
PORT OF ROTTERDAM AUTHORITY

CLIMATE TARGETS 2030



INHOUDSOPGAVE

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1 Introduction

General

As a leader in the energy transition and a sustainability accelerator in the Port of Rotterdam, the Port of Rotterdam Authority wants to take responsibility by setting ambitious CO₂ reduction targets, which are in line with the global target of a maximum warming of 1.5°C. We not only have the long-term ambition of becoming climate neutral by 2050, but we also have the medium-term aim of reaching significant CO₂ reduction targets by 2030.

This document provides an insight into the most important types of CO₂ emissions that make up our footprint. Per emission type, we give an overview of the ambitious CO₂ reduction targets for the coming years. This document also outlines how the targets can be achieved. In order to objectively assess the ambition level, we use the science-based targeting method, the international standard for climate objectives in business.

The reduction targets in this document are validated by the Science Based Targets initiative (SBTi), an international independent organisation consisting of employees from the CDP (Carbon Disclosure Project), WRI (World Resources Institute), UN Global Compact and WWF (World Wide Fund for Nature).

Definitions

In communications regarding climate targets, the terms CO₂ neutral, climate neutral and zero emissions are often used. These terms are defined as follows:

CO₂ neutral: Activities that do not contribute to an increase in the CO₂ levels in the atmosphere.

Climate neutral: Activities that do not contribute to an increase in the levels of greenhouse gases in the atmosphere. The most common greenhouse gases are CO₂, methane, nitrous oxide and ozone.

Zero emissions: Activities that do not lead to the emission of pollutants. Aside from greenhouse gases, the most common pollutants are sulphur, nitrogen and particulates.

CO₂ neutral

CO₂ neutrality can be achieved in several ways:

- 1) by preventing or limiting energy and material use;
- 2) by using cleaner and/or renewable energy sources;
- 3) by offsetting emissions.

These measures are listed in order of priority in terms of environmental impact. Therefore, only when measure 1 (prevention) cannot be achieved, should measure 2 (cleaner energy sources) be implemented, followed by measure 3 (compensating).

The reduction targets in this document are aimed first and foremost at CO₂ neutrality and reducing CO₂ emissions as quickly as possible in the period up to 2025-2030. When this document refers to CO₂, this includes all relevant greenhouse gases. All emissions figures are converted to CO₂ equivalents. Unless otherwise specified, the source for this is emissiefactoren.nl

Zero emissions

Zero emissions is achieved when an activity results in zero emissions of greenhouse gases or other pollutants into the atmosphere. Zero emissions is therefore a step further than CO₂ or climate neutral.

When zero emissions are released locally, this is not only good for the climate but also for the local air quality and surrounding nature and leads to a reduction in noise pollution. For emissions arising from the Port Authority's operating assets, the aim is not only CO₂ neutrality but also to achieve zero emissions as quickly as possible.

2 Inventory of CO₂ emissions PoR

In order to take inventory of the CO₂ emissions and determine the reduction targets, we use the Greenhouse Gas (GHG) Protocol, the international standard for accounting and reporting greenhouse gas emissions. This protocol makes a distinction between three types of emissions (scopes) based on the origins of the greenhouse gas: scope 1, 2 and 3 emissions.

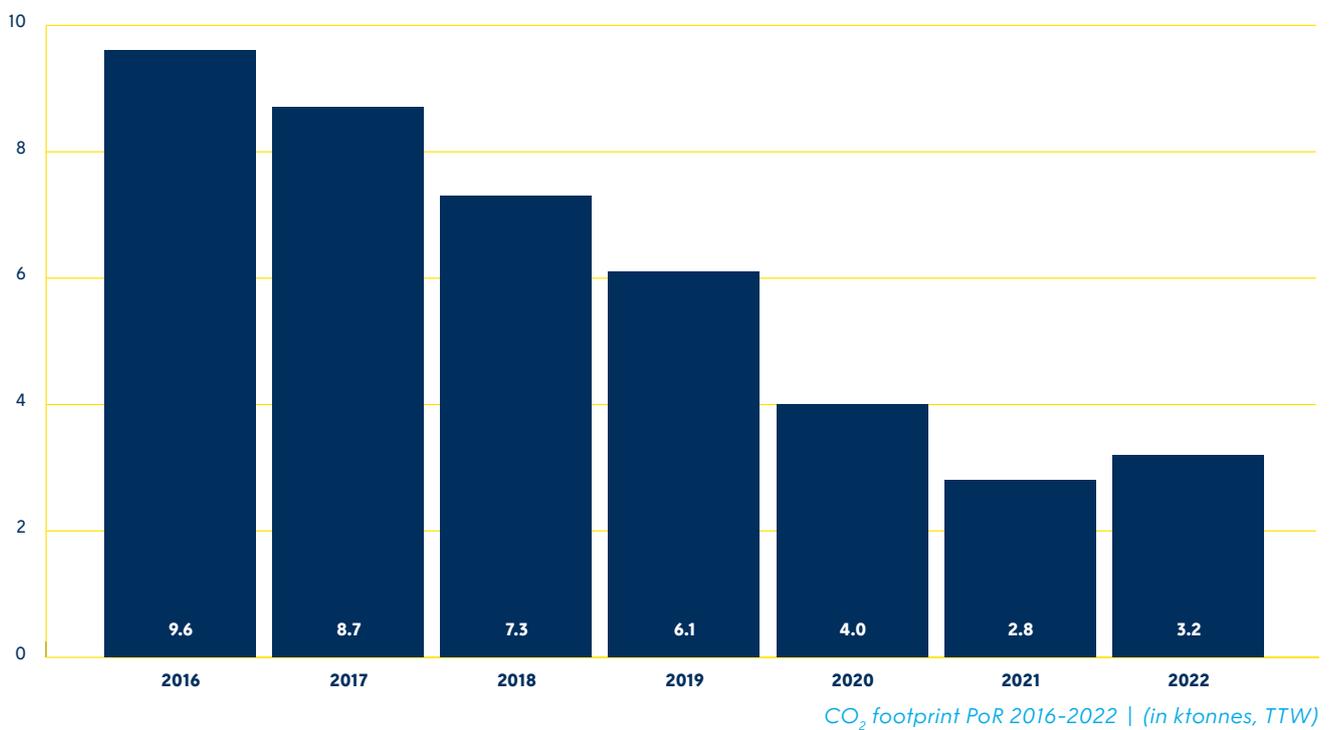
The following table provides a description of the three types of emissions and indicates the most important sources of scope 1, 2 and 3 emissions resulting from the Port Authority's activities. The table also shows that the Port Authority's responsibilities differ in the reduction of direct scope 1 emissions versus indirect scope 2 and 3 emissions.

