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ACT Step-by-Step method adapted to French Public Research Organizations Complete methodology Version 1.1 – August 2024

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ACT Step-by-Step method adapted to French Public Research Organizations

Complete methodology
Version 1.1 – August 2024

Acknowledgments

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Lead authors

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Technical assistance

Technical assistance in developing the methodology was provided by ICare by BearingPoint.

Credits





Contents

❖ General vision of the method

❖ Performance indicators

- Module 1 – Reduction targets
- Module 2 – Direct emissions
- Module 3 – Research funding
- Module 4 – Indirect emissions (excluding purchases)
- Module 5 – Management
- Module 6 – Indirect emissions from purchasing
- Module 7 – Knowledge dissemination & impact
- Module 8 – Public commitment
- Module 9 – Research strategy and activities

❖ Narrative indicators

❖ INRAE's application of the method

Contents

❖ General vision of the method

❖ Performance indicators

- Module 1 – Reduction targets
- Module 2 – Direct emissions
- Module 3 – Research funding
- Module 4 – Indirect emissions (excluding purchases)
- Module 5 – Management
- Module 6 – Indirect emissions from purchasing
- Module 7 – Knowledge dissemination & impact
- Module 8 – Public commitment
- Module 9 – Research strategy and activities

❖ Narrative indicators

❖ INRAE's application of the method



This methodology has been developed as part of a project conducted with INRAE, the French National Institute of Research, Agriculture/Farming, Food and Environment.

Based on ACT Step-by-Step methodology, the Public Research Organizations methodology (PROs) has been adapted to public research organizations specificities and developed by ADEME, INRAE and I Care by BearingPoint. The PROs methodology was tested on the INRAE organization between 2023 and 2024.

The PROs methodology have been adapted to specificities based on the INRAE case. This first version could evolve according to the needs and feedbacks of institutions which will further use the method.

As French organizations often have a dual activity of higher education and research, it is specified that only the part linked to research activities is concerned by the first version of the methodology.

ACT modules, criteria and trends tables

An ACT-Assessment score (performance & narrative scores) is built on the answers to the 5 ACT questions

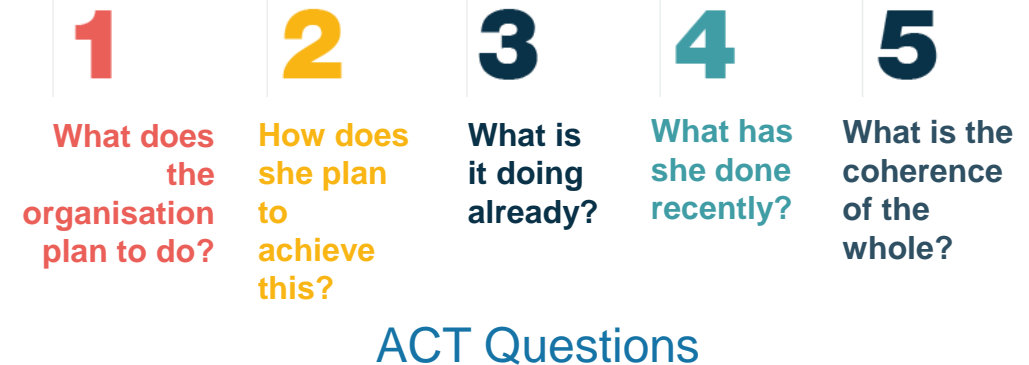
9 modules	
1	Target
2	Material investment
3	Intangible investment
4	Sold product performance
5	Management
6	Supplier engagement
7	Client engagement
8	Policy engagement
9	Business Model

4 criteria	
1	Research strategy and activities
2	Consistency and credibility
3	Reputation
4	Risks

3 trends	
+	Improvement
=	Stable
-	Degradation



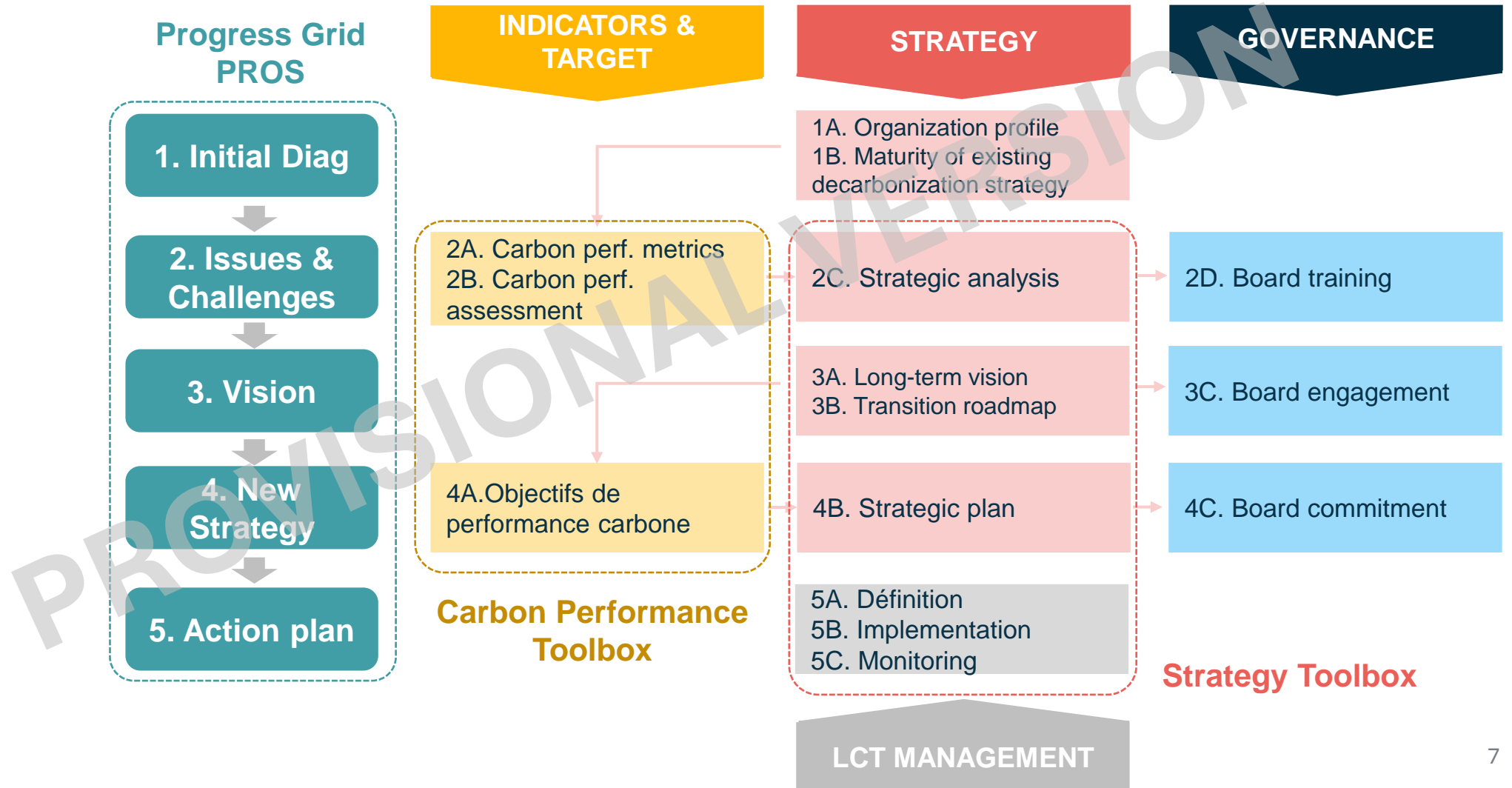
ACT Score





ACT Step by Step Roadmap

The same roadmap applies both for companies or PROs



New ACT modules adapted to research sector

Regular ACT modules

9 Modules

- 1 Target
- 2 Material investment
- 3 Intangible investment
- 4 Sold product performance
- 5 Management
- 6 Supplier engagement
- 7 Client engagement
- 8 Policy engagement
- 9 Business Model

adaptation



ACT modules adapted to PROs

9 Modules

- 1 Reduction targets
- 2 Direct emissions
- 3 Research funding
- 4 Indirect emissions (excluding purchases)
- 5 Management
- 6 Indirect emissions from purchasing
- 7 Knowledge dissemination & impact
- 8 Public commitment
- 9 Research strategy and activities



Modules topics and adaptation rationale

Module		Topics	Modification rationale of regular ACT modules
1	Reduction targets	<ul style="list-style-type: none"> Direct and indirect emissions reduction targets 	No modification of module scope
2	Direct emissions	<ul style="list-style-type: none"> Reduction of my organization's scope 1&2 emissions (buildings, scientific infrastructures, livestock, data centers...) 	No modification of module scope
3	Research funding	<ul style="list-style-type: none"> Coherence between projects financed by own contractual funding sources and climate change mitigation (strategy and monitoring of the coherence of research activities with the needs of a low-carbon transition) 	Taking into account Research funding specificities and its compatibility with low carbon transition
4	Indirect emissions (excluding purchases)	<ul style="list-style-type: none"> Reduction of my organization's scope 3 emissions (<u>excluding emissions linked to purchases</u>) 	Taking into account indirect emissions related to activities which allow scientific production. Purchases are excluded to be included in a dedicated module and separate the main activities allowing scientific production.
5	Management	<ul style="list-style-type: none"> Internal governance on climate mitigation issues (entity in charge of issues related to the low-carbon transition of the institute...) Quality of the low-carbon transition plan (time horizons, presence of quantified objectives, assessment of the risks associated with the transition) 	No modification of module scope. Adaptation made regarding non-relevant concepts for PRO (financial viability, incentives, value at risk).
6	Indirect emissions from purchasing	<ul style="list-style-type: none"> Reduction of upstream emissions from suppliers (including purchases and fixed assets such as scientific equipment and buildings) 	Taking into account indirect emissions related to suppliers. PROs comply with the public procurement code, purchasing strategies being more regulated and constrained.
7	Knowledge Dissemination & impact	<ul style="list-style-type: none"> Dissemination of the scientific knowledge produced Evaluation, monitoring and improvement of the impact of research projects 	Module oriented towards research beneficiaries
8	Public commitment	<ul style="list-style-type: none"> Public commitment to the fight against climate change: public interventions by public research organisms (PROs)—on climate issues and positions taken by public research organisms (PROs)—within the various bodies to which it belongs (national bodies, MESR, ANR, etc.) 	Module oriented towards public interventions made by PRO
9	Research strategy and activities	<ul style="list-style-type: none"> Systematic inclusion of the topic of mitigation in all research projects Transdisciplinary and systemic nature of research directly related to mitigation Emissions avoided through synergies with emissive sectors (notably agriculture, industry, transport or energy) Support to public policies 	Assessing the contribution of research activities carried out with the needs of a low-carbon transition

A method adapted to the specificities of French public research organizations (PROs)

9 modules split into two contribution categories:

My organization's low-carbon transition

GHG reduction targets (Module 1)
(Ambition, coverage and timescale)

**Management and governance of the
low-carbon transition (Module 5)**
(Governance, quality of action plan & transition)

Direct emissions (Module 2)
(energy, buildings, livestock, etc.)

**Indirect emissions (excluding
purchases) (Module 4)**
(business travel, commuting, events, etc.)

**Emissions related to purchases
(Module 6)**
(total purchases and equipment)

My organization's contribution to the global low-carbon transition

Research strategy and activities (Module 9)
*(inclusion of mitigation in projects, systemic research, public
policy support)*

Research funding (Module 3)
*(consistency of research activities funded by public and private
stakeholders with the needs of the low-carbon transition)*

Knowledge Dissemination (Module 7)
*(Dissemination of scientific knowledge, optimisation of the
impact of research projects)*

Public commitment (Module 8)
*(Representation in external bodies, public interventions on
behalf of my organization)*

These specificities have been adapted to the case of INRAE and could evolve according to the further use of the method by other institutions and their further needs.



How are entities' specificities included in the methodology?

Adaptation to the case of French public research organizations

- The modules & indicators from ACT Generic methodology are adapted to better represent the climate impacts & decarbonization levers of a French public research organization (PROs)
- The weight of each module and indicator is correlated to:
 - The capacity of PROs to adopt strategies and implement actions related to the transition to a low carbon economy
 - The potential GHG emission reductions associated with the good practices to be implemented by the PROs.

Adaptation to the specificities of the supported public research organization

- ACT indicators, which are presented in the form of a maturity matrix, are designed to be flexible enough to allow for the integration of the specificities of each assessed PRO into the evaluation and accompaniment:
 - For instance, different governance structures won't prevent an analyst to use indicators in module 5 to assess oversight of climate change issues, expertise, the link between remuneration policies and climate KPIs etc.
- Moreover, the different weight can be adapted to better reflect the reality of the assessed PROs:
 - The weighting of the modules is adapted according to each assessed entity (GHG emissions profile, financing profile).
 - The weighting of indicators and questions is also adapted accordingly.



Weighting of Performance modules

Module	Name	Topics	Weight
1	Reduction targets	<ul style="list-style-type: none"> Direct and indirect emissions reduction targets 	15,0%
2	Direct emissions	<ul style="list-style-type: none"> Reduction of my organization's scope 1&2 emissions (buildings, scientific infrastructures, livestock, data centers...) → see next slide 	10,0%-17,5%
3	Research funding	<ul style="list-style-type: none"> Coherence between projects financed by own contractual funding sources and climate change mitigation (strategy and monitoring of the coherence of research activities with the needs of a low-carbon transition) 	5,0-10,0%
4	Indirect emissions (excluding purchases)	<ul style="list-style-type: none"> Reduction of my organization's scope 3 emissions (<u>excluding emissions linked to purchases</u>) → see next slide 	10,0%-17,5%
5	Management	<ul style="list-style-type: none"> Internal governance on climate mitigation issues (entity in charge of issues related to the low-carbon transition of the institute...) Quality of the low-carbon transition plan (time horizons, presence of quantified objectives, assessment of the risks associated with the transition) 	10,0%
6	Indirect emissions from purchasing	<ul style="list-style-type: none"> Reduction of upstream emissions from suppliers (including purchases and fixed assets such as scientific equipment and buildings) → see next slide 	12,5%
7	Knowledge Dissemination & impact	<ul style="list-style-type: none"> Dissemination of the scientific knowledge produced Evaluation, monitoring and improvement of the impact of research projects 	5,0%
8	Public commitment	<ul style="list-style-type: none"> Public commitment to the fight against climate change: public interventions by public research organisms (PROs)-on climate issues and positions taken by public research organisms (PROs)-within the various bodies to which it belongs (national bodies, MESR, ANR, etc.) 	5,0%
9	Research strategy and activities	<ul style="list-style-type: none"> Systematic inclusion of the topic of mitigation in all research projects Transdisciplinary and systemic nature of research directly related to mitigation Emissions avoided through synergies with emissive sectors (notably agriculture, industry, transport or energy) Support to public policies 	15,0-20,0%

Focus on the perimeters of modules 2, 4 and 6¹

MODULE 2

Scope 1&2 emissions
(energetic, process, fugitive & LULUCF* emissions from assets belonging and used by my organization)



Scientific equipment



Real estate assets



IS Infra-structures



Vehicles and machines



Livestock



Crops



Soils, forests, HWP² and CCUS / CCS³

MODULE 2 or MODULE 4

Depends on the approach used by my organization to elaborate the GHG assessment

Emissions from downstream assets (belonging to my organization but leased to third parties who use them)



Emissions from upstream assets (belonging to third parties but used by my organization)

Scope 1&2 emissions → Module 2

Scope 3 emissions → Module 4

MODULE 4

Downstream emissions linked to sales and services



Sales of co-products of research activities

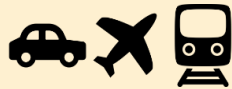


Sales of search results

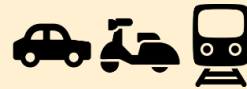


Resale of equipment

Other scope 3 emissions (excluding upstream scope 3 emissions)



Business travel



Commuting



Visitor and client travel



Waste

MODULE 6

Upstream scope 3 emissions



Purchase of works, products (including scientific equipment and building) and services

NOTES

1. Some of the emission items presented here are specific to certain organizations (e.g. livestock for INRAE) and may not be relevant to other organizations.
2. Harvested wood products
3. Carbon capture (utilization) and storage

Module scopes - Financial control approach

MODULE 2

Scope 1&2 emissions (energetic, process, fugitive & LULUCF emissions from assets belonging and used by my organization)



Scientific equipment



Real estate assets



IS Infra-structures



Vehicles and machines



Livestock



Crops



Soils, forests, HWP² and CCUS / CCS³

Emissions from downstream assets (belonging to my organization but leased to third parties who use them)

