
Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Advance Auto Parts Inc

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

114.38

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Aon plc

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

27.12

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Aon plc

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

7.36

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (Explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to

internal travel (e.g. admin, training).

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**Requesting member**

Aon plc

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1473.85

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (Please see explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

AstraZeneca

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

AstraZeneca

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

AstraZeneca

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

- Category 1: Purchased goods and services
- Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations
- Category 6: Business travel
- Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

4.12

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

AT&T Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

24.38

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

AT&T Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

6.62

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

AT&T Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1245.45

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Bank of Montreal

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.15

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Bank of Montreal

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.31

**Uncertainty (±%)**

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Bank of Montreal

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

42.62

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Barclays

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0.11

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Barclays

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0.03

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only

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**Requesting member**

Barclays

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

5.91

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Bayer AG

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

11.84

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup

generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See Explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Bayer AG

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

3.21

**Uncertainty (±%)**

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Bayer AG

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

- Category 1: Purchased goods and services
- Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations
- Category 6: Business travel
- Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

582.65

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Bristol-Myers Squibb

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

16.25

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Bristol-Myers Squibb

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

4.41

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

Verified

No

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Bristol-Myers Squibb

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

914.26

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

BT Group

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

6.05

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

BT Group

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.64

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Bayer AG

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

247.97

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Capital One Financial

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

2.96

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Capital One Financial

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0.8

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South

Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Capital One Financial

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

124.85

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

CVS Health

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

21.76

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

CVS Health

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

5.91

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

CVS Health

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

913.78

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Deutsche Telekom AG

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

7.28

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only

and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Deutsche Telekom AG

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.98

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Deutsche Telekom AG

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

331.08

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Ecolab Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

5.65

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Ecolab Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1.53

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Ecolab Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

299.3

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to

internal travel (e.g. admin, training).

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**Requesting member**

Goldman Sachs Group Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

19.62

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Goldman Sachs Group Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

5.33

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Goldman Sachs Group Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

864.02

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Grupo Bimbo, S.A.B. de C.V.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.4

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Grupo Bimbo, S.A.B. de C.V.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0.38

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Grupo Bimbo, S.A.B. de C.V.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services  
Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)  
Category 4: Upstream transportation and distribution  
Category 5: Waste generated in operations  
Category 6: Business travel  
Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

94.25

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

HSBC Holdings plc

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

6.12

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted

conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

HSBC Holdings plc

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.66

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

HSBC Holdings plc

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

181.82

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

IADB (Inter-American Development Bank)

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0.98

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

IADB (Inter-American Development Bank)

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.27

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

IADB (Inter-American Development Bank)

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

58.91

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only

and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Johnson Matthey

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

4.53

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Johnson Matthey

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.23

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Johnson Matthey

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

157.17

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Lloyds Banking Group

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

"Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles."

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

"McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training)."

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**Requesting member**

Lloyds Banking Group

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Lloyds Banking Group

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

L'Oréal

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

4.6

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

L'Oréal

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.25

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

L'Oréal

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

143.05

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Mastercard Incorporated

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

22.04

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Mastercard Incorporated

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

5.98

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Mastercard Incorporated

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1516.34

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted

conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Medtronic PLC

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

9.24

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Medtronic PLC

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

2.51

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Medtronic PLC

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

649.81

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

MetLife, Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

2.77

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

MetLife, Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.75

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

MetLife, Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

157.6

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Moody's Corporation

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

8.26

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Moody's Corporation

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

2.24

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Moody's Corporation

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

268.36

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Naturgy Energy Group SA

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

4.76

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Naturgy Energy Group SA

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1.29

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Naturgy Energy Group SA

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

127.89

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

NetApp Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0.39

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

NetApp Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0.11

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

NetApp Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

9.75

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

News Corp

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

3.44

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

News Corp

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

0.93

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

News Corp

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

106.05

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Nokia Group

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

5.36

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Nokia Group

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.46

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Nokia Group

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

360.75

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Novartis

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Novartis

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Novartis

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

2

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

OMV AG

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

7.74

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

OMV AG

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

2.1

**Uncertainty (±%)**

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

OMV AG

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

370.73

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

PayPal Holdings Inc

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

27.19

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

PayPal Holdings Inc

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

7.38

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only

and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

PayPal Holdings Inc

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1981.1

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Prudential Financial, Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