Type of emissions	Scope 1	Scope 2	Scope 3
General description	Direct emissions through fuel or gas consumption by the Port Authority's assets	Indirect emissions from purchased electricity and heat	Indirect emissions from operating activities in the chain, as a result of outsourced assignments ('upstream') and purchased/hired products and services that customers use ('downstream')
Emissions sources Port Authority	<ul style="list-style-type: none"> a) PA-owned Vessels b) PA-owned Vehicles c) PA-owned real estate (own use) 	<ul style="list-style-type: none"> a) Electricity use in buildings, lighting, radar stations etc. b) District heating 	<ul style="list-style-type: none"> a) Business flights b) Employee commuting c) Contractor assignments d) Port Authority real estate (commercial) e) Shipping port area (up to 60 km offshore)
Responsibility	'Control' Duty to produce results	'Influence' Duty to act	'Influence' Duty to act

Table 1: Inventory and description of CO₂ emissions PoR

3 Results of CO₂ reduction 2011 - 2022

In the period 2008-2016, the Port Authority reduced scope 1 and 2 emissions as well as scope 3 emissions of business flights (3a) and employee commuting (3b) by 4%. In the period 2016-2022, a CO₂ reduction of around 67% was achieved through the use of biofuel for the vessel fleet, the electrification of the vehicle fleet and the use of green electricity. The following graph shows that the emissions decreased from 9.6 ktonnes in 2016 to 3.2 ktonnes in 2022.



The Port Authority has offset the footprint reported in the annual reports since 2011. To this end, it purchases carbon credits for the remaining footprint. The footprint up to 2021 was calculated based on so-called 'tank-to-wheel' emissions. These are 'tail pipe' emissions: emissions that arise as a result of the combustion of fuel during the use of a vessel, vehicle or another company asset.

In accordance with the international science-based targeting guidelines, we are going to report CO₂ emissions using 'well-to-wheel' emissions. This includes emissions in the chain, primarily in production and the transport of fuels. The chain emissions (well-to-tank emissions) are included under scope 3 emissions.

4 Climate neutral ambition

As described in paragraph 1, climate neutral means that a company or activity does not contribute to an increase in the level of greenhouse gases in the atmosphere. Climate neutrality can be achieved in the following ways for all scopes, which are listed in order of priority. Therefore, only when measure 1 (prevention) cannot be achieved, should measure 2 (cleaner energy sources) be implemented, followed by measure 3 (compensating).

Climate rule	Examples
Preventing or limiting energy consumption	<ul style="list-style-type: none"> Digital meetings instead of flights Energy saving measures in buildings Using drones instead of vessels Sailing or driving less or at lower speeds
Using renewable energy sources or sources that are less polluting (from grey to green)	<ul style="list-style-type: none"> Green energy Renewable fuels e.g. BioLNG or HVO3 Green, blue or grey hydrogen Electricity from gas (instead of coal) LNG (instead of diesel)
Offsetting CO ₂ emissions	<ul style="list-style-type: none"> GreenSeats climate neutral flights Purchasing carbon credits (Gold Standard certificates) Gas with forest offsets

Table 2: Priority of climate measures

In its ambition to become climate neutral the Port Authority aims to use measure 3, offsetting CO₂ emissions, as little as possible. Absolutely zero offsetting is unachievable for the time being. This is because, as of 2022, we not only report the tank-to-wheel emissions; in accordance with the international science-based targeting guidelines, we also report the well-to-wheel emissions. These emissions, which include chain emissions resulting from extraction, production and transport, cannot yet fully be reduced to zero. The overview in table 3 shows the CO₂ reduction achieved when cleaner renewable energy sources are used (as opposed to conventional energy sources) according to the well-to-wheel calculations of emissions.

Energy source	CO ₂ reduction well-to-wheel
HVO (B30) ³	30% (compared to diesel)
HVO (B100) ³	90% (compared to diesel)
LNG	20% (compared to MDO)
Bio LNG	80% (compared to MDO)
Biokerosene	75% (compared to kerosene)
Grey hydrogen	35% (per km compared to diesel)
Blue hydrogen	80% (per km compared to diesel)
Green hydrogen	95% (per km compared to diesel)
Green energy (sun, wind, hydropower)	100% (compared to grey energy)

Table 3: CO₂ reduction with cleaner energy sources

For emissions that the Port Authority has direct control over, we aim to achieve climate neutrality and offset emissions as little as possible. This applies to scope 1 and 2 emissions and includes the scope 3 emissions of business flights and employee commuting. This means that we must reduce emissions to the fullest extent possible. This ambition is explained in the following paragraphs and elaborated with concrete aims.

³ HVO = Hydrotreated Vegetable Oil (= fuel from vegetable oil and waste).

5 Scope 1 and 2 emissions objectives

Direct scope 1 emissions arise from company assets that the Port Authority has under its control and which we therefore have the power to influence. Specifically, this refers to our vessels, vehicles and buildings.

Indirect scope 2 emissions originate from companies that produce energy. The Port Authority has an influence over these emissions, since it is a large-scale user of the purchased energy. For scope 1 and 2 emissions, we therefore feel a strong responsibility to achieve a reduction as soon as possible and our ambitions for reduction are high. These ambitions apply to all components of the CO₂ footprint, regardless of the percentage that a component represents in the total footprint.