MODULE 4

Downstream emissions linked to sales and services



Sales of co-products of research activities



Sales of search results



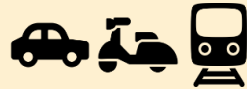
Resale of equipment

Emissions from upstream assets (belonging to third parties but used by my organization)

Other scope 3 emissions (excluding upstream scope 3 emissions)



Business travel



Commuting



Visitor and client travel



Waste

MODULE 6

Upstream scope 3 emissions



Purchase of works, products (including scientific equipment and building) and services

Module scopes - Operational control approach

MODULE 2

Scope 1&2 emissions (energetic, process, fugitive & LULUCF emissions from assets belonging and used by my organization)



Scientific equipment



Real estate assets



IS Infra-structures



Vehicles and machines



Livestock



Crops



Soils, forests, HWP² and CCUS / CCS³

Emissions from upstream assets (belonging to third parties but used by my organization)

MODULE 4

Downstream emissions linked to sales and services



Sales of co-products of research activities



Sales of search results



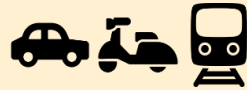
Resale of equipment

Emissions from downstream assets (belonging to my organization but leased to third parties who use them)

Other scope 3 emissions (excluding upstream scope 3 emissions)



Business travel



Commuting



Visitor and client travel



Waste

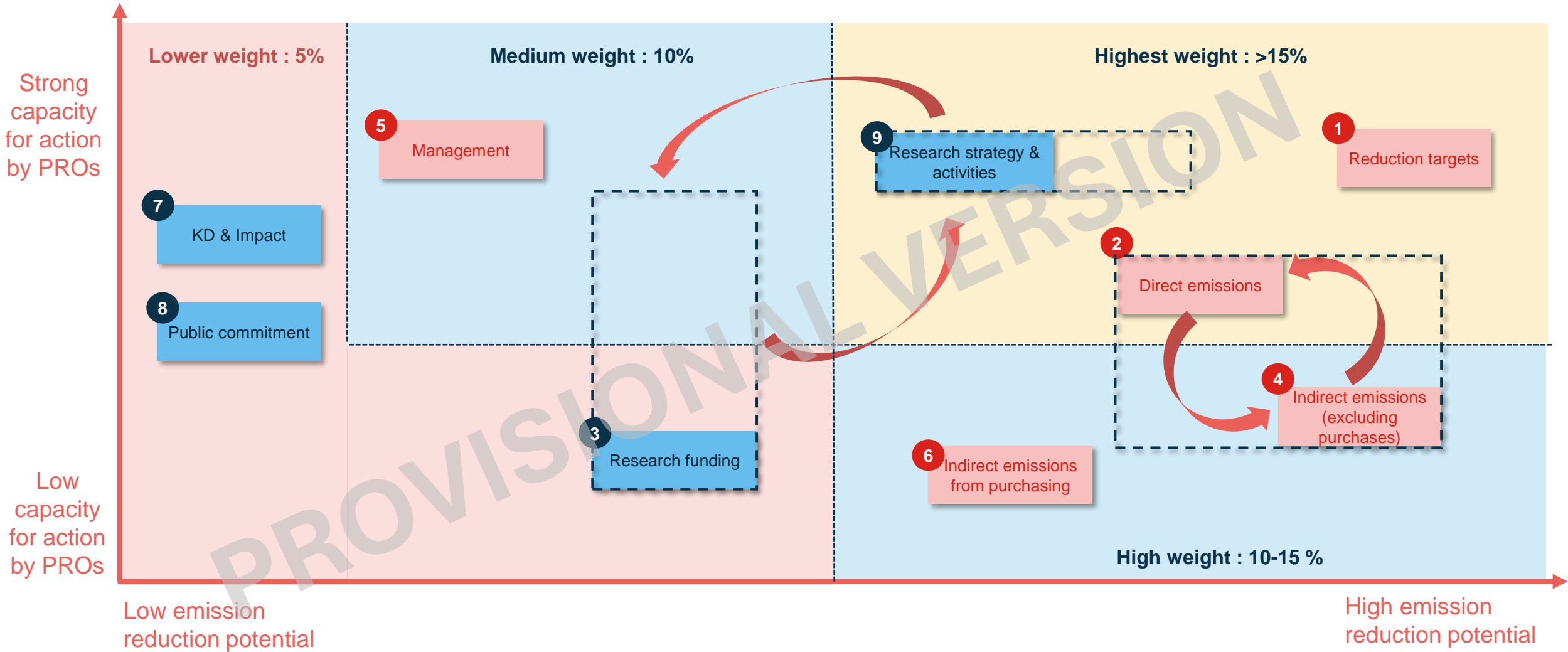
MODULE 6

Upstream scope 3 emissions



Purchase of works, products (including scientific equipment and building) and services

Rationale for the performance modules' weight



Performance indicators

Indicators	Topics	Weight
1.1	Alignment of Scope 1+2 emissions reduction targets	5,0%
1.2	Alignment of upstream emissions reduction targets	5,0%
1.3	Alignment of downstream emissions reduction targets	2,0%
1.4	Time horizon of targets	2,0%
1.5	Achievement of previous and current targets	1,0%
2.1	Trend in past Scope 1+2 emissions intensity <ul style="list-style-type: none"> Consistency of my organization's direct emission intensity with the trend of its benchmark pathway Investments into the carbon performance of emitting assets Actions implemented to improve the carbon performance of emitting assets 	3%-5,25% 1,0%-1,75% 1,0%-1,75% 1,0%-1,75%
2.2	Trend in future Scope 1+2 emissions intensity	3,0%-5,25%
2.3	Share of low-carbon CAPEX <ul style="list-style-type: none"> Share of investment budget dedicated to LC investments Strategy to increase the share of investment budget dedicated to LC investments Actions implemented to increase the share of investment 	2%-3,5% 1,0%-1,75% 0,5%-0,875% 0,5%-0,875%
2.4	Locked-in Scope 1+2 emissions <ul style="list-style-type: none"> Consistency of locked-in direct emissions with its carbon budget on direct emissions Strategy to minimize locked-in direct emissions Actions implemented to reduce locked-in direct emissions 	2%-3,5% 1,0%-1,75% 0,5%-0,875% 0,5%-0,875%
3.1	Strategy to control the consistency of the research activities financed by my organization's own financial resources with the research needs related to the LCT	2,5%-5,0%
3.2	Review process of the consistency of the research activities financed by my organization's own financial resources with the research needs related to the LCT	1,25%-2,5%
3.3	Actions implemented to control the consistency of the research activities financed by my organization's own financial resources with the research needs related to the LCT	1,25%-2,5%
4.1	Strategy to reduce indirect emissions	4,0%-8,0%
4.2	Activities to reduce indirect emissions	4,0%-6,5%
4.3	Mobility policy	2,0%-3,0%

Indicators	Topics	Weight
5.1	Internal function/entity with highest oversight of LCT	3,0%
5.2	Climate awareness of the internal function/entity with highest oversight of LCT	2,0%
5.3	Low-carbon transition plan	2,0%
5.4	Incentives for research units on carbon performance and support functions on involvement in CTP	1,0%
5.5	Ecological training for agents	1,0%
5.6	Climate change scenario testing	1,0%
	• Low-carbon transition scenario	0,5%
	• Assessment of the risks and opportunities related to LCT	0,5%
6.1	Strategy to engage suppliers to reduce their GHG emissions	6,5%
6.2a	Actions implemented to engage suppliers to reduce their GHG emissions (integration of environmental criteria)	3,0%
6.2b	Actions implemented to engage suppliers to reduce their GHG emissions (integration of environmental clauses)	3,0%
7.1	Knowledge dissemination strategy	3,0%
7.2	Assessment of the impact of research activities on the climate	2,0%
8.1	Public interventions made on behalf of my organization with the LCT	5,0%
	• Consistency of public interventions made on behalf of my organization with the LCT	3,0%
	• Monitoring of the consistency of public interventions made on behalf of my organization with the LCT	2,0%
9.1	Research activities contributing to the LCT	4,0%-5,0%
	• Strategy to develop research activities contributing to the LCT	2,0%-2,5%
	• Research activities contributing to the LCT	2,0%-2,5%
9.2	Integration of climate change mitigation into research activities	2,0%-2,5%
9.3	Climate change mitigation research activities impact on environmental transition	2,0%-2,5%
9.4	Research activities engaging internal stakeholders	4,0%-5,0%
	• Strategy to encourage synergies with my organization's stakeholders to reduce overall emissions	2,0%-2,5%
	• Research activities encouraging synergies with my organization's stakeholders to reduce overall emissions	2,0%-2,5%
9.5	Research activities that support public policy	3,0%-5,0%
	• PROs' strategy to support public policies	1,5%-2,5%
	• PROs' research activities to support public policies	1,5%-2,5%

Contents

❖ General vision of the method

❖ Performance indicators

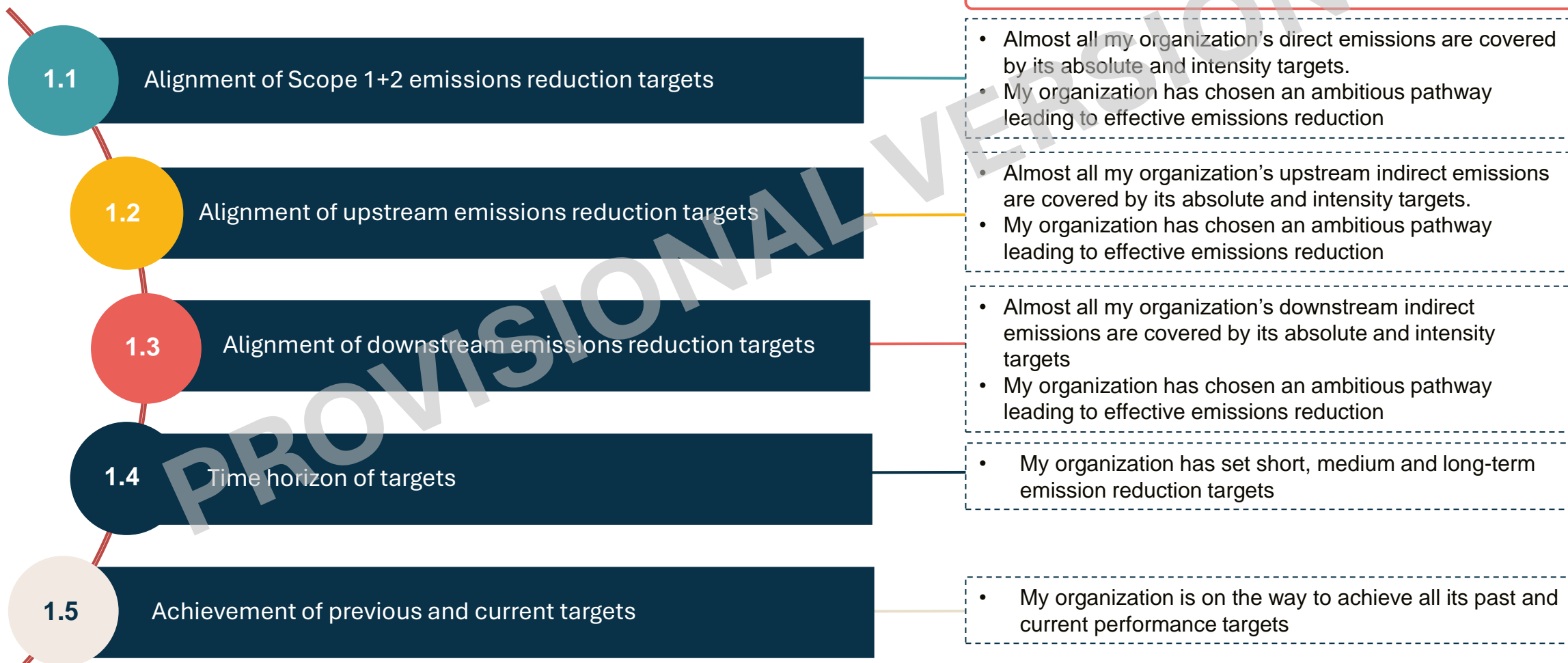
- **Module 1 – Reduction targets**
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- Module 9 – Research strategy and activities

❖ Narrative indicators

❖ INRAE's application of the method

Module 1: Reduction targets - Indicators

Objective of this module: assess whether my organization has set targets aligned with relevant benchmark which can lead to effective emissions reductions





Module 1: Reduction targets - Specificities & Data



Specificities of public research organizations compared to a company

- Public research institutes must comply with specific laws and regulations
- The strategy adopted by the institutes must be consistent with the strategy adopted by their supervisory body (most often the MESR*).

INRAE

Example of INRAE

- No specificities



Data required

- Emission reduction targets (absolute and intensity)



Alignment of Scope 1+2 emissions reduction targets

- **Good practices to be implemented by the assessed organization:**
 - Almost all my organization’s direct emissions are covered by its absolute and intensity targets
 - My organization has chosen an ambitious pathway leading to effective emissions reduction
- **Data requirement:**
 - Targets information for each relevant direct GHG emissions sources (Target year, emission reduction between reporting year and target year, coverage)
 - Share of direct emission sources in total emissions [%]
 - Base year, emissions at base year

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
Does my organization have set direct emissions reduction targets that are aligned with my organization’s benchmark pathway? (étape 2)	No target	The quantitative target(s) do(es) not cover a major share of the direct emissions	The quantitative target(s) cover(s) >50% of the direct emissions	The quantitative target(s) cover(s) >90% of the direct emissions AND reduce the distance between the low-carbon benchmark pathway but are not low-carbon aligned	The quantitative target(s) cover(s) >90% of the direct emissions AND they are fully low-carbon aligned with the low-carbon benchmark pathway

- **How to use the above matrix:**
 - A specific direct emission reduction benchmark pathway will be developed for each assessed organization based on the existing trajectories included in the Carbon performance tool
 - This pathway will be implemented in the Carbon performance tool, which will automatically calculate the consistency between the direct emission reduction targets of the assessed organization and the direct emission reduction benchmark pathway



Alignment of upstream emissions reduction targets

- **Good practices to be implemented by the assessed organization:**
 - Almost all my organization’s upstream emissions are covered by its absolute and intensity targets
 - My organization has chosen an ambitious pathway leading to effective emissions reduction
- **Data requirement:**
 - Targets information for each relevant direct GHG emissions sources (Target year, emission reduction between reporting year and target year, coverage)
 - Share of upstream emission sources in total emissions [%]
 - Base year, emissions at base year

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
Does my organization have set upstream emissions reduction targets that are aligned with my organization’s benchmark pathway? (étape 2)	No target	The quantitative target(s) do(es) not cover a major share of the upstream emissions	The quantitative target(s) cover(s) >50% of the upstream emissions	The quantitative target(s) cover(s) >90% of the upstream emissions AND reduce the distance between the low-carbon benchmark pathway but are not low-carbon aligned	The quantitative target(s) cover(s) >90% of the upstream emissions AND they are fully low-carbon aligned with the low-carbon benchmark pathway

- **How to use the above matrix:**
 - A specific upstream emission reduction benchmark pathway will be developed for each assessed organization based on the existing trajectories included in the Carbon performance tool
 - This pathway will be implemented in the Carbon performance tool, which will automatically calculate the consistency between the upstream emission reduction targets of the assessed organization and the upstream emission reduction benchmark pathway

Alignment of downstream emissions reduction targets

- **Good practices to be implemented by the assessed organization:**
 - Almost all my organization's downstream emissions are covered by its absolute and intensity targets
 - My organization has chosen an ambitious pathway leading to effective emissions reduction
- **Data requirement:**
 - Targets information for each relevant direct GHG emissions sources (Target year, emission reduction between reporting year and target year, coverage)
 - Share of downstream emission sources in total emissions [%]
 - Base year, emissions at base year

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
Does my organization have set downstream emissions reduction targets that are aligned with my organization's benchmark pathway? (étape 2)	No target	The quantitative target(s) do(es) not cover a major share of the downstream emissions	The quantitative target(s) cover(s) >50% of the downstream emissions	The quantitative target(s) cover(s) >90% of the downstream emissions AND reduce the distance between the low-carbon benchmark pathway but are not low-carbon aligned	The quantitative target(s) cover(s) >90% of the downstream emissions AND they are fully low-carbon aligned with the low-carbon benchmark pathway

- **How to use the above matrix:**
 - A specific downstream emission reduction benchmark pathway will be developed for each assessed organization based on the existing trajectories included in the Carbon performance tool
 - This pathway will be implemented in the Carbon performance tool, which will automatically calculate the consistency between the downstream emission reduction targets of the assessed organization and the downstream emission reduction benchmark pathway



Time horizon of targets

- **Good practices to be implemented by the assessed organization:**

My organization has set short, medium and long-term emission reduction targets, at maximum 5-year intervals

- **Data requirement:** Target year information for each relevant emissions sources

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Do my organization's carbon performance targets cover the long term as well as intermediate milestones? (étape 2)</p>	<p>No target OR The quantitative targets do not cover the next 5 years</p>	<p>The quantitative targets cover the next 5 years</p>	<p>The quantitative targets cover the next 10 years, BUT the intermediate targets leave periods greater than 5 years with not intermediate milestones</p>	<p>The quantitative targets cover the next 15 years AND the intermediate targets do not leave periods greater than 5 years with not intermediate milestones</p>	<p>The quantitative targets cover the period until year 2050 AND the intermediate targets do not leave periods greater than 5 years with not intermediate milestones</p>



Achievement of previous and current targets

- **Good practices to be implemented by the assessed organization:**

My organization is on the way to achieve all its past and current performance targets

- **Data requirement:**
 - Base year - Start year - Target year
 - Percentage of reduction target from base year in absolute emissions
 - Percentage of reduction target achieved in absolute emissions
 - Percentage of reduction target from base year in emission intensity
 - Percentage of reduction target achieved in absolute emission intensity
 - Percentage of direct emissions covered by the targets

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Is my organization on the way to achieve all past and current performance targets? (étape 2)</p>	No current targets	Some quantitative targets currently active that cover only a moderate share of my direct emissions	Some quantitative targets currently active that cover >90% of my direct emissions AND to date, the progress towards these targets is in line with the ambition at target date	Some quantitative targets currently active that cover >90% of my direct and indirect emissions AND to date, the progress towards these targets is in line with the ambition at target date for part of these targets only	Some quantitative targets currently active that cover >90% of my direct and indirect emissions AND to date, the progress towards these targets is in line with the ambition at target date for all of them

The first step in defining its decarbonisation pathway is to identify its own decarbonisation levers, based on the most significant emission items.