16.08

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup

generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Prudential Financial, Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

4.37

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Prudential Financial, Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

- Category 1: Purchased goods and services
- Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations
- Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

811.63

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Robert Bosch GmbH

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

11.98

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of

client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Robert Bosch GmbH

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

3.25

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Robert Bosch GmbH

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

438.86

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Salesforce, Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

7.84

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Salesforce, Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

2.13

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Salesforce, Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

373.13

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Singtel

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

2.62

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Singtel

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0.71

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South

Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Singtel

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

289.57

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Smith & Nephew

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

7.81

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Smith & Nephew

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

2.12

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Smith & Nephew

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

536.59

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Stanley Black & Decker, Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

3.72

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only

and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Stanley Black & Decker, Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.01

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Stanley Black & Decker, Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

203.82

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Swisscom

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.42

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Swisscom

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.11

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Swisscom

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

17.31

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to

internal travel (e.g. admin, training).

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**Requesting member**

TD Bank Group

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

10.78

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

TD Bank Group

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

2.93

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

TD Bank Group

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

389.29

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Telstra Corporation

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

5.05

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Telstra Corporation

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1.37

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Telstra Corporation

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services  
 Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)  
 Category 4: Upstream transportation and distribution  
 Category 5: Waste generated in operations  
 Category 6: Business travel  
 Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

292.03

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Trimble Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.95

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted

conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Trimble Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.53

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Trimble Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

214.09

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

UBS

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

15.2

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

---

**Requesting member**

UBS

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

4.13

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

UBS

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

690.62

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only

and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

United Health Group Inc

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

United Health Group Inc

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

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**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

United Health Group Inc

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

9.54

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Verizon Communications Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

32.54

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Verizon Communications Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

8.83

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Verizon Communications Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services  
Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)  
Category 4: Upstream transportation and distribution  
Category 5: Waste generated in operations  
Category 6: Business travel  
Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1567.04

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Visa

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

2.43

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Visa

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.66

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Visa

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

162.99

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Wells Fargo & Company

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

4.85

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Wells Fargo & Company

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1.32

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Wells Fargo & Company

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

204.65

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently

verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Zimmer Biomet Holdings, Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1.9

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Zimmer Biomet Holdings, Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0.52

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

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**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Zimmer Biomet Holdings, Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

63.12

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Airbnb

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

3.67

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Airbnb

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Airbnb

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

202.41

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Airbus SE

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

14.33

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Airbus SE

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

3.89

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Airbus SE

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

657.81

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Aveva Group

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

0.03

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Aveva Group

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0.01

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Aveva Group

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

2.29

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted

conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Bank of America

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.87

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Bank of America

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.51

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Bank of America

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

171.86

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

BNY Mellon

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

3.15

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

BNY Mellon

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.86

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

BNY Mellon

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

117.47

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

British Broadcasting Corporation

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1.62

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

British Broadcasting Corporation

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.44

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

British Broadcasting Corporation

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

37.84

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Caesars Entertainment

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

3.44

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Caesars Entertainment

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.93

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Caesars Entertainment

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

323.69

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Cognizant Technology Solutions Corp.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

6.97

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Cognizant Technology Solutions Corp.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1.89

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

---

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Cognizant Technology Solutions Corp.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

461.57

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Comcast Corporation

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

0.44

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Comcast Corporation

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

0.12

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Comcast Corporation

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

26.77

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Corning Incorporated

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

3.93

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Corning Incorporated

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.07

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Corning Incorporated

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

215.39

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Daiichi Sankyo Co., Ltd.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