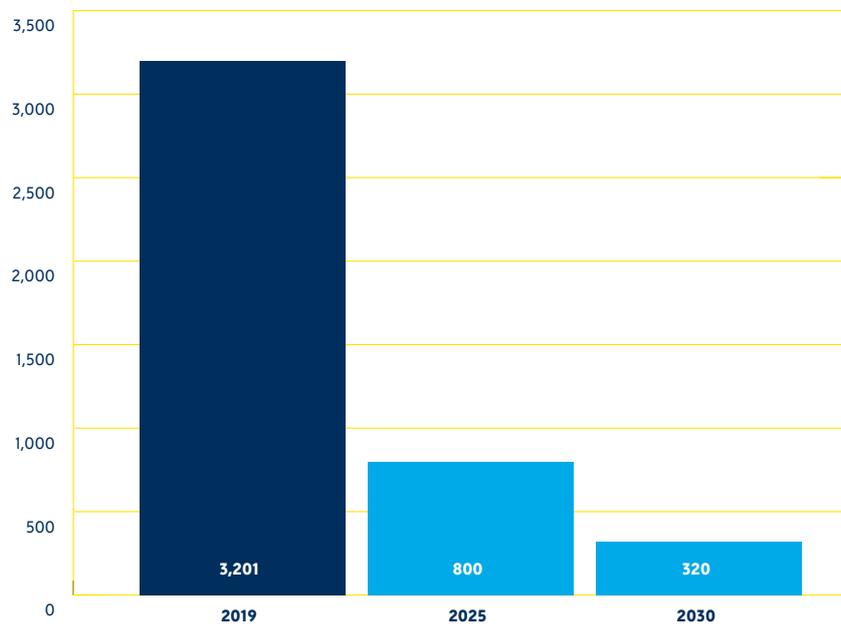
We want all large and small components to make an equal contribution to the reduction of CO₂ emissions.

The ambition for scope 1 and 2 emissions is: we want to be climate neutral and offset emissions as little as possible, i.e. maximum reduction. The exact targets in percentages are:

- 75% CO₂ reduction in 2025 (compared to 2019), this implies a maximum of 25% compensation (compared to 2019);
- 90% CO₂ reduction in 2030 (compared to 2019), this implies a maximum of 10% compensation (compared to 2019).

The targeted scope 1 and 2 reductions are shown in the graph below. In the paragraphs that follow, further detail is given on the targeted reductions and the different scope 1 and 2 emissions sources are explained. For all reduction targets, we use 2019 as the benchmark because 2020 and 2021 cannot be considered representative benchmarks due to the impact of COVID-19. According to the science-based targeting method, the Port Authority must achieve a reduction of at least 46.2% in 2030 (compared to 2019).

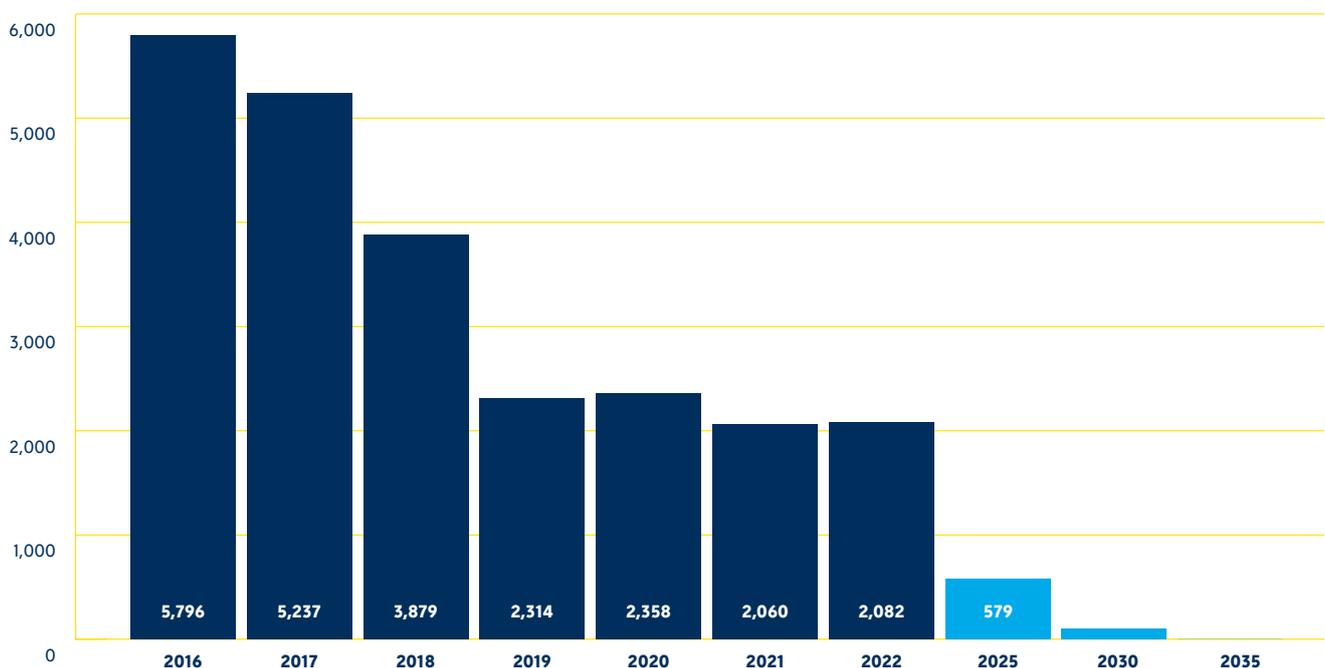
Since it seems technically feasible, the Port Authority has decided to accelerate the reduction of its emissions, thereby achieving a reduction of 90% in 2030. All vessels belonging to the Port Authority already use biofuel and the aim is to produce new vessels with zero emissions as of 2025.



CO₂ reduction ambition PoR 2019-2030 | scope 1 & 2 emissions (in tonnes, TTW)

SCOPE 1A - VESSELS

The fleet accounts for the majority (over 75%) of scope 1 and 2 emissions produced by the Port Authority. The following graph shows that CO₂ emissions from the fleet have halved in the past few years, from 5.8 ktonnes in 2016 to 2.1 ktonnes in 2022. We want to achieve minimal emissions as soon as possible.