Mains decarbonisation levers identified by INRAE are :



Mobility (Commuting & Business Travel)



Building & Real estate



Renewable energy production



IS infrastructures



Food



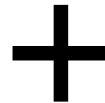
Farming activities (Transport, building, livestock, nitrogen)



Purchase



Waste



Other emissions

Overview of available pathways considered by INRAE

Here are different science based decarbonization pathways that can be implemented, by emissions category. As well as pathways chosen by INRAE.

Sector	SNBC*	SBT	CRREM	ACT
Passenger Transport (exclu. air transport)	SNBC 3 - Transports			ACT Transport – Passenger transport – EU ACT Transport – Rail interurban - EU
Passenger Transport (air transport)		SBT – Aviation sector		ACT – Air transport with passenger
Office use	SNBC 3 - Building		Office CRREM 1,5°C – kWh/CO2/GHGe	Real Estate Services Office – France (kgCO2/m2)
Office materials	SNBC 3 - Industry			Materials Services Office – France (kgCO2/m2)
Agriculture	SNBC 3 - Agriculture	SBT FLAG – Sector – 1,5°C		ACT – Agrifood sector – France
Food	SNBC 3 - Agriculture	SBT FLAG – Commodity – 1,5°C		ACT – Agrifood commodity
Purchases	SNBC 3 – Total			Industry scope 1+2 (constant volume) – World Retail other industry Scope 1/2/3 – emissions/emissions intensity – World
Waste	SNBC 3 - Waste			
Refrigerant liquids				Banks of refrigerants (commercial+transport+industry) – EU – tonnes / [gC02e refrigerant leaked]/[kg refrigerant in cold equipment]
General	SNBC 3 Total	SBT – 1,5°C		

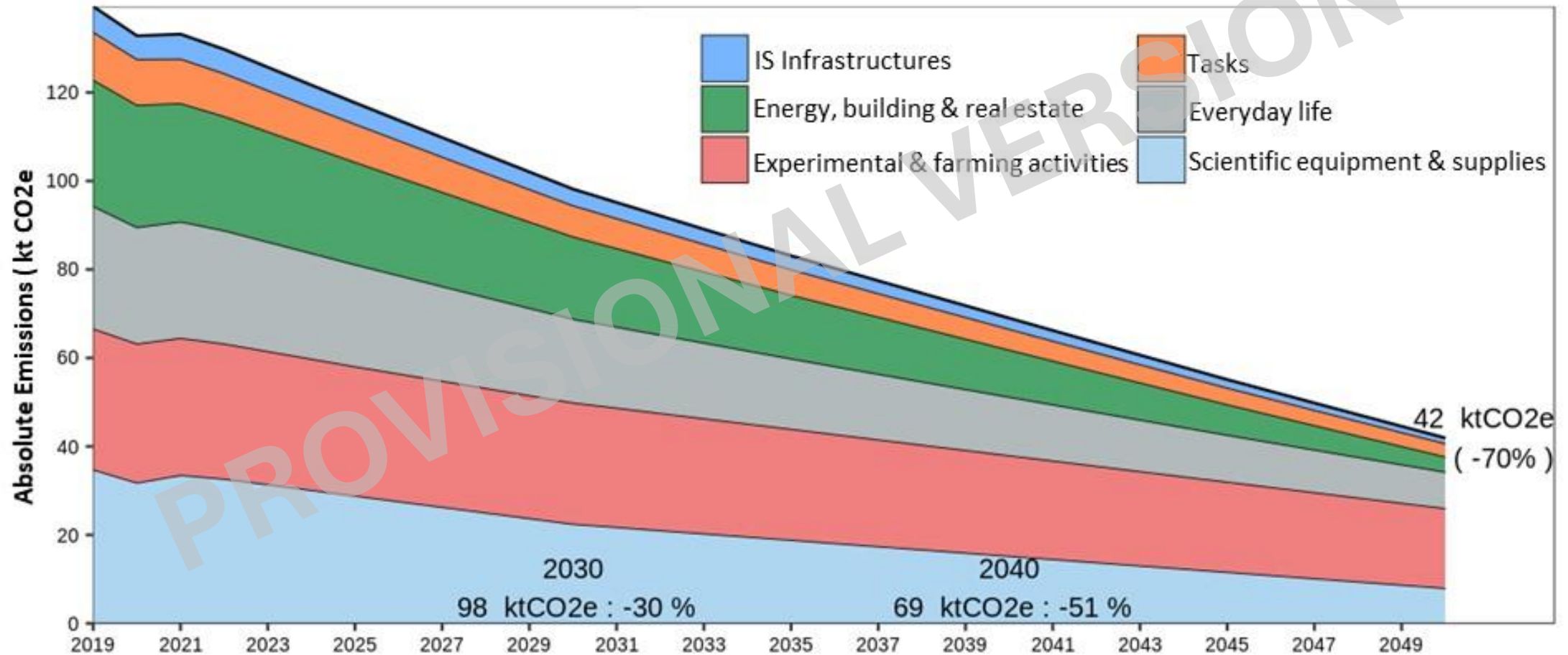
SNBC : Stratégie Nationale Bas Carbone / French National Low-Carbon Strategy

SBT : Science Based Target

CRREM : Carbon Risk Real Estate Monitor

 Pathways finally chosen by INRAE

Breakdown of the reference pathway by sector (ktonnes of CO₂e)





Contents

❖ General vision of the method

❖ Performance indicators

- Module 1 – Reduction targets
- **Module 2 – Direct emissions**
- Module 3 – Research funding
- Module 4 – Indirect emissions (excluding purchases)
- Module 5 – Management
- Module 6 - Indirect emissions from purchasing
- Module 7 - Knowledge dissemination & impact
- Module 8 - Public commitment
- Module 9 – Research strategy and activities

❖ Narrative indicators

❖ INRAE's application of the method

Module 2: Direct emissions – Indicators (1/2)

Objective of this module: analyse the influence of past/present/future investment decisions on the trajectory of my organization's scope 1&2 emissions (buildings, scientific infrastructures, livestock, data centers use...)

2.1

Trend in past Scope 1+2 emissions intensity

- Consistency of my organization's direct emission intensity with the trend of its benchmark pathway
- Investments into the carbon performance of emitting assets
- Actions implemented to improve the carbon performance of emitting assets

Good practices to be implemented

- The emission intensity of my organization assets is aligned with its benchmark pathway

2.2

Trend in future Scope 1+2 emissions intensity

- My organization has determined how to reduce the carbon impact of its most emitting assets

2.3

Share of low-carbon CAPEX

- Share of investment budget dedicated to LC investments
- Strategy to increase the share of investment budget dedicated to LC investments

- Concrete actions have been implemented to reduce the carbon impact of my organization's most emitting assets

2.4

Locked-in Scope 1+2 emissions

- Consistency of locked-in direct emissions with its carbon budget on direct emissions
- Strategy to minimize locked-in direct emissions

- The forecast emission intensity of my organization's assets is aligned with the trend of its benchmark pathway

By abuse of language, the term "its assets" refers to the assets included in the scope 1&2 of the GHG assessment



Module 2: Direct emissions - Specificities & Data



Specificities of public research organizations compared to a company

- Relatively low weight of direct emissions related to research activities
- Relatively high weight of direct emissions linked to research support (notably building heating)
- Different capacities for action from a company :
 - Access to public funding sources
 - Specific laws and regulations



Example of INRAE

- Some of the buildings are very poorly insulated
- Assets essentially financed by the CPERs
- A large part (40%) of the building stock is made available by the French State → renovation not managed by INRAE (operator AGILE)
- Boiler stock not entirely fit for decarbonization for safety and hygiene reasons
- Significant weight of scientific infrastructures in the emissions
- Livestock is also a source of emissions but is necessary for some research activities



Data required

- Scope 1&2 GHG emissions
- Strategy and actions implemented to reduce direct emissions from my organization's emitting assets
- Strategy and data about low-carbon and total investment budget, allocation of low-carbon budget across different projects



Trend in past Scope 1+2 emissions intensity

- **Good practices to be implemented by the assessed organization:** The emission intensity of my organization assets is aligned with its benchmark pathway
- **Data requirement:** Evolution of the emissions intensity of my organization's assets

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Is the recent past trend of emission intensity for my organization assets aligned with the trend of its benchmark pathway? <i>(étape 2)</i></p>	<p>The emissions intensity trend for my organization's recent assets is not known</p>	<p>The emissions intensity trend for my organization's assets is increasing over the past 5 years</p>	<p>The emissions intensity trend for my organization's assets is stagnating or slightly decreasing over the past 5 years</p>	<p>The emissions intensity trend for my organization's assets is clearly decreasing over the past 5 years BUT is not aligned with the trend of my organization's benchmark pathway</p>	<p>The emissions intensity trend for my organization's assets is fully low-carbon aligned with my organization's benchmark pathway over the past 5 years</p>

- **How to use the above matrix:**
 - The emissions included in this module are the scope 1&2 emissions considered in my organization's GHG assessment
 - A specific emission reduction benchmark pathway will be developed for each assessed organization based on the existing trajectories included in the Carbon performance tool
 - This pathway will be implemented in the Carbon performance tool
 - It will allow my organization to assess the consistency of the evolution of the emissions intensity of its recent assets with its benchmark pathway



Trend in past Scope 1+2 emissions intensity

- **Good practices to be implemented by the assessed organization:** My organization has determined how to reduce the carbon impact of its most emitting assets
- **Data requirement:** Strategy and data about the investment budget allocation

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
Does my organization's investment strategy include investing into the carbon performance of its assets? (étape 4)	My organization's investment strategy does not include carbon performance	My organization's investment strategy takes into account the carbon performance of its emitting assets	My organization's investment strategy includes investing into the carbon performance of some of its emitting assets	My organization's investment strategy includes investing into the carbon performance of a major share of its emitting assets	Investing into the carbon performance of my organization's emitting assets is a major part of its investment strategy

- **How to use the above matrix:** The emissions included in this module are the scope 1&2 emissions considered in my organization's GHG assessment



Trend in past Scope 1+2 emissions intensity

- **Good practices to be implemented by the assessed organization:** Concrete actions have been implemented to reduce the carbon impact of my organization’s most emitting assets
- **Data requirement:** Strategy and data about the investment budget allocation

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization take actions to improve the carbon performance of its assets? (étape 5)</p>	<p>My organization is not taking actions which improve the carbon performance of its emitting assets</p>	<p>My organization is taking few actions that will slightly improve the carbon performance of some of its emitting assets BUT it is not their main objective</p>	<p>My organization is taking few actions that aim to improve the carbon performance of some of its emitting assets</p>	<p>My organization is taking significant actions that aim to improve the carbon performance of its emitting assets BUT these actions will not be sufficient to reach its strategic goals OR My organization is taking significant actions that aim to improve the carbon performance of its emitting assets BUT it is not certain that these actions will be sufficient to reach its strategic goals</p>	<p>My organization is taking major actions that aim to improve the carbon performance of its emitting assets and they are in line with its strategic goals</p>

- **How to use the above matrix:** The emissions included in this module are the scope 1&2 emissions considered in my organization’s GHG assessment



Trend in future Scope 1+2 emissions intensity

- Good practices to be implemented by the assessed organization:** The forecast emission intensity of my organization’s assets is aligned with the trend of its benchmark pathway
- Data requirement:** Assets’ emission carbon intensity at reporting year and near-term future years (preferably until 5 years after the reporting year) for investment

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
Is the near future trend of emission intensity of my organization’s assets aligned with the trend of its benchmark pathway? (étape 2)	My organization was not able to identify the relevant benchmark pathway to assess its carbon performance AND/OR My organization cannot estimate the emissions intensity trend of its assets for the next five years	The emissions intensity trend for my organization’s assets is increasing over the next five years	The emissions intensity trend for my organization’s assets is stagnating or slightly decreasing over the next five years	The emissions intensity trend for my organization’s assets is decreasing over the next five years	The emissions intensity trend for my organization’s assets is fully aligned with my organization’s benchmark pathway over the next five years

- How to use the above matrix:** The emissions included in this module are the scope 1&2 emissions considered in my organization’s GHG assessment



Share of low-carbon CAPEX

- **Good practices to be implemented by the assessed organization:** A significant share of my organization's investment budget is allocated to the low-carbon transition
- **Data requirement:** Average share of low-carbon investment budget (out of total investment budget) planned for the next three years

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>What is the share of my organization's investment budget that is dedicated to low-carbon investments? (étape 2)</p>	<p>My organization's investment budget does not include low-carbon investments</p>	<p>A small share (<20%) of my organization's investment budget is dedicated to low-carbon investments BUT it is not the driver of these investments</p>	<p>A significant share (>20%) of my organization's investment budget is dedicated to low-carbon investments BUT the low-carbon transition is not a major driver for investments</p>	<p>A high share (>60%) of my organization's investment budget is dedicated to low-carbon investments BUT the low-carbon transition is not a major driver for investments</p>	<p>A high share (>60%) of my organization's investment budget is dedicated to low-carbon investments AND the low-carbon transition is a major driver for investments</p>

- **How to use the above matrix:** The definition of low-carbon investments is available in the ACT sector methodologies



Share of low-carbon CAPEX

- **Good practices to be implemented by the assessed organization:** My organization has set a goal of increasing the share of its investment spending devoted to the low-carbon transition
- **Data requirement:**
 - Strategy about low-carbon investment budget and planned allocation
 - Average share of low-carbon investment budget (out of total investment budget) planned for the next three years

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization's investment strategy include increasing the share of its investment budget dedicated to low-carbon investments? (étape 4)</p>	<p>My organization's strategy does not include increasing the share of its investment budget dedicated to low-carbon investments (business as usual for the next 5 years)</p>	<p>Some aspects of my organization's strategy will slightly increase the share of its investment budget dedicated to low-carbon investments BUT it is not a clear objective</p>	<p>My organization's strategy includes increasing the share of its investment budget dedicated to low-carbon investments BUT it is not a major strategic goal</p>	<p>My organization's strategy includes increasing the share of its investment budget dedicated to low-carbon investments BUT this increase will not be sufficient to align the carbon performance of my organization's assets with a low-carbon scenario OR My organization's strategy includes increasing the share of its investment budget dedicated to low-carbon investments BUT it is not certain that it will be sufficient to align the carbon performance of my organization's assets with a low-carbon scenario</p>	<p>Increasing the share of investment budget dedicated to low-carbon investments is a major driver of my organization's strategy AND It is in the position to demonstrate that the planned increase pace is aligned with a low-carbon scenario</p>

- **How to use the above matrix:** The definition of low-carbon investments is available in the ACT sector methodologies



Share of low-carbon CAPEX

- **Good practices to be implemented by the assessed organization:** Actions are implemented and this share increases
- **Data requirement:** Strategy about low-carbon investment budget and planned allocation

