ACT

Assessing low-Carbon Transition

ACT step by step: prefiguration study

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AUTHORS:

Rémi Marcus, André Pedrosa-Rodriguez, Adrien Hébert

FOR:

Coordinator: Lisa Bertrand,

Steering committee: Lisa Bertrand, Fanny Fleuriot, Edouard Fourdrin, Romain Poivet

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Executive summary

CONTEXT, OBJECTIVES AND COURSE OF THE STUDY

In 2016, ADEME and CDP have forged a partnership to develop and promote the Assessing low-Carbon Transition [ACT] Initiative[1]. They combined their expertise to develop the ACT methodology. ACT recognizes companies, sector by sector, that have set ambitious climate commitments and are taking steps to ensure the transition to a low-carbon economy. ACT is a forward-looking, sector-based methodology that aims to evaluate a company's low-carbon strategy. It combines both quantitative and qualitative assessment indicators to reveal the company's alignment with the low-carbon transition.

Along the experimentations of ACT, many of the involved companies have expressed the need for a method that would help companies prepare, structure and/or improve their low-carbon strategies before they go through the ACT assessment. More generally speaking, a vast majority of the businesses have not yet integrated the upcoming low-carbon transition into their strategies. Many of them are looking for guidance and support to do so, and it is expected that many more express the same need in the coming years.

This prefiguration study was carried out in this context, with the objective of designing the draft version of an 'ACT step-by-step' model. During this study and in its deliverables, this projected approach was given either the generic name of "ACT step by step" or a more compact though provisory name of "ProACT".

The study was carried out between November 2019 and March 2020. It consisted of 4 phases:

1. Preliminary investigations: they included the identification of existing technical and non-technical resources that may be of use for ProACT, a benchmark of existing step-by-step approaches that may inspire ProACT, and a survey of a targeted sample of potential future ProACT stakeholders.
2. The design of a draft ProACT model, which capitalizes on the existing resources and aims to respond to the needs expressed through the survey and overall.
3. The proposition of a practical methodology and of the associated tools that would allow implementing the model, typically with the support of specialized consultants.
4. The presentation of the proposed approach to some potentially interested companies and consultants and the collection of their feedbacks through dedicated interviews.

The final report of the study is structured in 3 chapters: Chapter I presents the results of the pre-existing material inventory, benchmark and initial survey; Chapter II presents a draft version of the ProACT model; Chapter III details the main characteristics of the potential ProACT tools and resources, and of the practical implementation. The conclusion of the report uses the feedback gathered during the final interviews. In addition to the final report, the study was the opportunity to develop a draft version for some communication material that is appended to the report: 2 brochures and 1 FAQ.

[1] https://actproject.net. ACT is now a joint voluntary initiative of the UNFCCC secretariat Global Climate Agenda.

WHAT THE USERS EXPECT FROM PROACT

The potential future users express expectations that are altogether simple and very ambitious: ProACT should propose a clear and common framework applicable to any organization; it should also be flexible enough to adapt to the organization's activities, context and ambition; and it should be very practical in terms of the associated resources that come together with it: user-friendly tools to support the implementation and concrete solutions to the organization's challenges based on inspiring case studies, user feedback and sector-by-sector best practices.

FROM THE ACT FRAMEWORK TO AN ORIGINAL MODEL FOR PROACT

The starting points of the ProACT model development were on the one hand-side the adaptation of the standard Plan-Do-Check-Act management cycle to the step-by-step process of a low-carbon strategy design and implementation, and on the other hand-side the reorganization of the levers identified through the 9 modules of ACT into a more compact set of strategic levels, inspired by the classification of the Taskforce on Climate-related Financial Disclosure [TCFD] recommendations[2].

Governance
The organization's governance around the low-carbon transition.

Strategy
The actual and potential impacts of the low-carbon transition on the organization's businesses, strategy and financial planning.

Low-Carbon Transition (LCT) Management
The processes used by the organization to enable action, and to assess and manage low-carbon transition.

Metrics and Targets
The metrics and targets used to assess and manage carbon performance.

FIGURE 1: PROPOSED 4-LEVEL STRUCTURE OF LOW-CARBON STRATEGY

The strategic cycle was decomposed into 6 steps that together describe the generic process to structure and implement a new low-carbon strategy based on the existing.