CO₂ emissions of fleet (in tonnes, TTW) | realisation 2016 - 2022 & ambition 2025 - 2030

In order to achieve accelerated CO₂ reductions among our vessels, the following activities will be initiated:

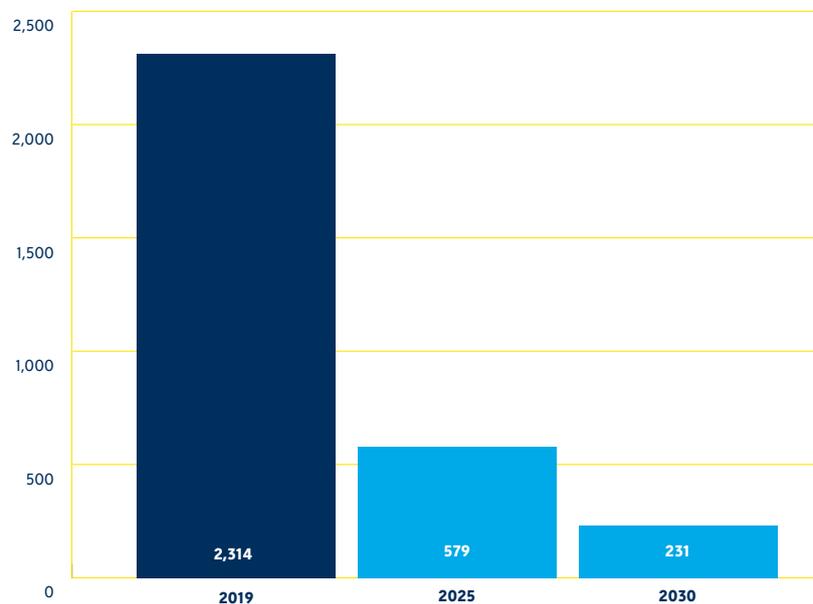
- Of the current fifteen vessels, eight have run on clean HVO100 fuel since 2018⁴. The other seven vessels switched from EN590 (conventional diesel) to cleaner HVO30 fuel in 2022⁵.
- After 2025, in the period until 2035, there will be a gradual replacement of the vessels yet to be updated. The intention is to amass a zero emissions fleet as quickly as possible.
- Until the zero emissions vessels are put into service, the vessels will run on the cleanest renewable fuels. We are therefore making a full switch to HVO100 fuel as soon as possible, including at the bunker points outside our own bunker point at the Eemhavenweg.

⁴ HVO100 fuel = 100% Hydrotreated Vegetable Oil. Delivered to our PoR bunker point in the Eemhaven.

⁵ HVO30 fuel = 30% Hydrotreated Vegetable Oil. Now delivered to several bunker points in the port.

- From 2025, the four oldest and most polluting vessels will be replaced with vessels that are yet to be constructed. The idea is for these to be zero emissions but it is not yet certain whether this is feasible given the operational use of the vessels. The preparations for making them more sustainable and replacing them have already started. Studies will be carried out into the technical feasibility and potential barriers of commissioning zero emissions vessels.

With these actions, the following CO₂ reductions in the vessels are achievable:



CO₂ emission reduction target for vessels

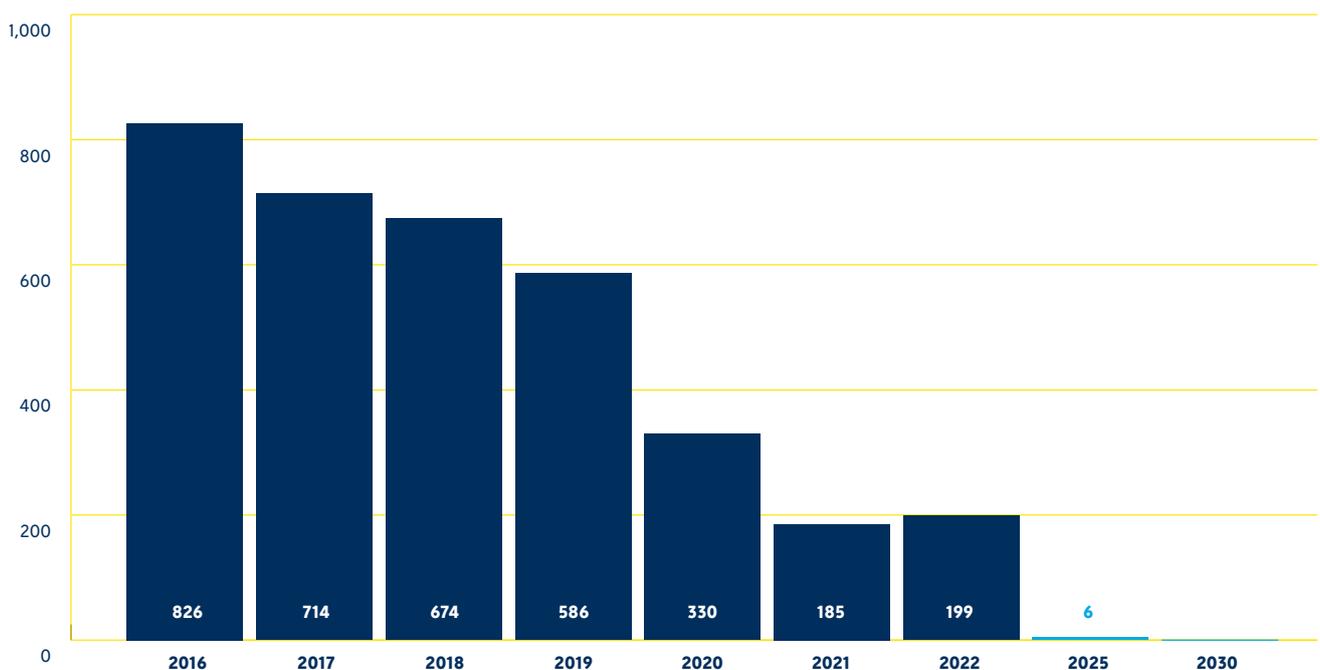
In summary, the goal is to become climate neutral, with minimal offsetting. From 2025, vessels will be modernised and replaced. In this process, we are committed to putting the first zero emissions vessels into service from 2025. This is in line with our participation in and contribution to the international ‘Getting to Zero Coalition’ and the national Green Deal on Maritime and Inland Shipping and Ports, which aim to put the first zero emissions vessels into service in 2030. Zero emissions vessels contribute to climate neutrality and to a reduction of the negative effect on air quality, nature and ambient noise. If zero emissions sailing is not fully achievable by 2025, we will use new, modernised vessels that use the cleanest possible fuels.

SCOPE 1B - VEHICLES



In 2018, the leasing policy of the Port of Rotterdam Authority was amended to reduce the number of personal lease vehicles and to transition the fleet to 75% fully electric and zero emissions for the time being. Since we use green energy, this 75% of the fleet is also CO₂ neutral (with no offsetting). The other 25% of the personal lease vehicles consists of semi-electric plug-in hybrids.