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization take actions to increase the share of its investment budget dedicated to low-carbon investments? (étape 4)</p>	<p>My organization is not taking actions which increase the share of its investment budget dedicated to low-carbon investments</p>	<p>My organization is taking few actions that will slightly increase the share of its investment budget dedicated to low-carbon investments BUT it is not their main objective</p>	<p>My organization is taking few actions dedicated to the increase of its investment budget dedicated to low-carbon investments</p>	<p>My organization is taking significant actions to increase the share of its investment budget dedicated to low-carbon investments BUT these actions will not be sufficient to reach its strategic goals OR My organization is significant actions to increase the share of its investment budget dedicated to low-carbon investments BUT it is not clear that these actions will be sufficient to reach its strategic goals</p>	<p>My organization is taking major actions to increase the share of its investment budget dedicated to low-carbon investments AND these actions will be sufficient to reach its strategic goals</p>

- **How to use the above matrix:** The definition of low-carbon investments is available in the ACT sector methodologies



Locked-in Scope 1+2 emissions

- **Good practices to be implemented by the assessed organization:** My organization’s locked-in direct emissions are consistent with its carbon budget on emissions
- **Data requirement (not exhaustive):**
 - Past, actual and planned investments
 - Year of decommissioning of my emitting assets
 - Annual secured/planned activity
 - Emissions from present and planned assets

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
How do my organization’s locked-in direct emissions compare with its carbon budget on direct emissions? (étape 2)	My organization has not have / does not know how to choose a reference low-carbon trajectory against which it can measure its locked-in direct emissions and/or to calculate its carbon budget	My organization’s locked-in direct emissions are more than 1.5 x its carbon budget as defined by the reference low-carbon trajectory chosen	My organization’s locked-in direct emissions are between 1.2 and 1.5 x its carbon budget as defined by the reference low-carbon trajectory chosen	My organization’s locked-in direct emissions are between 1 and 1.2 x its carbon budget as defined by the reference low-carbon trajectory chosen	My organization’s locked-in direct emissions are within its carbon budget as defined by the reference low-carbon trajectory chosen

- **How to use the above matrix:**
 - A specific direct emission reduction benchmark pathway will be developed for each assessed organization based on the existing trajectories included in the Carbon performance tool
 - This trajectory will be implemented in the carbon performance tool which will automatically calculate the carbon budget derived from this trajectory
 - my organization will also use this tool to calculate its locked-in direct emissions

Reminder on the lock-in emissions (from ACT methodologies)

Comparison of

 Cumulative GHG emissions between the reporting year and RY+15 of existing and planned assets in known investment plans

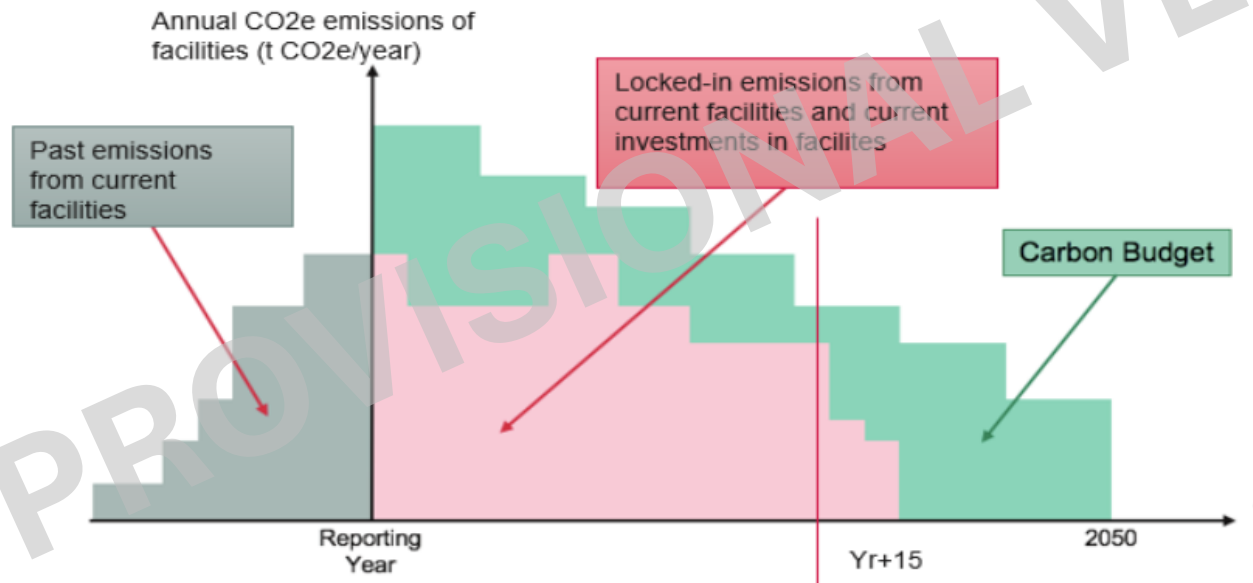
 GHG emission budget entailed by the company's decarbonization pathway

$LE_F(RY+15)$

(Pink area)

$B(RY+15)$

(Green + Pink areas)



Locked-in emissions ratio :

$$r_{LB}(RY+15) = \frac{LE_F(RY+15)}{B(RY+15)}$$



Locked-in Scope 1+2 emissions

- **Good practices to be implemented by the assessed organization:** My organization has adopted a strategy to decrease its locked-in direct emissions
- **Data requirement:** Strategy and actions implemented to reduce direct emissions from my organization's emitting assets

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization's strategy include minimizing its locked-in direct emissions through upgrading, retrofitting or decommissioning of its assets? <i>(étape 4)</i></p>	<p>My organization's strategy does not include reducing its locked-in direct emissions</p>	<p>Some aspects of my organization's strategy will slightly reduce its locked-in direct emissions BUT it is not a clear objective</p>	<p>My organization's strategy includes reducing its locked-in direct emissions through upgrading, retrofitting or decommissioning of its assets BUT it is not a major strategic goal</p>	<p>My organization's strategy includes minimizing its locked-in direct emissions through upgrading, retrofitting or decommissioning of its assets BUT this will not be sufficient to lower its locked-in direct emissions down to its carbon budget OR My organization's strategy includes minimizing its locked-in direct emissions through upgrading, retrofitting or decommissioning of its assets BUT it is not certain that it will be sufficient to lower its locked-in direct emissions down to its carbon budget</p>	<p>Minimizing its locked-in direct emissions through upgrading, retrofitting or decommissioning of its assets is a major driver of my organization's strategy and the ambition is in line with lowering its locked-in direct emissions down to its carbon budget</p>

- **How to use the above matrix:** See indicator 2.4a



Locked-in Scope 1+2 emissions

- **Good practices to be implemented by the assessed organization:** My organization is implementing actions to decrease its locked-in direct emissions
- **Data requirement:** Strategy and actions implemented to reduce direct emissions from my organization's emitting assets

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization take actions to reduce its locked-in direct emissions through upgrading, retrofitting or decommissioning of its assets? <i>(étape 5)</i></p>	<p>My organization is not taking actions which reduce its locked-in direct emissions</p>	<p>My organization is taking few actions that will slightly reduce its locked-in direct emissions, but it is not their main objective</p>	<p>My organization is taking few actions that aim to reduce its locked-in direct emissions through upgrading, retrofitting or decommissioning of its assets</p>	<p>My organization is taking significant actions to reduce its locked-in direct emissions through upgrading, retrofitting or decommissioning of its assets BUT these will not be sufficient to reach its strategic goals</p> <p>OR</p> <p>My organization is taking significant actions to reduce its locked-in direct emissions through upgrading, retrofitting or decommissioning of its assets BUT it is not clear that these actions will be sufficient to reach its strategic goals</p>	<p>My organization is taking major actions to reduce its locked-in direct emissions through upgrading, retrofitting or decommissioning of its assets and these will be sufficient to reach its strategic goals</p>

- **How to use the above matrix:** See indicator 2.4a

Contents

❖ General vision of the method

❖ Performance indicators

- Module 1 – Reduction targets
- Module 2 – Direct emissions
- **Module 3 – Research funding**
- Module 4 – Indirect emissions (excluding purchases)
- Module 5 – Management
- Module 6 - Indirect emissions from purchasing
- Module 7 - Knowledge dissemination & impact
- Module 8 - Public commitment
- Module 9 – Research strategy and activities

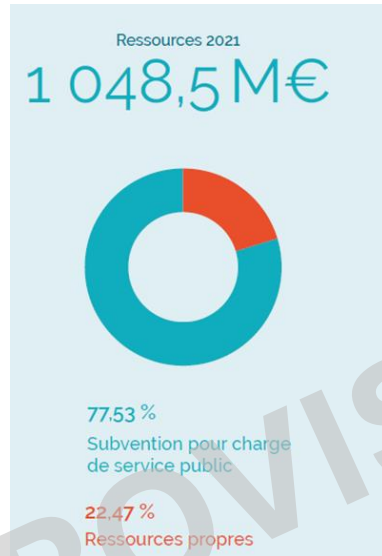
❖ Narrative indicators

❖ INRAE's application of the method

The assessed financing is the own resources resulting from public and private financing agreements / contracts and from the provision of services

These are the types of funding that can be influenced by the PROs (choice of tenders, revision of funding agreements, modification of the services provided...).

Funding resources included in the scope of this module: illustration for INRAE



Ressources propres contractuelles 164,3 M€	
ANR	41,1
PIA	18,7
Autres établissements publics	15,0
Collectivités territoriales	18,1
Europe	28,1
Ministères	9,0
Organ. de rech. et d'enseignement sup.	6,8
Partenaires socioéconomiques	27,7

Ressources propres non contractuelles 71,5 M€	
Subventions affectées	6,0
Dons et legs	0,1
Redevance pour brevets, licences	5,2
Prestations de services	17,9
Ventes de produits	17,4
Autres subventions	8,5
Autres produits de gestion courante	7,5
Produits financiers et exceptionnels	9,0

Source : [INRAE. Rapport d'activité 2021. 2022](#)

- Private funding is included in Module 3
- Contractual resources correspond to resources coming from a third party under contracts, agreements or subsidies, categories of resources that oblige the contractor to respect a research program or to build a given equipment
- Resources from the sale of products are not included in the module. Indeed, the products sold are considered as co-products of research activities. These resources correspond rather to an optimization of the budgetary resources of PROs, and not to their main activity.
- The strategies and actions implemented by PROs to reduce GHG emissions generated by the production of products sold are evaluated in module 2 (direct emissions) and module 4 (indirect emissions excluding purchases)
- The coherence of research activities with the LCT is assessed in module 9 (product sales, endowments, etc.).

Module 3: Research funding - Indicators

Objective of this module: analyse the coherence between projects financed by own sources of funding (see slide 35) and climate change mitigation

3.1

Strategy to control the consistency of the research activities financed by my organization's own financial resources with the research needs related to the LCT

Good practices to be implemented

- My organization has formalized a strategy and made it public
- This strategy covers all relevant research activities

3.2

Review process of the consistency of the research activities financed by my organization's own financial resources with the research needs related to the LCT

- My organization has formalized a process
- This process is systematically implemented before the signature of research contracts and during the relevant research activities, as well as at its end before its finalization.

3.3

Actions implemented to control the consistency of the research activities financed by my organization's own financial resources with the research needs related to the LCT

- Action plan includes not answering to the irrelevant calls for tender, suspending research activities and not renewing partnerships
- Engagement with relevant funders to change the focus of research activities to meet the needs of the transition to a low-carbon economy

Module 3: Research funding - Specificities & Data



Specificities of public research organizations compared to a company

- Public research institutes mainly financed by state endowment (60% of resources in 2019 on average)
- Funding resources include :
 - Contractual funding: framework agreements, calls for tender, etc. (25% in 2019 on average)
 - Direct funders: ANR / ADEME/ BPI France / CDC / local authorities / INCA etc... (25%)
 - French companies (4%)
 - Foreign: EU, international organizations such as FAO, companies (6%)
 - Own resources: donations, services, intellectual property etc. (15%)

INRAE

Example of INRAE

- Greater weight of public state allocations
- Specific resources of INRAE (sales of agricultural products in particular)



Data required

- List of funding received by the research organization
- Strategy, processes, and actions implemented to monitor and improve the consistency of research activities supported by contract funds and services with the needs of the transition to a low carbon economy



Strategy to control the consistency of the research activities financed by my organization’s own financial resources with the research needs related to the LCT

- **Good practices to be implemented by the assessed organization:**
 - My organization has formalized a strategy and made it public
 - This strategy covers all relevant research activities
- **Data requirement:** Policy document about research activities financed my organization’s own financial resources

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization have a strategy for controlling the consistency of the research activities financed by its own financial resources with the research needs related to the low-carbon transition? Is the strategy publicly available? (étape 4)</p>	No strategy exists.	Covers at least 25% of the research activities financed by my organization’s own financial resources (in terms of volume of financing). Is not accessible to the public.	Covers at least 50% of the research activities financed by my organization’s own financial resources (in terms of volume of financing). Is accessible to the public.	Covers at least 75% of the research activities financed by my organization’s own financial resources (in terms of volume of financing). Is accessible to the public.	Covers all the research activities financed by my organization’s own financial resources (in terms of volume of financing). Is accessible to the public.



Review process of the consistency of the research activities financed by my organization's own financial resources with the research needs related to the LCT

- **Good practices to be implemented by the assessed organization:**
 - My organization has formalized a process
 - This process is systematically implemented before the signature of research contracts and during the relevant research activities, as well as at its end before its finalization.
- **Data requirement:** Policy document about research activities financed my organization's own financial resources

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization have a review process of the consistency of the research activities financed by its own financial resources with the research needs related to the low-carbon transition? (étape 4)</p>	<p>No process exists.</p>	<p>A process to review the consistency of the research activities financed by my organization's own financial resources with the research needs related to the low-carbon transition exists.</p> <p>The process is not necessarily implemented.</p>	<p>A process to review the consistency of the research activities financed by my organization's own financial resources with the research needs related to the low-carbon transition exists.</p> <p>The process is systematically implemented before the signature of research contracts (or any other equivalent document).</p>	<p>A process to review the consistency of the research activities financed by my organization's own financial resources with the research needs related to the low-carbon transition exists.</p> <p>The process is systematically implemented before the signature of research contracts (or any other equivalent document) and at the end of the research project before its finalization.</p>	<p>A process to review the consistency of the research activities financed by my organization's own financial resources with the research needs related to the low-carbon transition exists.</p> <p>The process is systematically implemented before the signature of research contracts (or any other equivalent document), during the research project and at its end before its finalization</p>

Example: FAO's application templates for calls for projects include a section on the risks generated by the project

Table of Contents	
ACRONYMS	4
SECTION 1 – INTRODUCTION	5
1.1 COUNTRY/REGIONAL CONTEXT	5
1.2 PROJECT SITE CONTEXT	10
SECTION 2 – PROJECT RATIONALE	15
2.1 THE CURRENT SITUATION	15
2.2. THE GEF ALTERNATIVE	20
SECTION 3 – INNOVATIVENESS, POTENTIAL FOR SCALING UP AND SUSTAINABILITY	38
3.1 INNOVATIVENESS	38
3.2 POTENTIAL FOR SCALING UP	40
3.3 ENVIRONMENTAL SUSTAINABILITY	40
3.4 SOCIAL SUSTAINABILITY	41
SECTION 4 – INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS	45
4.1 INSTITUTIONAL ARRANGEMENTS	45
4.2 IMPLEMENTATION ARRANGEMENTS	48
4.3 RISK MANAGEMENT	50
4.4. FINANCIAL MANAGEMENT	52
SECTION 5 – MONITORING, REPORTING AND EVALUATION	56
5.1. OVERSIGHT	56
5.2 MONITORING	56
5.3 REPORTING	56
5.4 EVALUATION	58
5.5 M&E PLAN	59
5.6 COMMUNICATION	59

4.3.2 Environmental and social risks (posed by the project)

191. The project preparation phase did not identify any environmental impacts from the project, but rather environmental benefits are expected throughout. The economic and social impacts of the project are also expected to be positive.