The first version of a set of guiding questions that frames the subjects to be addressed by the organization was proposed. This set of questions reformulates the generic set of performance indicators used in ACT and is reorganized according to the above 4 strategic levels.

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[2] https://www.fsb-tcfd.org/publications/final-recommendations-report/

	METRICS & TARGETS	LCT MANAGEMENT	STRATEGY	GOVERNANCE
1. Current situation			• Company profile • Transition strategy maturity to date	
2. Issues and challenges	• Carbon performance metrics • Carbon performance assessment		• SWOT analysis • (Scenario testing)	• Board training
3. Vision			• Long-term vision • Transition roadmap	• Board engagement
4. Strategy	• Carbon performance targets		• Strategic plan (by domain/function)	• Board commitment
5. Action plan		• Identification of potential actions • Actions assessment • Actions selection		
6 . Monitoring & implementation		• Action plan monitoring • Action plan management		

FIGURE 2: THE ACTIONS OF THE 6-STEP STRATEGIC PROCESS ORGANIZED BY STRATEGIC LEVEL

In order to both provide maximum guidance to the organization through this frame and allow a straight-forward auto-assessment, the concept of the maturity matrix – already used for the qualitative modules in ACT – was extended as the scale system for all the questions[3]. The obtained set of 37 questions and corresponding maturity matrices was named the auto-assessment grid.

Remarkably, a clear correspondence can be made between a given question and the step during which the organization is supposed to build a response to this question. Only the steps #2 to #5 are involved due to the design of the 6-step cycle: Step #1 consists of an initial auto-assessment and Step #6 consists of the implementation of what was prepared during the previous steps.

A good fit between the auto-assessment grid and the step-by-step approach requires two simple adaptations from the raw version of the grid derived from the ACT indicators:

- Include complementary questions to allow formal consistency of the questions asked across the themes addressed through the ACT modules (although they are reorganized according to the 4 strategic levels)

[3] Only some example maturity matrices that involve questions referring to quantitative indicators in ACT have been produced at that stage of the prefiguration study, in order to demonstrate feasibility. Both a more mature set of questions and the corresponding maturity matrices remain to be produced and tested under the development phase that will follow.

- Include intermediate questions to identify some necessary preparation work related to a subsequent step. For example, define some carbon metrics during and assess current carbon performance during Step #2 are necessary to the setting carbon performance targets during Step #4.

A second version of the set of ProACT questions was developed and proposed to take into account these necessary adaptations.