11.23

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Daiichi Sankyo Co., Ltd.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

3.05

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Daiichi Sankyo Co., Ltd.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

453.44

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

American Express

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

American Express

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

American Express

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

5.84

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Johnson & Johnson

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

89.43

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Johnson & Johnson

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

24.28

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only

and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Johnson & Johnson

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

4191.71

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

Yes

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Itaú Unibanco Holding S.A.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

39

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup

generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Itaú Unibanco Holding S.A.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

11

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Itaú Unibanco Holding S.A.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

2171

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Blue Shield of California

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

4

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of

client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

---

**Requesting member**

Blue Shield of California

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

Yes

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Blue Shield of California

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

152

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Alphabet, Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

13

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Alphabet, Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Alphabet, Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

715

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Topsoe A/S

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

1

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Topsoe A/S

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South

Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

---

**Requesting member**

Topsoe A/S

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

19

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Jacobs Solutions Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

---

**Requesting member**

Jacobs Solutions Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Jacobs Solutions Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

34

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Walmart, Inc.

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

3

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only

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**Requesting member**

Walmart, Inc.

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Walmart, Inc.

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

143

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Caggemini SE

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

4.69

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Caggemini SE

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

1.27

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Capgemini SE

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

155.14

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to

internal travel (e.g. admin, training).

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**Requesting member**

DHL Group

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

2.67

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

DHL Group

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0.72

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

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**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

DHL Group

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

101.72

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Sky Ltd

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Sky Ltd

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Sky Ltd

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services  
 Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)  
 Category 4: Upstream transportation and distribution  
 Category 5: Waste generated in operations  
 Category 6: Business travel  
 Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Canada Post Corporation

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted

conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Canada Post Corporation

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Canada Post Corporation

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

GSMA

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

GSMA

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

GSMA

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only

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**Requesting member**

Jaguar Land Rover Automotive plc

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Jaguar Land Rover Automotive plc

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Jaguar Land Rover Automotive plc

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

&lt;Not Applicable&gt;

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

KPMG International

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

&lt;Not Applicable&gt;

**Scope 3 category(ies)**

&lt;Not Applicable&gt;

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

KPMG International

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

KPMG International

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services  
Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)  
Category 4: Upstream transportation and distribution  
Category 5: Waste generated in operations  
Category 6: Business travel  
Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

**Requesting member**

Specialist Computer Centres PLC

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Specialist Computer Centres PLC

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

---

**Requesting member**

Specialist Computer Centres PLC

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services  
Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)  
Category 4: Upstream transportation and distribution  
Category 5: Waste generated in operations  
Category 6: Business travel  
Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

U.S. General Services Administration - OMB ICR #3090-0319

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO<sub>2</sub>e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member****Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

U.S. General Services Administration - OMB ICR #3090-0319

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

---

**Requesting member**

U.S. General Services Administration - OMB ICR #3090-0319

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

Category 1: Purchased goods and services

Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)

Category 4: Upstream transportation and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently

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**Requesting member**

Johnson & Johnson Consumer

**Scope of emissions**

Scope 1

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 1 emissions include all direct greenhouse gas (GHG) emissions, such as fugitive emissions and those from combustion in owned or controlled boilers, diesel backup generators, and vehicles.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**Requesting member**

Johnson & Johnson Consumer

**Scope of emissions**

Scope 2

**Scope 2 accounting method**

Market-based

**Scope 3 category(ies)**

<Not Applicable>

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

66

**Major sources of emissions**

Scope 2 covers indirect greenhouse gas (GHG) emissions from purchased or acquired electricity, steam and heat (district heating).