192. Refer to Table B of Annex 4 for identification and mitigation of environmental and social risks.

Source : FAO. [Integrated ecosystem management project for the sustainable human development in Mauritania](#). 2018



Actions implemented to control the consistency of the research activities financed by my organization’s own financial resources with the research needs related to the LCT

- **Good practices to be implemented by the assessed organization:**
 - Action plan includes not answering to the irrelevant calls for tender, suspending research activities and not renewing partnerships
 - Engagement with relevant funders to change the focus of research activities to meet the needs of the transition to a low-carbon economy
- **Data requirement:** Policy document about research activities financed my organization’s own financial resources and specific KPIs

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization have an action plan addressing when research activities financed by its own financial resources of contractual origin are barriers to the low-carbon transition? (étape 5)</p>	<p>No action plan exists.</p>	<p>Action plan sets out which actions are to be taken when research activities financed by own financial resources of contractual origin are found to be barriers to the low-carbon transition.</p> <p>Action plan does not include any of the actions listed.</p>	<p>Action plan includes not answering to the irrelevant calls for tender, suspending research activities or not renewing partnerships.</p>	<p>Action plan includes not answering to the irrelevant calls for tender, suspending research activities and not renewing partnerships.</p> <p>My organization is engaging with relevant funders to change the focus of research activities to meet the needs of the transition to a low-carbon economy.</p>	<p>Action plan includes not answering to the irrelevant calls for tender, suspending research activities and not renewing partnerships.</p> <p>My organization is engaging with relevant funders to change the focus of research activities to meet the needs of the transition to a low-carbon economy.</p> <p>This commitment is reflected in the relevant financing contracts.</p>

- **How to use the above matrix:** the maturity matrix is built to incentivize PROs to work with its partners to strengthen the coherence of its activities with the needs of a low-carbon transition.

Contents

❖ General vision of the method

❖ Performance indicators

- Module 1 – Reduction targets
- Module 2 – Direct emissions
- Module 3 – Research funding
- **Module 4 – Indirect emissions (excluding purchases)**
- Module 5 – Management
- Module 6 - Indirect emissions from purchasing
- Module 7 - Knowledge dissemination & impact
- Module 8 - Public commitment
- Module 9 – Research strategy and activities

❖ Narrative indicators

❖ INRAE's application of the method

Module 4: Indirect emissions excluding purchases - Indicators

Objective of this module: evaluate whether my organization has defined and implemented a sound strategy to reduce the emissions generated by its leased or provided assets and the emissions mentioned slide 10 (that are mainly indirect emissions)

For the sake of simplicity, we will use the term indirect emissions in the rest of this module.

4.1

Strategy to reduce indirect emissions

Good practices to be implemented

- Detailed strategy to reduce the indirect emissions
- Quantitative short, medium and long-term targets broken down by major indirect emissions consistent with the goal of zero net emissions in France by 2050
- Objectives related to the mobilization of my organization's research institute's agents

4.2

Activities to reduce indirect emissions

- Major actions implemented, including actions involving my organization's agents
- These actions are sufficient to achieve my objectives

4.3

Mobility policy

- My organization has a mobility policy covering the mobility of both internals and externals research staff (commuting and business travels) and visitor and client travels

Module 4: Indirect emissions excl. purchases - Specificities & Data



Specificities of public research organizations compared to a company

- Indirect GHG emissions mainly related to :
 - Travel to and from work
 - Professional travel (research activities, symposiums and conferences...)
 - Organization or participation in events



Example of INRAE

- Some travel related to research activities that are difficult to decarbonize (e.g. forestry research activities throughout France in sites that are difficult to access)
- INRAE has created a decision-making tool (StopGES) to support laboratories in choosing actions to reduce emissions



Data required

- Strategy and implemented actions to reduce my organization's indirect emissions
- Activity data and GHG emissions (direct, upstream indirect and downstream indirect)



Strategy to reduce indirect GHG emissions

- **Good practices to be implemented by the assessed organization:**
 - Detailed strategy to reduce the indirect emissions
 - Quantitative short, medium and long-term targets broken down by major indirect emissions consistent with the goal of zero net emissions in France by 2050
 - Objectives related to the mobilization of my organization's research institute's agents
- **Data requirement:** Strategy to reduce my organization's indirect emissions

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization have a strategy to reduce its indirect GHG emissions? (étape 4)</p>	<p>My organization does not have a strategy to reduce its indirect GHG emissions</p>	<p>My organization has a strategy to reduce its indirect GHG emissions</p> <p>My organization's strategy does not include quantitative objectives</p>	<p>My organization has a strategy to reduce its indirect GHG emissions</p> <p>My organization's strategy includes quantitative targets broken down by major indirect emissions</p> <p>My organization's strategy includes objectives related to the mobilization of its agents to reduce their indirect GHG emissions</p>	<p>My organization has a strategy to reduce its indirect GHG emissions</p> <p>My organization's strategy includes short, medium and long-term quantitative targets, broken down by major indirect emissions</p> <p>My organization's strategy includes objectives related to the mobilization of its agents to reduce their indirect GHG emissions</p>	<p>My organization has a strategy to reduce its indirect GHG emissions</p> <p>My organization's strategy includes short, medium and long-term quantitative targets, broken down by major indirect emissions</p> <p>These objectives are consistent with the goal of zero net emissions in France by 2050</p> <p>My organization's strategy includes objectives related to the mobilization of its agents to reduce their indirect GHG emissions</p>

- **How to use the above matrix:** See slide 10 for a clear overview of the GHG emissions included in this module

Activities to reduce indirect GHG emissions

- **Good practices to be implemented by the assessed organization:**
 - Major actions implemented, including actions involving my organization's agents
 - These actions are sufficient to achieve my objectives
- **Data requirement:**
 - Implemented actions to reduce my organization's indirect emissions
 - Activity data and GHG emissions (direct, upstream indirect and downstream indirect)

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization carry out concrete actions to reduce my organization's indirect GHG emissions? (étape 5)</p>	<p>My organization is not taking actions to reduce its indirect GHG emissions</p>	<p>My organization is taking a few actions to reduce its indirect GHG emissions</p>	<p>My organization is taking significant actions to reduce its indirect GHG emissions</p> <p>My organization's agents are lightly mobilized to reduce their indirect emissions</p>	<p>My organization is taking significant actions to reduce its indirect GHG emissions</p> <p>My organization's agents are mobilized to reduce their indirect emissions</p> <p>The implemented actions will not be sufficient to reach my organization's strategic goals OR It is not clear that these actions will be sufficient to reach my organization's strategic goals</p>	<p>My organization is carrying out major actions to reduce its indirect GHG emissions</p> <p>My organization's agents are strongly mobilized to reduce their indirect emissions</p> <p>These actions will be sufficient to reach my organization's strategic goals</p>

- **How to use the above matrix:** See slide 10 for a clear overview of the GHG emissions included in this module



Mobility policy

- **Good practices to be implemented by the assessed organization:**
 - A general and collective reflection regarding mobility within and towards my research organization have been carried out
 - My organization has a mobility policy covering the mobility of both internal and external research staff (commuting and business travels) and also visitor and client travels
- **Data requirement:**
 - Activity data and GHG emissions
 - Mobility policy
 - Implemented actions to reduce my organization's indirect emissions related to mobility

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization's have a mobility policy contributing to the LCT ? (étape 4)</p>	<p>My organization does not have a mobility policy LCT-oriented</p>	<p>My organization has carried out a reflection on a research mobility policy LCT-oriented</p> <p>And/or</p> <p>A few actions are taken to reduce business travel and / or commuting emissions</p>	<p>A mobility policy LCT-oriented exists and involves my organizations' agents</p> <p>And/or</p> <p>Significant actions are taken to reduce business travel and / or commuting emissions</p>	<p>A mobility policy LCT-oriented exists and involves my organizations' agents</p> <p>And</p> <p>Significant actions are taken to reduce business travel and commuting emissions</p>	<p>A mobility policy LCT-oriented exists and involves my organizations' agents and externals.</p> <p>The mobility policy LCT-oriented is applied and is aligned with France's zero net emissions roadmap.</p> <p>Significant actions are taken to reduce visitor and client travel emissions</p>



The term mobility should be considered as the mobility required by research staff to conduct research activities (e.g. conference attendance, research mission). It may also include staff commuting.



Contents

❖ General vision of the method

❖ Performance indicators

- Module 1 – Reduction targets
- Module 2 – Direct emissions
- Module 3 – Research funding
- Module 4 – Indirect emissions (excluding purchases)
- **Module 5 – Management**
- Module 6 - Indirect emissions from purchasing
- Module 7 - Knowledge dissemination & impact
- Module 8 - Public commitment
- Module 9 – Research strategy and activities

❖ Narrative indicators

❖ INRAE's application of the method

Module 5: Management of the low-carbon transition - Indicators

Objective of this module: assess whether my organization has a climate transition plan and ensure that the plan is supported at the highest level and designed based on the latest science

Good practices to be implemented

5.1 Internal function/entity with highest oversight of LCT

- Climate change strategies are reviewed at the highest management level

5.2 Climate awareness of the internal function/entity with highest oversight of LCT

- Expertise is demonstrated through academic, professional, voluntary endeavours

5.3 Low-carbon transition plan

- My organization has a publicly available climate transition plan, which is at board level, includes one or more outlines of how the far-future organization could look like, a description of the major changes to the research activities, financial contents, short-term strategic objectives and orientations

5.4 Incentives for research units on carbon performance and support functions on involvement in CTP

- Financial incentives granted to research units/departments and to support functions based on their carbon performance and action

5.5 Ecological training for agents

- My organization has implemented specific ecological training that is mandatory for all of its agents. They have all been trained. All new hires are required to take the training.

5.6 Climate change scenario testing

- *Low-carbon transition scenario*
- *Assessment of the risks and opportunities related to LCT*

- Perform scenario analysis for transition and physical risks
- Use scenarios whose design yields different outcomes
- Publish the results of the analyses to inform stakeholders
- Include financial elements in the analyses



M.5: Management of the LC transition – Specificities & Data



Specificities of public research organizations compared to a company

- Public research institutes must comply with specific laws and regulations
- The levers of action available to them are therefore not the same as for a private company
- Transition strategy articulated with France's national strategies and objectives (MESR in particular)



Example of INRAE

- Collegial and deconcentrated governance of the transition
- The climate transition plan has strong support at the highest decision-making level (Collège de Direction)
- Strategy developed at the national level by the DRSE based on proposals from the regional centers
- National strategy adapted and implemented by each center



Data required

- Climate transition plan
- Scenario underlying this plan
- Data on activities to monitor the implementation of this plan



Internal function/entity with highest oversight of LCT

- **Good practices to be implemented by the assessed organization:** Climate change strategies are reviewed at the highest management level
- **Data requirement:**
 - Environmental policy and details regarding governance
 - Details on where is the highest level of direct responsibility for climate change within my organization

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
What function/entity internally has highest oversight of climate change issues? (étape 4)	No one in charge of climate change issues	Person/Committee who is more than two steps in the corporate structure from the president	Person/Committee who is two steps in the corporate structure from the president	Senior Manager Officer (or Committee led by such a senior Manager/Officer) who reports directly to the president	President or Board

- **How to use the above matrix:** if your organization use different terms to refer to its hierarchical structure, please interpret the low-carbon aligned maturity matrix as the highest management level of your organization. The other matrices are adapted accordingly.



Climate awareness of the internal function/entity with highest oversight of LCT

- **Good practices to be implemented by the assessed organization:** Expertise is demonstrated through academic, professional, voluntary endeavours
- **Data requirement:**
 - Environmental policy and details regarding governance
 - The reporter shall identify the position of the individual or name of the committee with this responsibility and outline their expertise regarding climate change and the low-carbon transition

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
Is the function/entity which internally has highest oversight of climate change issues fully aware of the climate change challenge and potential consequences on the strategy and activities ? (étape 2)	No evidence of expertise	The person/committee meets 1 of the identified characteristics of climate change- and low-carbon transition-related expertise	The person/committee meets 2 of the identified characteristics of climate change- and low-carbon transition-related expertise	The person/committee meets 3 of the identified characteristics of climate change- and low-carbon transition-related expertise	The person/committee meets 3 or more of the identified characteristics of climate change- and low-carbon transition-related expertise AND Expertise systematically informs strategic investment planning/decision-making processes

- **How to use the above matrix:** the matrix mentions identified characteristics of climate change- and low-carbon transition-related expertise which are described in more details in the following slide.



Appendix

The identified characteristics of climate change- and low-carbon transition-related expertise are defined as follows:

- Adequate academic/professional qualification
- Recent (<10-year-old) professional experience
- Recent (<10-year-old)/active membership of organization driving corporate knowledge and action on climate change and low-carbon transition
- Technical knowledge evidenced through recently (<10 years) published outputs written by the person/committee

PROVISIONAL VERSION



Low-carbon transition plan

- Good practices to be implemented by the assessed organization:** My organization has a publicly available Climate Transition Plan (CTP), which is at board level, includes one or more outlines of how the far-future organization could look like, a description of the major changes to the research activities, financial contents, short-term strategic objectives and orientations
- Data requirement:**
 - Environmental policy and details regarding governance
 - Whether the transition plan exists in a documented form and whether that document is public
 - Timescale for implementation of the transition plan
 - Who has responsibility for its implementation (at the strategic, not operational, level)

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization have a plan on how to transition my organization to a low-carbon model, strategy and activity ?</p> <p>(étape 3)</p>	<p>No plan to transition my organization to a low-carbon model, strategy or activity</p>	<p>My organization has an operational plan for the next 3 years with some financial projections and costs estimates</p>	<p>My organization has a plan at an upper management level that covers short and medium term and contains estimates of financial viability, elements about the potential impacts of a low-carbon transition and organization elements that need to be changed in this context</p>	<p>My organization has a plan at a strategic level that covers short, medium and long term and contains quantitative estimations of how the research activities will change in the future, the potential portfolio of a future low-carbon ready organization and details of relevant actions my organization expects to implement</p>	<p>My organization has a plan at a board level that covers short, medium and long term and contains a comprehensive and consistent description of the major changes to the research activities, one or more elaborate outlines of how the far-future organization could look like in terms of physical assets and research model. The transition plan has been declined into short-term strategic objectives and orientations.</p>

- How to use the above matrix:** the term financial viability does not refer to notions of profitability, but rather to budgetary balance

Incentives for research units on carbon performance and support functions on involvement in CTP

- **Good practices to be implemented by the assessed organization:**
 - Financial incentives granted to research units/departments (or research staff/managers when relevant) based on their carbon performance
 - Financial incentives provided to support functions based on their degree of achievement of climate transition plan goals
- **Data requirement:** Incentives related to the involvement in the implementation of the climate transition plan and/or the carbon performance

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
Does my organization incentivize research staff, units and support functions on carbon action and performance? (étape 4)	No recognition in any form	/	Non-monetary rewards (internal visibility, awards...) given to 1/ the research staff / units / departments with the best carbon performance and to 2/ the support functions that are achieving the CTP goals	/	Monetary rewards given to 1/ the research staff / units / departments with the best carbon performance and to 2/ the support functions that are achieving the CTP goals



Ecological training for agents

- Good practices to be implemented by the assessed organization:** My organization has implemented specific climate training that is mandatory for all of its agents. They have all been trained. All new hires are required to take the training.
- Data requirement:** Training policy and budget dedicated to implementing trainings

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
What share of my organization's agents have been trained on climate and ecological issues? (étape 2)	<p>Below 20% of my organization's agents</p> <p>The training focuses solely on climate issues</p>	<p>Between 21% and 40% of my organization's agents</p> <p>The training covers both the climate issues and the levers to put in place to ensure the low-carbon transition of my organization</p>	<p>Between 41% and 60% of my organization's agents</p> <p>The training covers both ecological issues (climate, biodiversity, resources) and the levers to put in place to ensure the ecological transition of my organization</p>	<p>Between 61% and 80% of my organization's agents</p> <p>The training covers both ecological issues (climate, biodiversity, resources) and the levers to put in place to ensure the ecological transition of my organization</p> <p>All new hires are required to take the training</p>	<p>Above 81% of my organization's agents</p> <p>The training covers both ecological issues (climate, biodiversity, resources) and the levers to put in place to ensure the ecological transition of my organization</p> <p>All new hires are required to take the training</p>

Low-carbon transition scenario

- **Good practices to be implemented by the assessed organization:**
 - Perform scenario analysis for transition and physical risks
 - Use scenarios whose design yields different outcomes
- **Data requirement:** Details and supporting documents on my organization's low-carbon transition scenario testing

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Has my organization developed and used a low-carbon transition scenario to build its climate transition plan? (étape 4)</p>	<p>My organization has not developed and used a low-carbon transition scenario to build its CTP</p>	<p>My organization has developed and used a low-carbon transition scenario to build its CTP</p> <p>The scenario used considers a range of changing conditions applied on important research activities. The scenario used covers more than >50% of my organization's direct and indirect emissions. The issues and impacts are considered in the short terms</p>	<p>My organization has developed and a low-carbon transition scenario to build its CTP</p> <p>The scenario used considers a range of changing conditions applied on major research activities. The scenario used covers more than >75% of my organization's direct and indirect emissions. The issues and impacts are considered in the short and medium terms. The scenario takes into account the constraints related to adaptation to climate change.</p>	<p>My organization has developed and a low-carbon transition scenario to build its CTP</p> <p>The scenario used considers a range of changing conditions applied on all research activities. The scenario used covers more than >90% of my organization's direct and indirect emissions. The issues and impacts are considered in the short and medium terms. The scenario takes into account the constraints related to adaptation to climate change. It contains estimates of the economic costs and impacts of the transition.</p>	<p>My organization has developed and used a low-carbon transition scenario to build its CTP</p> <p>The scenario used considers a range of changing conditions applied on all research activities. The scenario used covers more than >90% of my organization's direct and indirect emissions. The issues and impacts are considered in the short medium and long terms. The scenario takes into account the constraints related to adaptation to climate change. It contains estimates of the economic costs and impacts of the transition.</p>