Of the business lease fleet, 25% is fully electric. 40% is plug-in hybrid and 35% still uses petrol or diesel. Some of the conventionally fuelled vehicles are used for specific operational purposes, such as responding to incidents.



CO₂ emissions of vehicles (in tonnes, TTW) | realisation 2016 - 2020 & ambition 2025 - 2030

The graph above shows that the CO₂ emissions of our vehicles in the past few years have reduced by over 75%, from 826 tonnes in 2016 to 199 tonnes in 2022. The path to a CO₂ neutral and zero emissions fleet of vehicles has already been paved.

In line with our commitment to national and regional mobility networks (Anders Reizen and Klimaatalliantie Duurzame Mobiliteit), the leasing policy was further updated in 2021 and all new passenger vehicles must become fully electric once the current contracts expire.

As a result, the passenger car fleet will be fully electric, zero emissions and CO₂ neutral from 2025.

Exceptions may still be made for a few operational vehicles, but these will become fully electric where possible and will use a minimal amount of fossil fuels.

Our aim and commitment is to achieve a fully zero emissions vehicle fleet by 2030 at the latest.

As PoR purchases green energy, these zero emissions vehicles are also CO₂ neutral.

SCOPE 1C – PORT AUTHORITY REAL ESTATE (OWN USE)⁶

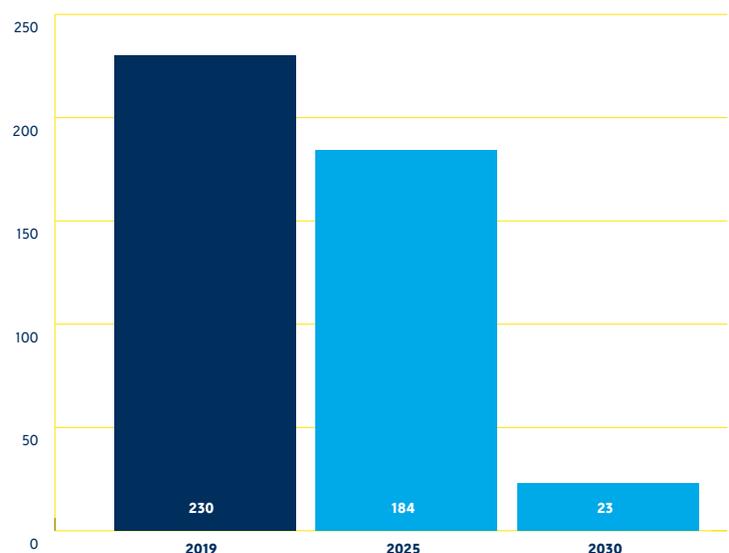
The real estate the Port Authority owns and uses internally consists of five traffic centres and the Eemhavenweg complex. In taking energy-saving measures and transitioning to zero emissions, we take advantage of opportunities to implement replacements or redevelopments when they arise.

For the Eemhavenweg complex, the project brief for new multifunctional housing has now been approved. The redevelopment is expected to take place in 2026-2027. The aim for the buildings is to be climate neutral and zero emissions, and use only renewable energy.



At the five traffic centres, the replacement of the climate systems is planned for the period until 2027. One centre still uses heating oil because there is no gas connection. As with the complex, we want the centres to be climate neutral as well as zero emissions.

In the period up to 2027, the redevelopment of the centres and replacement of the systems will be realised and we will offset the emissions. The emissions that need to be offset will likely decrease over time as the replacements of the systems progress. The targeted emission reductions for 2025 and 2030 are as follows:



CO₂ emission reduction targets for PoR real estate (own use) (in tonnes, TTW)

⁶ Scope 1c emissions do not include:

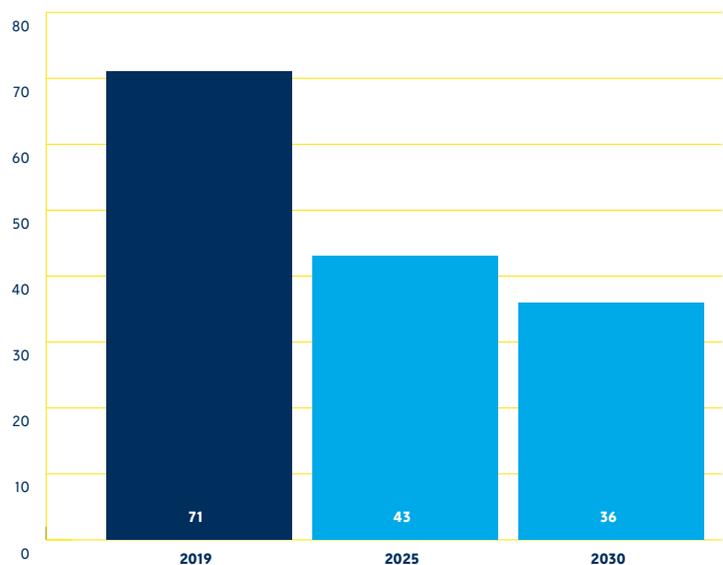
- leased property for own use such as WPC and Cruise terminal (= scope 2).
- commercial property leased to third parties (= scope 3d)

SCOPE 2 – PURCHASED ELECTRICITY AND DISTRICT HEATING



Indirect scope 2 emissions at the Port Authority are emissions resulting from purchased electricity and district heating. These emissions do not originate from our own assets but, as a large-scale user of the purchased energy, we have a significant influence over these emissions. Scope 2 emissions at the Port Authority have decreased significantly in recent years. Thanks to a green energy contract, the emissions resulting from purchased electricity used for our operating assets have dropped from over 5 ktonnes to zero. The electricity purchased by the cruise terminal, in which the Port Authority has a 100% participating interest, is also included in the calculation of our footprint. The emissions resulting from this were 31 tonnes of CO₂ in 2019. The district heating purchased is heat for the World Port Center (WPC). This is an inherently low-emission method of heating a building, therefore, there is not much scope to lower this any further.

The emissions from the residual heat from AVR were 49 tonnes of CO₂ in 2019. Despite the limited possibilities to reduce scope 2 emissions, we can request that the supplied electricity and heat is made more sustainable. If that is not possible, we can offset emissions.