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

---

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

---

**Requesting member**

Johnson & Johnson Consumer

**Scope of emissions**

Scope 3

**Scope 2 accounting method**

<Not Applicable>

**Scope 3 category(ies)**

- Category 1: Purchased goods and services
- Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations
- Category 6: Business travel
- Category 7: Employee commuting

**Allocation level**

Company wide

**Allocation level detail**

<Not Applicable>

**Emissions in metric tonnes of CO2e**

0

**Uncertainty (±%)**

33

**Major sources of emissions**

Scope 3 encompasses other indirect emissions, such as those from business travel, upstream emissions from purchased fuels and electricity (for example, well-to-tank emissions, transmission, and distribution losses), and emissions related to purchased goods, vehicles not owned or controlled, outsourced activities, and waste disposal. In 2021, we included several new emission sources for the first time, including home energy use (to reflect the pandemic-related shift to remote work), and cloud computing—both in Scope 3.

**Verified**

No

**Allocation method**

Other, please specify (See explanation below)

**Market value or quantity of goods/services supplied to the requesting member**

**Unit for market value or quantity of goods/services supplied**

Please select

**Please explain how you have identified the GHG source, including major limitations to this process and assumptions made**

McKinsey's greenhouse gas (GHG) emissions are calculated in line with the GHG Protocol. Our methodology follows best practices, such as using internationally accepted conversion factors and including radiative forcing in emission factors for air travel. Our reporting covers all material emission sources and complies with the criteria of South Pole's Climate Neutral label. Our GHG footprint was independently verified under the ISO 14064-3 standard (note: allocations to individual clients are not independently verified). Emissions allocated at the client-level are estimates presented for indicative purposes only and are subject to estimation assumptions, data limitations, and methodological constraints with a degree of embedded uncertainty. The estimated allocated emissions values have been provided specifically for clients' internal use only and should be treated as confidential and proprietary information. Allocated emissions include estimated emissions from air travel and accommodation (hotel stays) directly associated with clients' engagements (Scope 3) and estimated emissions from remaining sources allocated to those client engagements based on indicative drivers of client-level activity (Scopes 1, 2 and 3). To be conservative, we have included the entirety of our global emissions in the client-level allocation, including emissions related to internal travel (e.g. admin, training).

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**SC1.2**

(SC1.2) Where published information has been used in completing SC1.1, please provide a reference(s).

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**SC1.3**

**(SC1.3) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?**

Allocation challenges	Please explain what would help you overcome these challenges
Managing the different emission factors of diverse and numerous geographies makes calculating total footprint difficult	While business travel accounts for most of our footprint and we are able to allocate these emissions to individual clients based on air travel and accommodation (hotel stays) directly associated with clients' engagements, other emissions (e.g. from energy use in our offices) are not directly associated with specific client engagements – requiring us to allocate based on indicative drivers of client-level activity, resulting in a greater degree of uncertainty.  However, we are working to continuously strengthen our approach to measuring our environmental footprint.

**SC1.4**

**(SC1.4) Do you plan to develop your capabilities to allocate emissions to your customers in the future?**

Yes

**SC1.4a**

**(SC1.4a) Describe how you plan to develop your capabilities.**

We are working to continuously strengthen our approach to measuring and reporting on our environmental footprint, including by improving data quality, identifying additional emission sources (for example, to reflect the pandemic-related shift to remote work, we decided to include home energy use in our 2020 footprint and plan to continue doing so), and expanding our reporting (for example, this year we are sharing emissions allocated to individual clients for the first time).

**SC2.1**

**(SC2.1) Please propose any mutually beneficial climate-related projects you could collaborate on with specific CDP Supply Chain members.**

**SC2.2**

**(SC2.2) Have requests or initiatives by CDP Supply Chain members prompted your organization to take organizational-level emissions reduction initiatives?**

No

**SC4.1**

**(SC4.1) Are you providing product level data for your organization's goods or services?**

No, I am not providing data

**Submit your response**

**In which language are you submitting your response?**

English

**Please confirm how your response should be handled by CDP**

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

**Please confirm below**

I have read and accept the applicable Terms