Low-carbon transition scenario

- Good practices to be implemented by the assessed organization:**
 - Publish the results of the analyses to inform stakeholders
 - Include financial elements in the analyses
- Data requirement:** Details and supporting documents on my organization's climate change scenario testing

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
Has my organization used its low-carbon transition scenario to assess the risks and opportunities related to its low-carbon transition? (étape 5)	My organization has not assessed the climate and transition risks and opportunities associated with its carbon transition plan	My organization has assessed the climate and transition risks and opportunities associated with its carbon transition plan My organization is taking actions that will slightly mitigate the identified climate and transition risks, but it is not their main objectives	My organization has assessed the climate and transition risks and opportunities associated with its carbon transition plan My organization is taking actions that aim to mitigate the identified climate and transition risks	My organization has assessed the climate and transition risks and opportunities associated with its carbon transition plan My organization is taking significant actions that aim to mitigate the identified climate and transition risks, BUT they will not be sufficient to effectively mitigate them OR My organization is taking significant actions that aim to mitigate the identified climate and transition risks, BUT I cannot tell whether they will be sufficient to effectively mitigate them	My organization has assessed the climate and transition risks and opportunities associated with its carbon transition plan My organization is taking major actions that aim to mitigate the identified climate and transition risks, AND they will be sufficient to effectively mitigate them



Contents

❖ General vision of the method

❖ Performance indicators

- Module 1 – Reduction targets
- Module 2 – Direct emissions
- Module 3 – Research funding
- Module 4 – Indirect emissions (excluding purchases)
- Module 5 – Management
- **Module 6 - Indirect emissions from purchasing**
- Module 7 - Knowledge dissemination & impact
- Module 8 - Public commitment
- Module 9 – Research strategy and activities

❖ Narrative indicators

❖ INRAE's application of the method

Module 6: Indirect emissions from purchasing – Indicators

Objective of this module: assess whether my organization has defined and implemented a sound strategy to reduce indirect emissions from purchasing

6.1

Strategy to engage suppliers to reduce their GHG emissions

Good practices to be implemented

- Incentivise suppliers to provide relevant carbon data
- Identify key suppliers in terms of spend, volume and GHG emissions to prioritise efforts
- Collaborate with suppliers to share feedback and help implement good practices effectively leading to emissions reductions

6.2a

Actions implemented to engage suppliers to reduce their GHG emissions (integration of environmental criteria)

- Environmental criteria are systematically included in tenders
- The weight of the criteria is significant

6.2b

Actions implemented to engage suppliers to reduce their GHG emissions (integration of environmental clauses)

- Environmental clauses are systematically included in tenders
- Sanctions in case of violation of the clauses are public and well enforced through effective means of control

M. 6: Indirect emissions from purchasing – Specificities & Data



Specificities of public research organizations compared to a company

- Public research institutes must comply with the public procurement code and therefore issue calls for tender for their purchases of supplies, services and works.
- The levers of action available to them are therefore not the same as for a private company



Example of INRAE

- National service that produces guidelines
- Guidelines implemented by the decentralized purchasing departments in each centre, which have significant freedom of action



Data required

- GHG emissions (direct, upstream indirect and downstream indirect)
- Activity data about purchases
- Guidelines relatives to purchasing process for services
- List of environmental/CSR contract clauses in purchasing & suppliers' selection process
- List of initiatives implemented to influence suppliers to reduce their GHG emissions, green purchase policy or track record, supplier code of conduct

Strategy to engage suppliers to reduce their GHG emissions

- **Good practices to be implemented by the assessed organization:**
 - Incentivise suppliers to provide relevant carbon data
 - Identify key suppliers in terms of spend, volume and GHG emissions to prioritise efforts
 - Collaborate with suppliers to share feedback and help implement good practices effectively leading to emissions reductions
- **Data requirement:**
 - Guidelines relatives to purchasing process for services
 - List of environmental/CSR contract clauses in purchasing & suppliers' selection process

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization's strategy include engaging the suppliers to reduce their GHG emissions? (étape 4)</p>	<p>No supplier engagement strategy</p>	<p>Formalized supplier engagement strategy that does not explicitly include GHG emissions reduction as part of the goals</p>	<p>Formalized supplier engagement strategy, broken down by purchasing segment, that explicitly includes GHG emissions reduction as part of the goals and includes identified action levers (information collection, incentivization or innovation/collaboration) but this strategy does not target a significant share (more than 30%) of total procurement or supplier-related Scope 3 emissions</p>	<p>Formalized supplier engagement strategy, broken down by purchasing segment, that explicitly includes quantified GHG emissions reduction goals, identified action levers (information collection, incentivisation or innovation/collaboration), a response in case of non-compliance, and regular audits of the supplier; this strategy targets an important share (more than 50%) of total procurement or supplier-related Scope 3 emissions</p>	<p>Formalized supplier engagement strategy, broken down by purchasing segment, that explicitly includes quantified GHG emissions reduction goals, identified action levers (information collection, incentivisation or innovation/collaboration), a strong response in case of non-compliance (suspension, permanent exclusion...), and regular audits of the supplier; this strategy targets a major share (more than 90%) of total procurement or supplier-related Scope 3 emissions</p>

- **How to use the above matrix:** The purchasing strategy must be disaggregated by purchasing segment.

Actions implemented to engage suppliers to reduce their GHG emissions (integration of environmental criteria)

- **Good practices to be implemented by the assessed organization:**
 - Environmental criteria are systematically included in tenders
 - The weight of the criteria is significant
- **Data requirement:**
 - GHG emissions (direct, upstream indirect and downstream indirect)
 - Activity data about purchases
 - List of initiatives implemented to influence suppliers to reduce their GHG emissions, green purchase policy or track record, supplier code of conduct

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization carry out concrete actions related to the integration of environmental criteria in my organization's calls for tender? (étape 5)</p>	<p>No concrete actions related to the integration of environmental criteria in my organization's calls for tender</p>	<p>Environmental criteria are integrated on a case-by-case basis in my organization's calls for tender</p>	<p>Environmental criteria are integrated in the main organization's calls for tender</p>	<p>Environmental criteria are systematically integrated in my organization's calls for tender. At least part of these criteria relate to climate change mitigation</p> <p>The environmental criteria have at least a 15% weight in the overall score</p>	<p>Environmental criteria are systematically integrated in my organization's calls for tender. At least part of these criteria relate to climate change mitigation</p> <p>The environmental criteria have at least a 20% weight in the overall score</p>

- **How to use the above matrix:** This indicator (6.2a and 6.2b) is tailored to the functioning of French PROs.

Actions implemented to engage suppliers to reduce their GHG emissions (integration of environmental clauses)

- **Good practices to be implemented by the assessed organization:**
 - Environmental clauses are systematically included in tenders
 - Sanctions in case of violation of the clauses are public and well enforced through effective means of control
- **Data requirement:**
 - GHG emissions (direct, upstream indirect and downstream indirect)
 - Activity data about purchases
 - List of initiatives implemented to influence suppliers to reduce their GHG emissions, green purchase policy or track record, supplier code of conduct

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization carry out concrete actions related to the integration of environmental clauses in my organization's calls for tender? (étape 5)</p>	<p>No concrete actions related to the integration of environmental clauses in my organization's calls for tender</p>	<p>Some examples of clauses are available to the technical services</p> <p>Environmental clauses and technical specifications are integrated on a case-by-case basis in my organization's calls for tender</p>	<p>Recommended clauses have been defined for my organization's main purchases</p> <p>Environmental clauses and technical specifications are integrated in the main organization's calls for tender. At least part of these clauses or specifications relate to climate change mitigation</p> <p>The clauses are associated with sufficient means of controls and sanctions to be effective</p>	<p>Recommended clauses have been defined for all my organization's purchases</p> <p>Environmental clauses or technical specifications are systematically integrated in my organization's calls for tender. All tenders include executive clauses on climate or technical specifications change mitigation. Suppliers are required to measure and reduce the emissions generated by their operations</p> <p>The clauses are associated with sufficient means of controls and sanctions to be effective</p>	<p>Mandatory and recommended clauses have been defined for all my organization's purchases</p> <p>Environmental clauses or technical specifications are systematically integrated in my organization's calls for tender. All tenders include executive clauses or technical specifications on climate change mitigation. Suppliers are required to measure and reduce the emissions generated by their operations and then to offset at least a portion of the residual emissions</p> <p>The clauses are associated with sufficient means of controls and sanctions to be effective</p>

Contents

❖ General vision of the method

❖ Performance indicators

- Module 1 – Reduction targets
- Module 2 – Direct emissions
- Module 3 – Research funding
- Module 4 – Indirect emissions (excluding purchases)
- Module 5 – Management
- Module 6 - Indirect emissions from purchasing
- **Module 7 - Knowledge dissemination & impact**
- Module 8 - Public commitment
- Module 9 – Research strategy and activities

❖ Narrative indicators

❖ INRAE's application of the method



Module 7: Knowledge dissemination & Impact - Indicators

Objective of this module: assess my organization's knowledge dissemination strategy and its strategy for assessing the environmental impact of its research activities

Good practices to be implemented

7.1

Knowledge dissemination strategy

- My organization has formalized a strategy and made it public
- Collaboration with research beneficiaries ensures an analysis of the results which are incorporated for feedback

7.2

Assessment of the impact of research activities on the climate

- Impact measures contain several dimensions to ensure a holistic approach
- Feedback comes from all stakeholders involved in the project
- A strategy to incorporate feedback is implemented

Module 7: KM and research valorisation – Specificities & Data



Specificities of public research organizations compared to a company

- Little or no sale of products or services to customers
- Results of research activities most often made available in open access
- Need to popularize the results obtained to ensure their wider dissemination
- Complex assessment of the environmental impacts of research activities



Example of INRAE

- Formalized strategy for knowledge dissemination (dedicated service : DIRCOM)
- Dedicated service (DipSO) and formalized strategy at global level consistent with the national guidelines
- ASIRPA method for assessing the impacts of a research project
- Impact assessment of some projects today



Data required

- Knowledge diffusion strategy and impact of implemented actions
- Strategy and mechanism for evaluating the impacts of research activities
- Data on the impact of research activities



Knowledge dissemination strategy

- **Good practices to be implemented by the assessed organization:**
 - My organization has formalized a strategy and made it public
 - Collaboration with research beneficiaries ensures an analysis of the results which are incorporated for feedback
- **Data requirement:** Strategy document about knowledge diffusion

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization's strategy include promoting the diffusion of low-carbon knowledge and practices in order to contribute to a culture change of research projects beneficiaries away from high-emitting activities? (étape 4)</p>	<p>My organization does not have a knowledge diffusion strategy</p>	<p>Formalized knowledge diffusion strategy that does not explicitly include low-carbon knowledge and practices as part of the goals</p>	<p>Formalized knowledge diffusion strategy that explicitly includes low-carbon knowledge and practices as part of the goals, but this strategy is only reactive (responds only to perceived demand) and/or does not target the most emitting research projects' beneficiaries</p>	<p>Formalized knowledge diffusion strategy that explicitly includes low-carbon knowledge and practices as part of the goals, but this strategy is only partly proactive (attempts to change the existing beneficiaries' demand) and only targets the main beneficiaries</p>	<p>Formalized knowledge diffusion strategy that explicitly includes low-carbon knowledge and practices as part of the goals, and this strategy is proactive (attempts to change the existing beneficiaries' demand) and targets all beneficiaries.</p>

Assessment of the impact of research activities on the climate

- Good practices to be implemented by the assessed organization:**
 - Impact measures contain several dimensions to ensure a holistic approach
 - Feedback comes from all stakeholders involved in the project
 - A strategy to incorporate feedback is implemented
- Data requirement:** Specific KPIs to measure the various impacts research projects can have on climate change mitigation

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization have impact measures in place to assess the effectiveness of research projects to positively impact climate change mitigation? (étape 5)</p>	<p>There are no impact measures</p>	<p>Some impact measures but it is not their main goal to assess climate change mitigation (could be social, financial etc.)</p>	<p>Some impact measures exist, and it is their objectives to assess climate change mitigation effectiveness</p>	<p>Several impact measures exist, it is their main objective to assess climate change mitigation effectiveness and the results are reviewed at high management level</p> <p>Research projects beneficiaries' engagement is tracked</p>	<p>Several impact measures exist, it is their main objective to assess climate change mitigation effectiveness. The results are reviewed at high management level and decisions regarding more efficient deployment are taken</p> <p>Research projects beneficiaries' engagement is verified</p>

Contents

❖ General vision of the method

❖ Performance indicators

- Module 1 – Reduction targets
- Module 2 – Direct emissions
- Module 3 – Research funding
- Module 4 – Indirect emissions (excluding purchases)
- Module 5 – Management
- Module 6 - Indirect emissions from purchasing
- Module 7 - Knowledge dissemination & impact
- **Module 8 - Public commitment**
- Module 9 – Research strategy and activities

❖ Narrative indicators

❖ INRAE's application of the method

Module 8: Public commitment - Indicators

Objective of this module: evaluate the coherence of my organization's public interventions with the low-carbon transition



This module does not concern interventions carried out by researchers in their personal capacity

Good practices to be implemented

8.1

Public interventions made on behalf of my organization with the LCT

- *Consistency of public interventions*
- *Monitoring of the consistency of public interventions*

- My organization has such a process in place
- This process is effectively implemented
- The number of public interventions that are incompatible with the low-carbon transition is kept very low implementing this process

Module 8: Public commitment – Specificities & Data



Specificities of public research organizations compared to a company

- Privileged access to public decision-makers
- Media exposure is often strong because of the role of expertise on complex current issues
- Organizations that are often members of governing bodies of public organizations or private companies (boards of directors, scientific council, etc.)



Example of INRAE

- Numerous interventions with decision-makers or public authorities (elected officials, national assembly, senate...)
- Strong media exposure (especially of scientific directors)
- No control of all public interventions made in the name of INRAE



Data required

- My organization's research strategy and action plan to prevent public interventions that are incompatible with the low-carbon transition
- List of public interventions made on behalf of my organization

Public interventions made on behalf of my organization with the LCT

- **Good practices to be implemented by the assessed organization:**
 - My organization has such a process in place
 - This process is effectively implemented
 - The number of public interventions that are incompatible with the low-carbon transition is kept very low implementing this process
- **Data requirement:**
 - Public climate change policy positions
 - Internal procedure for public interventions
 - Description of this procedure (scope & boundaries, responsibilities, process to monitor and review)

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Are there any public interventions made on behalf of my organization that are not compatible with the low-carbon transition? (étape 2)</p>	<p>Public interventions that are not compatible with the low-carbon transition are regularly carried out in the name of my organization</p>	<p>My organization is not aware of public interventions made on its behalf that are not compatible with the low-carbon transition</p>	<p>Some public interventions carried out in the name of my organization that are not compatible with the low-carbon transition were identified</p> <p>These interventions are carried out by a few identified people</p>	<p>A few public interventions carried out in the name of my organization that are not compatible with the low-carbon transition were identified</p> <p>These interventions are carried out by a few identified people</p>	<p>No public interventions carried out in the name of my organization that are not compatible with the low-carbon transition were identified</p>

Public interventions made on behalf of my organization with the LCT

- **Good practices to be implemented by the assessed organization:**
 - My organization has such a process in place
 - This process is effectively implemented
 - The number of public interventions that are incompatible with the low-carbon transition is kept very low implementing this process
- **Data requirement:**
 - Public climate change policy positions
 - Policy about public interventions
 - Description of this policies (scope & boundaries, responsibilities, process to monitor and review)

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
Does my organization have a process in place to monitor the consistency of interventions made on its behalf with the low-carbon transition? (étape 4)	No specific process on interventions made by agents on my organization's behalf with the low-carbon transition	/	A process to monitor and review interventions made by agents on my organization's behalf with the low-carbon transition exists but is not necessarily implemented and does not cover the entire organization and all group memberships	/	A process to monitor and review interventions made by agents on my organization's behalf with the low-carbon transition exists, covers the entire organization and all group memberships, sets out what action is to be taken in the case of inconsistencies and is well implemented

Contents

❖ General vision of the method

❖ Performance indicators

- Module 1 – Reduction targets
- Module 2 – Direct emissions
- Module 3 – Research funding
- Module 4 – Indirect emissions (excluding purchases)
- Module 5 – Management
- Module 6 - Indirect emissions from purchasing
- Module 7 - Knowledge dissemination & impact
- Module 8 - Public commitment
- **Module 9 – Research strategy and activities**

❖ Narrative indicators

❖ INRAE's application of the method

Module 9: Research strategy and activities - Indicators

Objective of this module: assess the contribution of research activities conducted by my organization to facilitating the economy's transition to a low-carbon economy

9.1

Research activities contributing to the LCT

- Strategy to develop research activities contributing to the LCT
- Research activities contributing to the LCT

Good practices to be implemented

My organization has a strategy to increase the share of research activities that contribute to the transition to a low-carbon economy

9.2

Integration of climate change mitigation into research activities

All my organization's research activities directly or indirectly address climate change mitigation

9.3

Climate change mitigation research activities impact on environmental transition

All my organization's research activities related to climate change mitigation have a positive impact on the other dimensions of the environmental transition (biodiversity, pollution, resources, soils, health...)