CO₂ emission reduction targets for purchased electricity and district heating (in tonnes, TTW)

6 Scope 3 emissions objectives

In line with science-based targeting guidelines, we have carried out an inventory of scope 3 emissions.

The identified scope 3 emissions sources are:

- a) Business flights
- b) Employee commuting
- c) Contractor assignments
- d) Port Authority real estate (commercial)
- e) Shipping port area (up to 60 km offshore)

As scope 3 emissions comprise more than 40% of the total scope 1, 2, 3 emissions, reduction targets have been formulated for these scope 3 emissions.

As with scope 1 and 2 emissions, the Port Authority is applying the CO₂ reduction ambitions for scope 3 to all components of the CO₂ footprint. Ambitious targets have been set for all components.

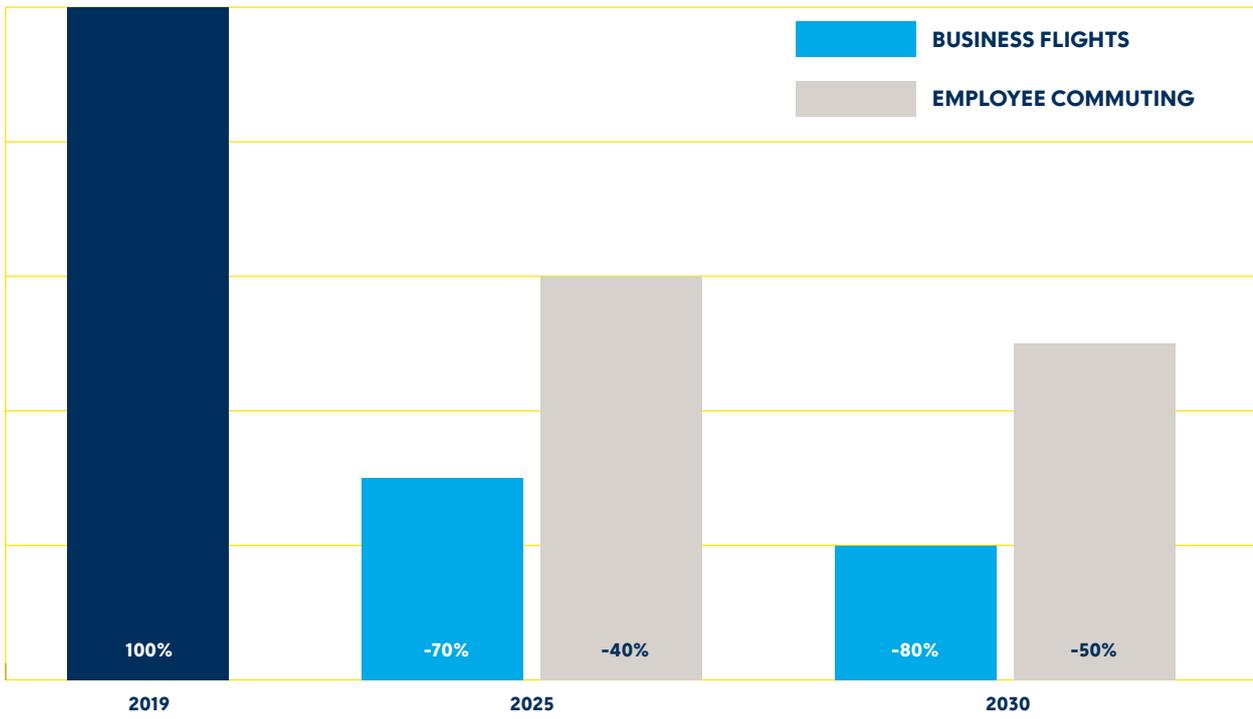
Scope 3 emissions are not derived from our operating assets and are not under the direct control of the Port Authority. For these emissions, there is a strong duty to act. This means that we take all reasonable action to reduce CO₂ emissions.

SCOPE 3A & 3B – BUSINESS FLIGHTS & EMPLOYEE COMMUTING (MOBILITY)

In the national Anders Reizen coalition and the regional Klimaatalliantie Duurzame Mobiliteit, the Port Authority has committed to reducing CO₂ emissions resulting from mobility by at least 50% by 2030 (vs. 2016). To achieve this goal, we adopted new policies in 2018 and 2021 for employee commuting and business travel (incl. flights). This is translated in the following ways:

- Minimising travel is the most effective way to shrink the mobility footprint. The COVID-19 period showed that it is in many cases possible to hold meetings digitally rather than physically. Digital and hybrid working have become a permanent part of the way we work together and make a significant contribution to reducing our footprint.
- One of the principles in the updated travel policy is that we want to use public transport whenever possible within the Netherlands and Europe, as long as it does not affect the travel time too adversely.
- For air travel, we will fly with sustainable aviation fuels (SAF) where possible. This not only leads to a reduction in the CO₂ emitted when we fly but also helps stimulate the market for renewable fuels and facilitates the aviation industry's energy transition. The indirect positive impact of participation is therefore even more significant. Biokerosene cannot yet be used by all airlines and for all flights. However, in instances where this is possible, the footprint is reduced by around 75%.
- For employee commuting, effective incentives have already been implemented for bicycle and public transport use. For example, cyclists receive a higher mileage allowance (€0.22 instead of €0.15) and also a bonus per cycled kilometre in the form of 'cycling points', which can be exchanged in an online shop. Train travellers receive an annual public transport pass from the Port Authority and are permitted to use this card for personal journeys as well.

Our CO₂ footprint for flights was 1205 tonnes in 2019. The target for 2030 is a footprint under 241 tonnes. Our CO₂ footprint for employee commuting was 2,234 tonnes in 2019. The target for 2030 is a footprint under 1117 tonnes.



CO₂ reduction targets for business flights & employee commuting

SCOPE 3C – CIVIL ENGINEERING PROJECTS

In our civil engineering projects, we distinguish between fuel consumption for dredging and earthmoving on the one hand and material consumption such as steel, concrete and asphalt on the other. On average, both account for around 50% of the CO₂ impact of the projects.