9.4

Research activities engaging internal stakeholders

- Strategy to encourage synergies
- Research activities encouraging synergies

My organization's research activities contribute to creating synergies between different activities, helping them to reduce overall emissions (avoided emissions)

9.5

Research activities that support public policy

- PROs' strategy to support public policies
- PROs' research activities to support public policies

My organization effectively supports public policies (awareness and training of public decision-makers and their teams, support for the development and implementation of public policies, monitoring and evaluation of public policies)

Module 9: Research strategy and activities – Specificities & Data



Specificities of public research organizations compared to a company

- Important part of basic research with much more indirect but potentially more important environmental impacts than applied research
- Public policy support activities

INRAE

Example of INRAE

- Global strategy of research declined through departmental plans and then at the units' level
- Research topics directly related to the environmental transition (agriculture, food and biomass, environment)
- Activities in support of public policies at all geographical scales:
 - European
 - National (MTECT and MASa in particular)
 - Regional
 - Local (PNR, water agencies, local authorities...)



Data required

- My organization's research strategy(ies), including public policy support strategy
- Data to track the themes of my institution's research activities and their impact on the environment

Strategy to develop research activities contributing to the LCT

- **Good practices to be implemented by the assessed organization:** My organization has a strategy to increase the share of research activities that contribute to the transition to a low-carbon economy
- **Data requirement:** My organization's research strategy

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization's research strategy include developing research activities contributing to the LCT ? (étape 4)</p>	<p>My organization's research strategy does not include developing research activities contributing to the LCT</p>	<p>/</p>	<p>My organization's strategy includes developing research activities contributing to the LCT</p> <p>My organization's strategy includes no objective based on the number of projects, time or funds dedicated and no development planning</p>	<p>/</p>	<p>My organization's strategy includes developing research activities contributing to the LCT</p> <p>My organization's strategy includes objectives based on the number of projects, time or funds dedicated and development planning</p>

Research activities contributing to the LCT

- Good practices to be implemented by the assessed organization:** My organization has a strategy to increase the share of research activities that contribute to the transition to a low-carbon economy
- Data requirement:** My organization's research strategy and action plan

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p> Is my organization effectively developing research activities that contribute to the low-carbon society? (étape 5) </p>	<p> My organization is not taking actions in order to increase the share of research activities that contribute to the transition to a low-carbon society </p>	<p> My organization is taking few actions that aim to increase the share of research activities that contribute to the transition to a low-carbon society, BUT it is not their main objective </p>	<p> My organization is taking few actions that aim to increase the share of research activities that contribute to the transition to a low-carbon society </p>	<p> My organization is taking significant actions that aim to increase the share of research activities that contribute to the transition to a low-carbon society BUT they will not be sufficient to reach its strategic goals OR My organization is taking significant actions that aim to increase the share of research activities that contribute to the transition to a low-carbon society BUT it is not clear that these actions will be sufficient to reach its strategic goals </p>	<p> My organization is taking major actions to increase the share of research activities that contribute to the transition to a low-carbon society and they will be sufficient to reach its strategic goals </p>

Integration of climate change mitigation into research activities

- **Good practices to be implemented by the assessed organization:** All my organization's research activities directly or indirectly address climate change mitigation
- **Data requirement:** Data to track the themes of my organization's research activities and their impact on the environment

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
To what extent do my organization's research projects systematically address climate change mitigation? (étape 4)	The share of research projects including a climate change dimension is below 20%	The share of research projects including a climate change dimension is between 21% and 40%	The share of research projects including a climate change dimension is between 41% and 60%	The share of research projects including a climate change dimension is between 61% and 80%	The share of research projects including a climate change dimension is above 81%

- **How to use the above matrix:** there might be different ways to calculate the “share” of research projects including a climate change dimension. Indicator 9.2 is flexible about this calculation as the focus is on the progressive increase of the share

Integration of environmental issues into research activities directly related to climate change mitigation

- Good practices to be implemented by the assessed organization:** All my organization's research activities related to climate change mitigation have a positive impact on the other dimensions of the environmental transition (biodiversity, pollution, resources, soils, health...)
- Data requirement:** Data to track the themes of my organization's research activities, their impact on the environment and specific KPIs in research projects related the environmental transition's dimensions.

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>To what extent do my organization's research projects related to climate change mitigation integrate other dimensions of the environmental transition? (étape 4)</p>	<p>A systemic approach is not adopted when realizing research projects</p>	<p>A systemic approach is sometimes adopted when realizing research projects regarding at least one of the following dimensions : climate change adaptation, biodiversity, pollution, resources, human health, animal welfare, implementation cost, and socio-economic impacts</p>	<p>A systemic approach is systematically adopted when realizing research projects regarding several of the following dimensions: climate change adaptation, biodiversity, pollution, resources, human health, animal welfare, implementation cost, and socio-economic impacts</p> <p>Each research project leader must thus prove that the project does not have a significant negative impact on the previous dimensions considered</p>	<p>A systemic approach is systematically adopted when realizing research projects regarding several of the following dimensions: climate change adaptation, biodiversity, pollution, resources, human health, animal welfare, implementation cost, and socio-economic impacts</p> <p>Each research project leader must thus prove that the project has a positive impact on the previous dimensions considered</p>	<p>A systemic approach is systematically adopted when realizing research projects regarding all the following dimensions: climate change adaptation, biodiversity, pollution, resources, human health, animal welfare, implementation cost, and socio-economic impacts</p> <p>Each research project leader must thus prove that the project positively impacts the previous dimensions considered.</p>

Appendix - Carbon offset projects must prove their positive impact to be certified. This is visible at the beginning of the certification file

DESCRIPTION DU PROJET CCB &
VCS :

KOMAZA · PETIT · EXPLOITANT · KENYA
FORESTIER
KOMAZA

Document préparé par Komaza et par la foresterie et l'utilisation des terres UNIQES
www.komaza.com

Titre du projet :	Komaza Smallholder Farmer Kenya
Version :	2.0
Date d'émission :	26.11.2021
Emplacement du projet :	Kenya
Promoteur(s) du projet :	Komaza Group Inc. (Komaza) Personne à contacter : Helge Zimmermann corporatefinance@komaza.org
Préparé par :	Komaza Forêt et utilisation des terres UNIQES
Organisme de validation :	SCS Global Services (SCS)
Durée de vie du projet :	Du 1er mai 2017 au 1er mai 2047 ; durée de vie de 30 ans
Période comptable des GES :	Du 1er mai 2017 au 1er mai 2037 ; durée de vie de 20 ans
Historique du statut CCB :	Joignez-vous à VCS - Validation et vérification CCB
Critères de niveau Or :	Le projet vise les critères de niveau Or pour l'adaptation au changement climatique, la communauté et la biodiversité. Une brève description des activités prévues et des résultats attendus est fournie ci-dessous.

DESCRIPTION DU PROJET CCB &
VCS :

Avantages de l'adaptation au changement climatique	Komaza plante des arbres dans des régions déjà affectées par le changement climatique, caractérisées par des pluies irrégulières et une sécheresse accrue. La plantation commerciale d'arbres est une activité résistante au climat qui génère des revenus et augmente ainsi considérablement la résilience des petits exploitants agricoles. De plus, les arbres offrent de l'ombre et retiennent l'humidité sous l'auvent, créant ainsi leur propre microclimat. Ils servent également de brise-vent, préviennent l'érosion et contribuent à l'augmentation du carbone organique du sol, créant un environnement favorable à l'agriculture, malgré l'aggravation des conditions climatiques.
Avantages pour la communauté	Le projet générera des bénéfices positifs durables pour les communautés. Komaza s'associe aux petits exploitants agricoles et leur offre une nouvelle opportunité de revenus dans les régions où ils sont rares. Plus précisément, Komaza fournit aux agriculteurs des semis d'arbres pour planter des parcelles de bois commerciales sur leurs terres et garantit un marché pour les arbres. Tous les agriculteurs reçoivent une formation et un soutien approfondis sur les pratiques forestières de la part de l'équipe de Komaza, dirigés par plus de 330 employés d'exploitation sur le terrain, dont la grande majorité provient des mêmes communautés dans lesquelles ils travaillent. En outre, la moitié des agriculteurs de Komaza sont des femmes, ce qui permet une plus grande autonomie économique féminine dans les zones rurales.
Avantages sur la biodiversité	Le projet est situé autour des premier et deuxième plus grands fragments restants des forêts côtières d'Afrique de l'Est, considérés comme un point d'accès mondial à la biodiversité et confrontés à une pression croissante du développement économique local. En plantant des dizaines de milliers de parcelles de bois distribuées, Komaza augmentera la couverture forestière dans un paysage qui fournit un habitat à de nombreuses espèces, communes et menacées, et permettra aux espèces de migrer entre les VHC. En outre, en produisant et en vendant localement des produits en bois durables, Komaza contribue à réduire la pression sur les habitats naturels et les parcelles forestières à risque de déforestation.

Appendix - Presentation of environmental dimensions that could be taken into account by researchers in their research activities - 15 environmental indicators recognized by the European Union



Climate change



Depletion of the ozone layer



Human toxicity, carcinogenic and non-carcinogenic effects



Fine particle emissions



Ionizing radiation



Photochemical ozone formation



Acidification



Terrestrial eutrophication



Freshwater eutrophication



Marine eutrophication



Freshwater ecotoxicity



Land use change



Depletion of fossil fuels



Depletion of mineral and metal resources



Depletion of water resources

Strategy to encourage synergies with my organization's stakeholders to reduce overall emission

- **Good practices to be implemented by the assessed organization:** My organization's research activities contribute to creating synergies with its stakeholders, helping them to reduce overall emissions (avoided emissions)
- **Data requirement:** Strategy document about synergies and collaborations between my organizations and its stakeholders

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization have a research strategy to encourage synergies with its stakeholders to reduce overall emissions? (étape 4)</p>	<p>My organization's strategy does not include developing research activities aimed at creating synergies with its stakeholders to reduce overall emissions</p>	/	<p>My organization's strategy includes developing research activities aimed at creating synergies with its stakeholders to reduce overall emissions</p> <p>My organization's strategy includes no objective based on the number of projects, time or funds dedicated and no development planning</p>	/	<p>My organization's strategy includes developing research activities aimed at creating synergies with its stakeholders to reduce overall emissions</p> <p>My organization's strategy includes objectives based on the number of projects, time or funds dedicated and development planning</p>

- **How to use the above matrix:** those stakeholders may include different economic activities, especially with emissive sector stakeholders'

Research activities encouraging synergies with my organization's stakeholders to reduce overall emissions

- Good practices to be implemented by the assessed organization:** My organization's research activities contribute to creating synergies with its stakeholders, helping them to reduce overall emissions (avoided emissions)
- Data requirement:** Strategy document about synergies and collaborations between my organizations and its stakeholders

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p> Is my organization effectively enabling synergies between different stakeholders to reduce overall emissions? (étape 5) </p>	<p>My organization does not conduct research activities aimed at creating synergies with its stakeholders to reduce overall emissions</p>	<p>My organization conducts a few research activities aimed at creating synergies with its stakeholders to reduce overall emissions</p>	<p>My organization conducts some research activities aimed at creating synergies with its stakeholders to reduce overall emissions</p>	<p>My organization conducts significant research activities aimed at creating synergies with its stakeholders to reduce overall emissions</p> <p> These research activities will not be sufficient to reach my organization's strategic goals OR It is not clear that these activities will be sufficient to reach my organization's strategic goals </p>	<p>My organization conducts significant research activities aimed at creating synergies with its stakeholders to reduce overall emissions</p> <p> These research activities will be sufficient to reach my organization's strategic goals </p>



Policy support strategy

- Good practices to be implemented by the assessed organization:** My organization effectively supports public policies (awareness and training of public decision-makers and their teams, support for the development and implementation of public policies, monitoring and evaluation of public policies)
- Data requirement:** Strategy document about how my organization supports public institutions in the implementation of its research projects' results.

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Does my organization have a research strategy to support public policy enabling climate change mitigation ? (étape 4)</p>	<p>My organization does not have a research strategy to support public policy enabling climate change mitigation</p>	<p>My organization has a research strategy to support public policy</p> <p>This strategy contains an objective dedicated to awareness-raising and training of public decision-makers and their teams on my organization's research topics</p>	<p>My organization has a research strategy to support public policy</p> <p>This strategy contains objectives dedicated to at least one of the following themes:</p> <ol style="list-style-type: none"> Awareness-raising and training of public decision-makers and their teams on my organization's research themes Support for the development of public policies and advising regarding priority research topics Support for the implementation of public policies Monitoring and evaluation of public policies 	<p>My organization has a research strategy to support public policy</p> <p>This strategy contains objectives dedicated to at least two of the following themes:</p> <ol style="list-style-type: none"> Awareness-raising and training of public decision-makers and their teams on my organization's research themes Support for the development of public policies and advising regarding priority research topics Support for the implementation of public policies Monitoring and evaluation of public policies 	<p>My organization has a research strategy to support public policy</p> <p>This strategy contains objectives dedicated to at least three of the following themes:</p> <ol style="list-style-type: none"> Awareness-raising and training of public decision-makers and their teams on my organization's research themes Support for the development of public policies and advising regarding priority research topics Support for the implementation of public policies Monitoring and evaluation of public policies

Research activities to support policy

- **Good practices to be implemented by the assessed organization:** See previous slide
- **Data requirement:** Strategy document about how my organization supports public institutions in the implementation of its research projects' results.

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
<p>Is my organization effectively supporting public policies enabling climate change mitigation ?</p> <p>(étape 5)</p>	<p>My organization does not implement actions to support public policy enabling climate change mitigation</p>	<p>My organization implements a few actions to support public policy</p> <p>These actions are mainly training and awareness actions on my organization's research topics</p>	<p>My organization conducts some research activities aimed directly at supporting public policy</p>	<p>My organization conducts significant research activities aimed directly at supporting public policy</p> <p>These research activities will not be sufficient to reach my organization's strategic goals</p> <p>OR</p> <p>It is not clear that these activities will be sufficient to reach my organization's strategic goals</p>	<p>My organization conducts significant research activities aimed directly at supporting public policy</p> <p>These research activities will be sufficient to reach my organization's strategic goals</p>

- **How to use the above matrix:** it should be noted that there is no consideration of scales of implementation as it may depend on public research bodies.

Contents

❖ General vision of the method

❖ Performance indicators

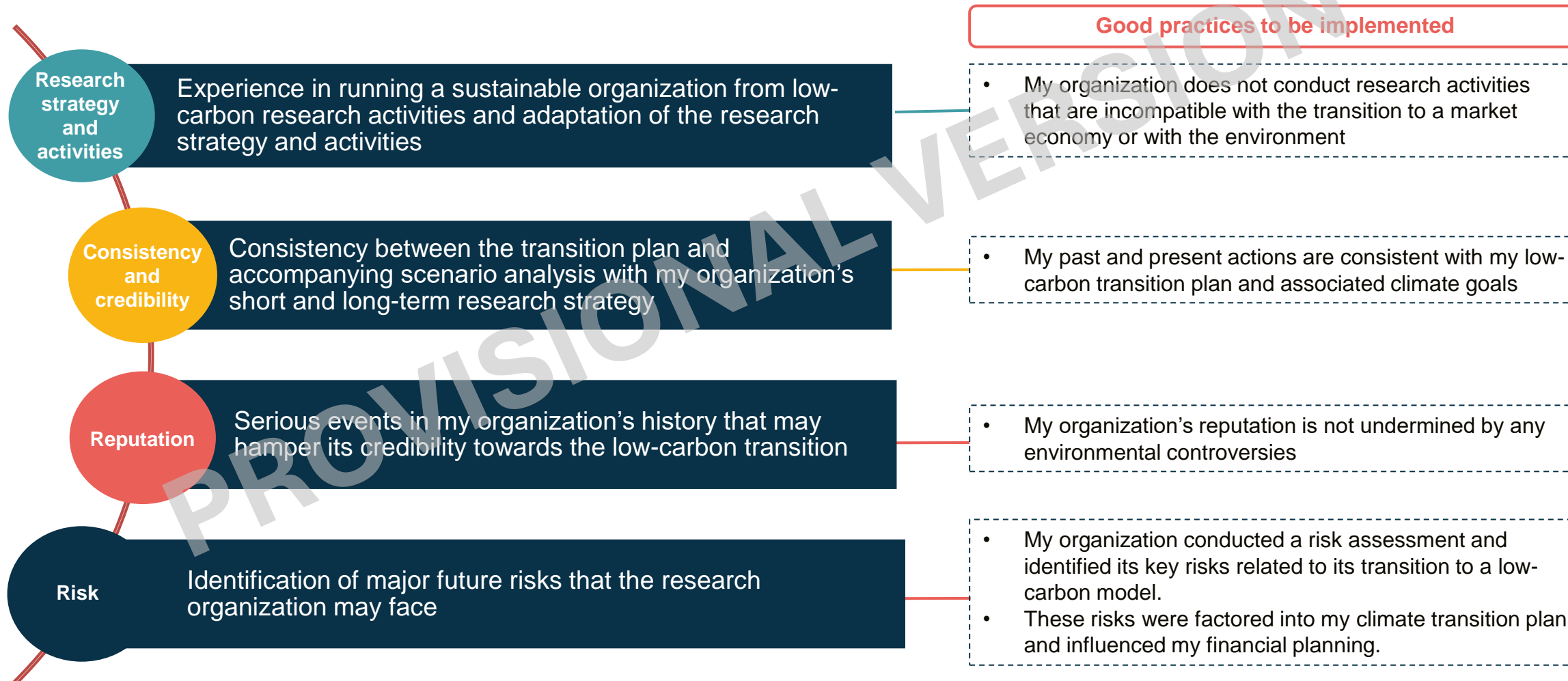
- Module 1 – Reduction targets
- Module 2 – Direct emissions
- Module 3 – Research funding
- Module 4 – Indirect emissions (excluding purchases)
- Module 5 – Management
- Module 6 - Indirect emissions from purchasing
- Module 7 - Knowledge dissemination & impact
- Module 8 - Public commitment
- Module 9 – Research strategy and activities

❖ Narrative indicators

❖ INRAE's application of the method

Indicators for the narrative score

Objective of the narrative indicators: perform an analysis based on a holistic vision of my organization and its ability to transition in a low-carbon society



Experience in running a sustainable organization from low-carbon research activities and adaptation of the research strategy and activities

- **Good practices to be implemented by the assessed organization:** My organization does not conduct research activities that are incompatible with the transition to a market economy or with the environment
- **Questions to consider:**
 - Is my organization's short-term strategic direction significantly influenced by decarbonization efforts?
 - Is my organization's core research activities threatened by the transition? Is my organization strategically repositioning itself in the research activities it promotes?
 - Are my organization climate targets aligned with a low-carbon trajectory?
 - What are the foreseeable implications of meeting these targets? Do they pose significant challenges either operationally, technologically, financially or other?
 - Are my organization's recent changes in perimeters such as acquisitions, mergers, and development of new research programs in line with its targets?

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
To what extent does my organization conduct research activities that contribute to the transition to a low-carbon economy without impeding the environmental transition?	My organization does not seem to contribute to the transition towards a low-carbon economy and there is no sign of internal efforts	<p>The contribution to the transition towards a low-carbon economy is mentioned in my organization's research strategy</p> <p>A few research activities contributing to this transition are conducted</p>	<p>The contribution to the transition towards a low-carbon economy is a major component of my organization's research strategy</p> <p>Some research activities contributing to this transition are conducted</p>	<p>My organization's research strategy is fully aligned with the contribution to the transition towards a low-carbon economy</p> <p>Major research activities contributing to this transition are conducted</p>	<p>My organization's research strategy is fully aligned with the contribution to the transition towards a low-carbon economy</p> <p>All the research activities conducted by my organization are contributing to this transition</p>

2 - Consistency and credibility

All narrative indicators are evenly weighted

Consistency between the transition plan and accompanying scenario analysis with my organization's short and long-term research strategy

- **Good practices to be implemented by the assessed organization:** My past and present actions are consistent with my low-carbon transition plan and associated climate goals
- **Questions to consider:**
 - Do my organization's recent actions (present and past) show alignment with its climate strategy?
 - Does my organization acknowledge climate change as an issue, and does it advocate for a forward-thinking policy?
 - Is my organization's policy position and influence not in conflict with its climate-related communications?
 - Are there conflicting incentives in place that discourage a low-carbon transition in certain parts of my organization?

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
How consistent are my organization's past and present actions with the implementation of its low-carbon transition plan and associated climate objectives?	The past and present actions, and climate transition plan, if there is one, do not demonstrate overall coherence and my organization does not seem to be able to achieve its climate objectives. Important efforts are needed for the implementation of a low-carbon transition plan.	The past and present actions are not in line with my organization's potential climate objectives. However, there is some evidence that my organization already begun to consider mechanisms to implement a low-carbon transition plan	The past and present actions demonstrate that my organization's has a climate ambition, but additional efforts may still be needed to achieve climate targets. My organization has started to establish an action plan to improve its climate performance	The past and present actions are consistent with my organization's climate transition plan. Additional efforts are needed but my organization has demonstrated the will to implement the needed mechanisms to stay aligned with its climate goal.	The past and present actions are consistent and already in line or beyond with a low-carbon transition.

Serious events in my organization’s history that may hamper its credibility towards the low-carbon transition

- **Good practices to be implemented by the assessed organization:** My organization’s reputation is not undermined by any environmental controversies
- **Questions to consider:**
 - Is there evidence that my organization’s behaviour directly impacts climate performance, such as deceptive or fraudulent emissions testing or reporting?
 - Are there serious issues that call into question the credibility of data reported? This relates to the overall credibility of any data reported by my organization, which could be damaged by incidents such as accounting scandals or evidence of fraud.
 - Have any extremely serious incidents, calling into question the credibility of the management’s ability to deliver on my organization strategy or transition plan, happened in the recent past?
 - Has my organization previously made any public announcements on which it has failed to deliver, namely announcements related to climate and environmental performance?

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
Is my organization’s reputation undermined by any environmental controversies?	<p>Existence of serious or several environmental controversies harming my organization’s climate commitments.</p> <p>There is no evidence that my organization is addressing or taking the controversies seriously</p>	<p>Existence of minor environmental controversies. There is no evidence that my organization is working to avoid this kind of controversy</p>	<p>Existence of minor environmental controversies. My organization has made reliable commitments to address these types of controversies</p>	<p>Existence of negligible environmental controversies that do not hamper the company's climate commitments. My organization has always resolved environmental controversies with due importance</p>	<p>No environmental controversies</p>

- **How to use the above matrix:** Both the content of the scientific publications and the functioning of my organization should be examined to fill in this indicator.

Identification of major future risks that the research organization may face

- **Good practices to be implemented by the assessed organization:**
 - My organization conducted a risk assessment and identified its key risks related to its transition to a low-carbon model.
 - These risks were factored into my climate transition plan and influenced my financial planning.
- **Questions to consider:**
 - Does my organization’s main assets / research projects portfolio rely on significant locked-in direct emissions that are not consistent with the transition plan?
 - Are there market or policy barriers in place that may block the successful implementation of a particular strategic low-carbon direction?
 - Is my organization’s technological direction high-risk/unproven/unidirectional/dependent on future innovation that is yet to be realized?

Question	Basic	Standard	Advanced	Next practice	Low-carbon transition aligned
Are there any risks to the future viability of my organization or its ability to implement its transition to a low-carbon economic model?	There are serious risks that could undermine my organization’s ability to carry out its research activities and to successfully implement a low-carbon transition plan. My organization does not consider climate issues related to its activities and remains passive in the face of climate risks	There are minor risks that could undermine my organization’s ability to carry out its research activities and to successfully implement a low-carbon transition plan. My organization has begun to consider climate issues related to its activities	There are minor potential risks that could undermine my organization’s ability to carry out its research activities and to successfully implement a low-carbon transition plan. However, there is evidence that my organization is directing efforts to reduce these risks	Risks that could undermine my organization’s ability to carry out its research activities and to implement a low-carbon transition plan are very limited. In addition, my organization has always addressed and considered climate risks in its strategy	No potential risk to the future organization’s ability to carry out its research activities or to implement its transition to a low-carbon economic model



Contents

❖ General vision of the method

❖ Performance indicators

- Module 1 – Reduction targets
- Module 2 – Direct emissions
- Module 3 – Research funding
- Module 4 – Indirect emissions (excluding purchases)
- Module 5 – Management
- Module 6 - Indirect emissions from purchasing
- Module 7 - Knowledge dissemination & impact
- Module 8 - Public commitment
- Module 9 – Research strategy and activities

❖ Narrative indicators

❖ INRAE's application of the method

INRAE's application of the method

INRAE was the first public research organisation to test the PRO methodology in 2023-2024. Here is some of their feedback.

Advice on methodology implementation

To help build steps « 2. Issues & Challenges » and « 5. Action plan », INRAE capitalizes on collective intelligence. Collective intelligence workshops were conducted at national and regional levels (600 contributions and 1 500 proposals were collected) to encourage participative approach and social acceptability.

Climate governance

Climate governance have been developped at the highest level of the institute : CEO and deputy managing directors are in charge of this governance.

INRAE's Action plan

INRAE's Action plan is built from the propositions resulting from the participative approach linked with the actions already in place in the functional directions of INRAE.

Long-term transition plan

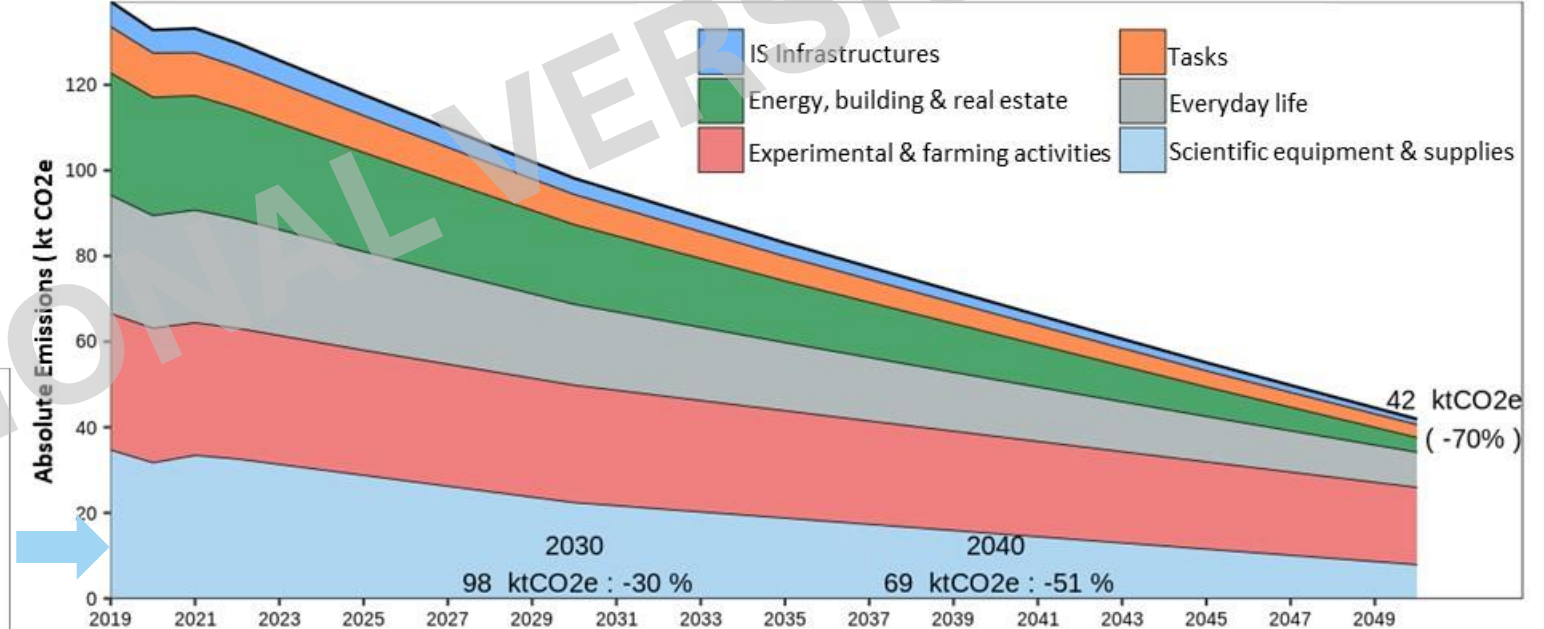
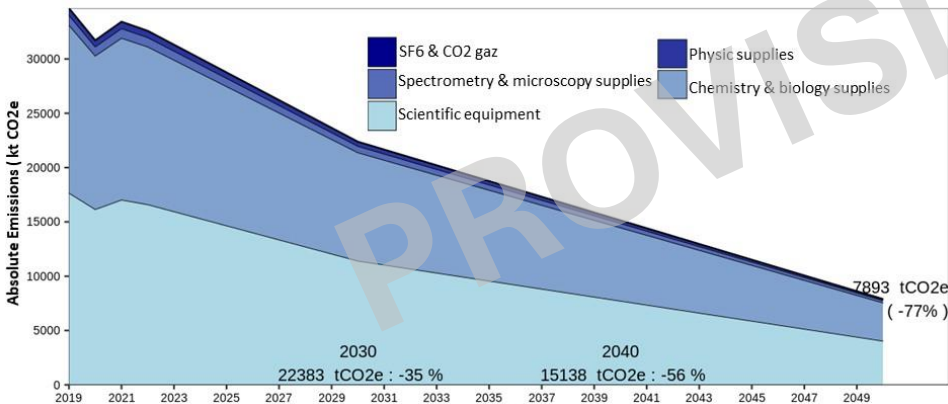
Action plan will be revised every three years according to the calendar of emissions estimation. This will also be done according to the evolution of french climatic regulations and scientific knowledge progress.

INRAE's application of the method

INRAE's feedback on the decarbonization pathway they have chosen

INRAE's global Decarbonization pathways leading to reduce **70% of absolute emissions by 2050**.

The emissions item relating to scientific equipment & supplies has been constructed from sectorial pathways as shown in blue in this figure.



INRAE's application of the method

How would you define the ACT step by step PRO methodology ?

A very structured and scientifically robust method

Advantages of the method	Challenges encountered
<p>What are the advantages of using the PRO method rather than a generic ACT step by step ?</p> <p><i>Modules are adapted to our core activities, taking into account the research activities as well as the dissemination of scientific knowledge for instance.</i></p>	<p>How to set up a climate governance ?</p> <p><i>Climate governance has been integrated into INRAE global governance</i></p> <p>How to deal with decision-process, as the institut depends on ministry?</p> <p><i>Ministry supports INRAE low carbon approach, results coming from INRAE farms and studies can provide guidances and new models for French agriculture</i></p> <p>How is assessed the rebound effects of changes in farming practices ?</p> <p><i>Rebound effects are considered for each action of our action plan and we tried to avoid them to the maximum</i></p>

What are your next steps post-ACT ?

To deploy the action plan in close collaboration with national, regional and local scientific and administrative services

Sources

FAO. [Integrated ecosystem management project for the sustainable human development in Mauritania. 2018](#)

<https://www.inrae.fr/actualites/rapport-dactivite-inrae-2023>

<https://www.inrae.fr/actualites/responsabilite-societale-environnementale-inrae-lance-son-plan-daction>

<https://www.inrae.fr/nous-connaître/inrae-2030>





ANR	Agence Nationale de la Recherche (French Research Agency)
CRREM	Carbon Risk Real Estate Monitor
CTP	Climate Transition Plan
GHG	Green House Gases
KM	Knowledge Management
LCT	Low-Carbon Transition
LULUCF	Land-Use, Land Use Change and Forestry
MESR	Ministère français de l'Enseignement Supérieur, de la Recherche et de l'Innovation (French Ministry of Higher Education, Research and Innovation)
PROs	Public Research Organization
SBT	Science Based Target
SNBC	Stratégie Nationale Bas Carbone / National Low-Carbon Strategy

ACT Step-by-Step method adapted to French public research organizations

Complete methodology

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