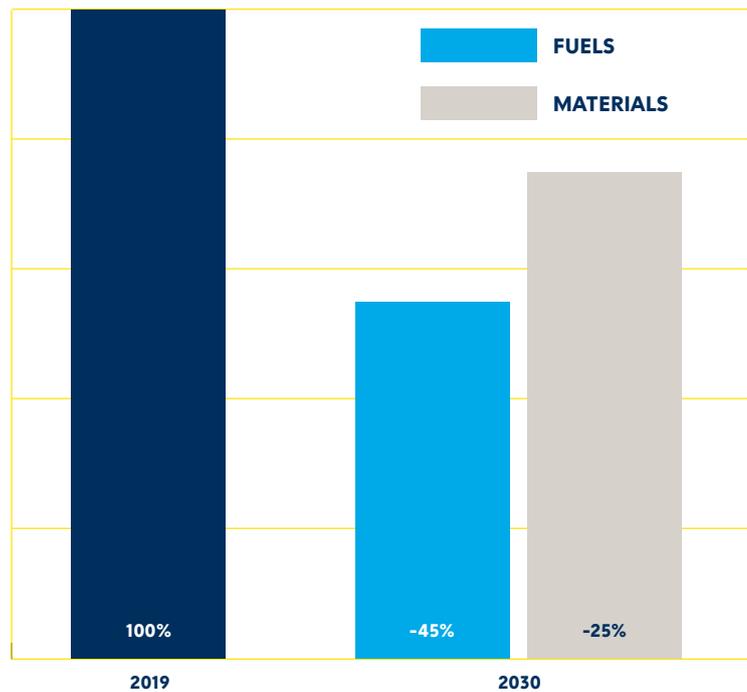
Dredging contributes a larger share of the fuel consumption. By proactively working with the market and other clients to switch to zero emissions dredging vessels, we aim to carry out the first zero emissions dredging work (for example, using hydrogen) from 2028/29. The same applies to earthmoving.

Emissions can be reduced through innovation and through the use of cleaner fuels such as (bio)LNG, HVO, hydrogen and methanol.

With regard to materials consumption,

the duty to take action to reduce emissions is met through working with the market and actively driving innovation. In addition, we want to develop more standards, so when we carry out individual projects, we can avoid reinventing the wheel.

The level of CO₂ emissions resulting from civil engineering projects can fluctuate wildly per year, depending on the type and scale of the civil engineering projects that are carried out in a year. After all, investment volumes and maintenance work can vary greatly from year to year. We have indicative figures for CO₂ emissions in the past few years. They vary from around 50 to 150 ktonnes per year. In 2023, we are working on improving the quality of these figures, so we can report on them in our annual report in accordance with the Greenhouse Gas Protocol.



CO₂ reduction targets for Civil engineering projects (fuel & materials)⁷

⁷ Targeted reduction rates are subject to the extreme fluctuations of the project portfolio per year.

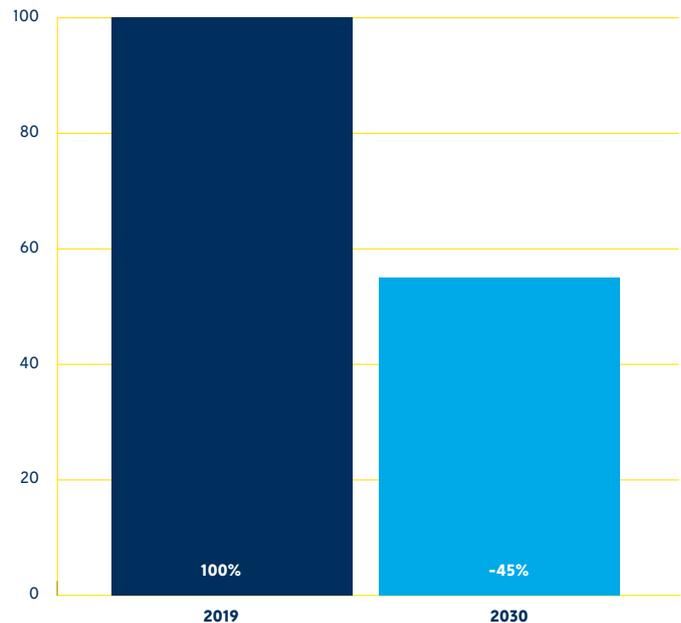
SCOPE 3D – REAL ESTATE (COMMERCIAL)

The Port Authority owns almost 100 commercial real estate properties with various purposes. Some properties were acquired for strategic reasons. The portfolio also includes listed buildings and other older buildings like factories. Increasing the sustainability of these types of properties is complex.

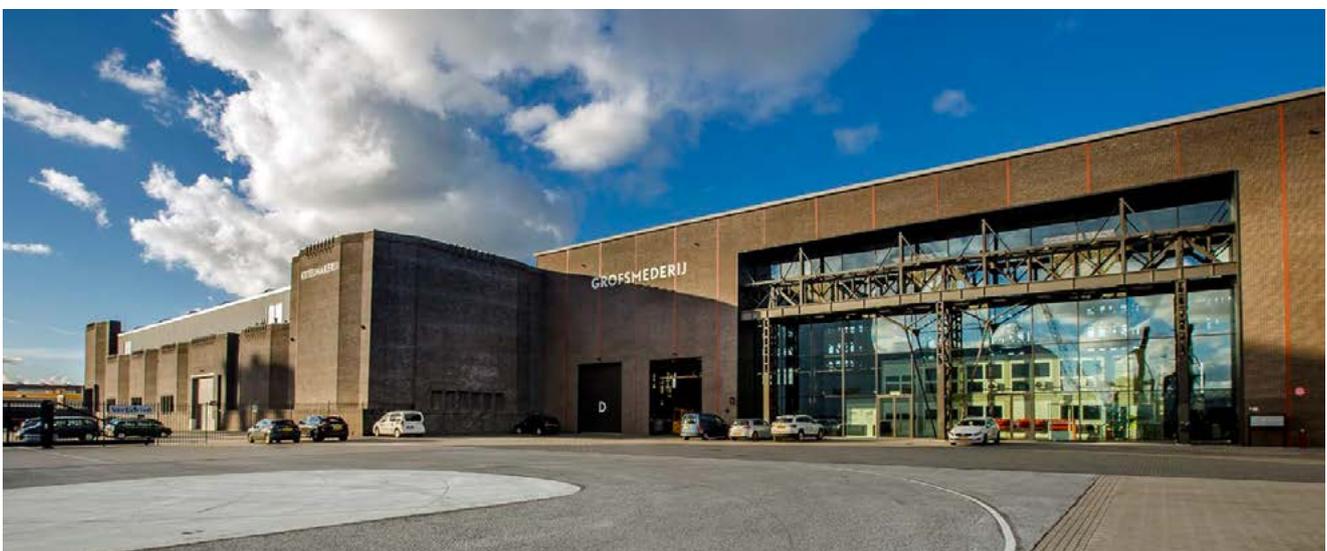
For commercial property, we distinguish between multi and single tenant sites. For multi-tenant locations, we are the energy supplier to the customer and the costs are passed on.

Therefore, we can directly influence the energy supply. At single-tenant locations, the tenant can purchase energy under their own name. We take advantage of moments when systems need to be replaced and redevelopments are required to reduce CO₂ emissions.

In 2019, the CO₂ impact of the commercial real estate was 1069 tonnes. We want to decrease this by a minimum of 45% by 2030. Remaining emissions will be offset.



CO₂ emission reduction target for commercial property

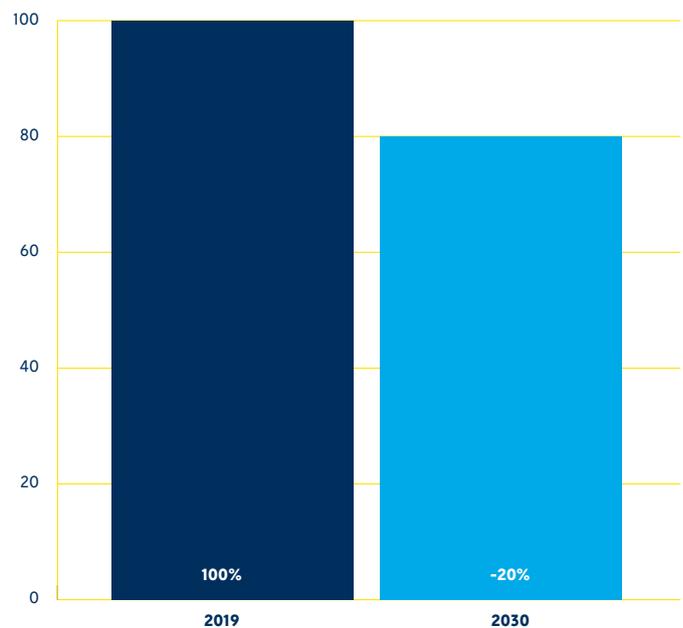


SCOPE 3E – SHIPPING

As a sustainability accelerator, the Port Authority also wants to contribute to the CO₂ reduction of shipping traffic, both marine shipping and inland shipping. Cooperation with partners in the chain is essential to this:

- The Port Authority is a participant in the Green Deal on Maritime and Inland Shipping and Ports. The aim of this national partnership is to decrease both airborne emissions (nitrogen, sulphur oxides and particulate matter) and emissions from greenhouse gases in shipping.
- The Port Authority is a leader in the World Ports Climate Action Program (WPCAP), a partnership between 12 international ports, which is focused on the role that port management has to play in reducing CO₂ within marine shipping.
- The Port Authority is a participant in the Getting to Zero Coalition, an international knowledge network in the area of CO₂ reduction in marine shipping. The network consists of 150 companies in the maritime, energy, infrastructure and financial sectors, supported by governments and non-profits. The network's ambition is to put into service the first zero emissions seagoing vessels starting from 2030.

In the period up until 2030, zero emissions sailing for seagoing vessels still needs to gain traction. In addition, marine shipping will continue to grow in the period until 2030. A reduction in emissions in absolute terms will therefore only reach a maximum of 20% until 2030. After 2030 and especially after 2035, an acceleration is expected to occur with regard to reducing emissions in marine shipping.



CO₂ emission reduction target for shipping

The efforts of the Port Authority to achieve an emissions reduction in maritime shipping are aimed at the realisation of shore power, alternative fuels and electrification (such as Zero Emission Services), vessel speed limits, incentive schemes such as the Environmental Ship Index (ESI) and the digitalisation of the logistics process via PortXchange, Navigate, Routescanner and Nextlogic. Shipping emissions that belong to scope 3 emissions caused by the Port Authority, are emissions in the management area of the Harbour Master Division: from 60 km offshore. Inland shipping emissions are also included in the calculation.

We have indicative figures for CO₂ emissions resulting from shipping traffic in the past few years. They vary from around 1500 to 2000 ktonnes per year. In 2023, we are working on improving the quality of these figures, so we can report on them in our annual report in accordance with the Greenhouse Gas Protocol.



7 Summary climate ambitions and objectives

The climate ambitions and CO₂ reduction targets outlined by the Port Authority are summarised in this overview. For the reduction targets, we take 2019 as a base year because 2020 and 2021 do not provide a representative benchmark due to COVID-19.

Scope	Description	CO ₂ reduction target 2019-2025	CO ₂ reduction target 2019-2030	CO ₂ neutral in year
1a	Vessels	75%	90%	present
1b	Vehicles	90%	100%	present
1c	Real estate (own use)	20%	90%	present
2	Purchased electricity and heat	40%	50%	present
3a	Business flights	70%	80%	present
3b	Employee commuting	40%	50%	present
3c	Contractor assignments (fuel)	-	45%	2040
	Contractor assignments (materials)	-	25%	2050
3d	Real estate commercial	-	45%	2040
3e	Shipping	-	20%	2050

For scope 1, 2 and 3a emissions, we offset any remaining emissions. We do this by purchasing carbon offset credits from the Climate Neutral Group. These are certified by Gold Standard, an independent organisation that assesses the integrity of carbon offset projects.

Currently, our compensation supports biogas plants at five locations in the Netherlands, which produce green electricity through the fermentation of manure. Previously our compensation was used to stimulate sustainable energy production in Brazil and for making vessels more sustainable using innovative coatings that use less fuel.

8 Approach

Ambitious CO₂ reduction targets cannot be achieved without hard work, whether for scope 1, 2 or 3 emissions. We are committed to doing everything we can to achieve the targets. CO₂ reduction will play an important role in every choice we make. We will need to remove financial, technological, operational and organisational barriers to accelerate CO₂ reductions. This requires extra attention, commitment and resources. The financial implications of each project and activity will be clarified in the context of the ambitions and targets described in this document. Furthermore, investments in the quality of CO₂ data and efficient collection of this data will be made in several areas.