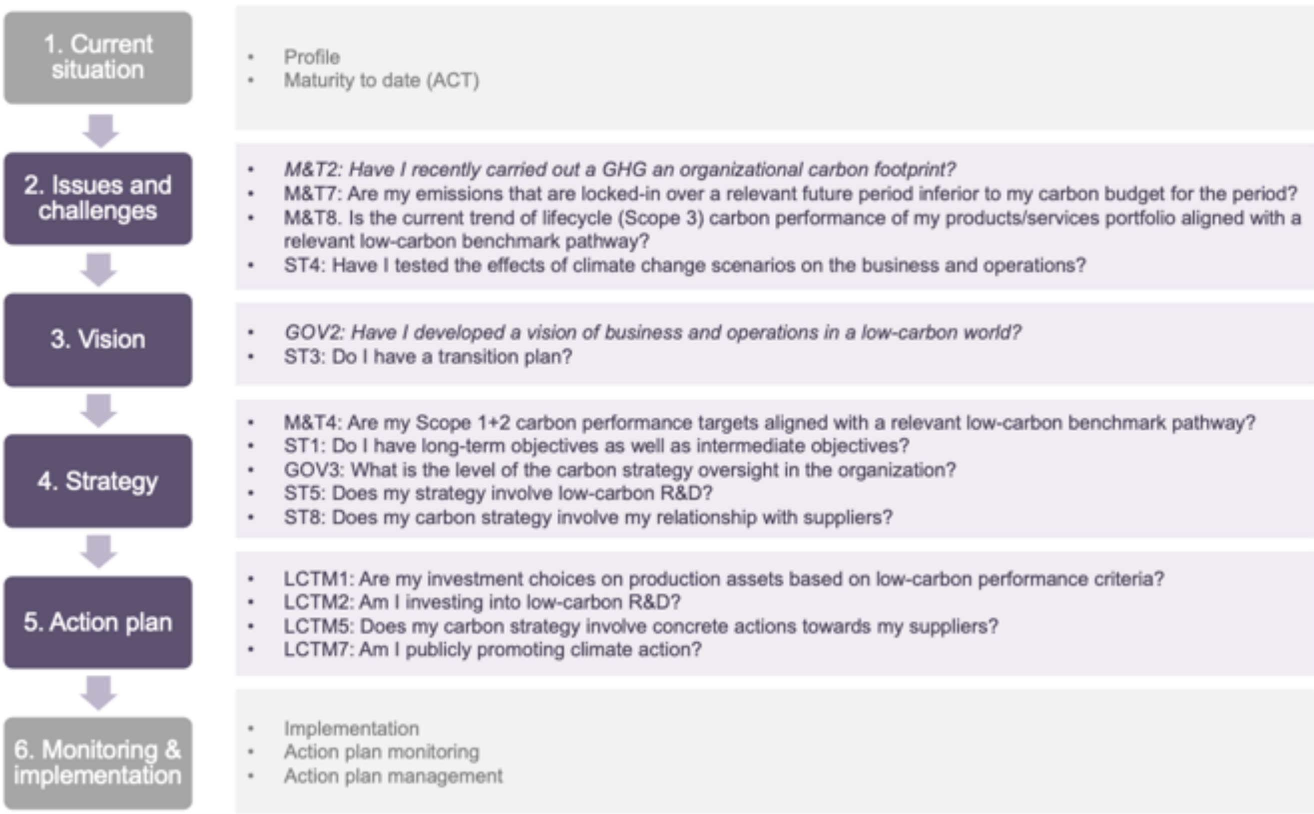

FIGURE 3: EXAMPLES OF QUESTIONS INCLUDED IN THE PROACT GRID (M&T = METRICS & TARGETS; LCTM = LOW-CARBON TRANSITION MANAGEMENT; ST = STRATEGY; GOV = GOVERNANCE)

The auto-assessment grid is a key thread in ProACT. It is to be used all along the 6 steps:

- Step #1: the grid is set up for the organization (not all questions apply to all companies) and an initial auto-assessment is carried out.
- Steps #2 to #5:
  - While entering into a given step, each question and the initial response given by the organization are considered, and an objective of a higher response level is set
  - For each question, the organization will be building a response corresponding to the targeted level during the rest of the step
- Step #6: the organization implements climate action; it may choose to use the auto-assessment grid as one of the tools to monitor progress.

Remark

At that stage, two options remain for the final version of the set of ProACT questions:

- *A compact version that only covers the most common performance indicators of ACT and is common to any organization engaging into ProACT (the set of questions proposed within this study corresponds to this option)*
- *A more extended and flexible version that potentially covers all performance indicators of ACT, including those that are very specific to some sector(s)*

The latter option obviously improves the grid adaptability to the organization's needs but it simultaneously complexifies the development of the grid, the grid itself, and its use by the organization.

TABLE 1: EXAMPLES OF POTENTIAL MATURITY MATRICES FOR INDICATORS THAT ARE QUANTITATIVE IN ACT

Question	Basic	Standard	Advanced	Next-practice	Low-carbon aligned
Are my targets on carbon performance aligned with a low-carbon pathway ?	No target	The quantitative target(s) do not cover a major share of the emissions	The quantitative target(s) cover(s) a major share of the emissions	The quantitative target(s) cover(s) >90% share of the emissions and reduce the distance between the low-carbon pathway but are not lowC-aligned	The quantitative target(s) cover(s) >90% share of the emissions and are fully lowC-aligned
Am I carrying out interventions on my products that contribute to their global low-carbon performance ?	No intervention or only scarce interventions with no measurable impact on individual carbon performance of products	Interventions on a minor share of the products with minor impact on individual carbon performance of products	Interventions on a majority of products with minor impact on global carbon performance of products <u>or</u> interventions on a minority of products with limited impact on individual carbon performance of products	Interventions on a majority of products with limited impact on global carbon performance of products	Interventions on a majority of products with a major impact on global carbon performance of products
Are my immaterial investments contributing to low-carbon R&D ?	No immaterial investment in low-carbon R&D	Minor share of R&D investments or innovation projects dedicated to low-carbon technologies	Significant share of R&D investments or innovation projects dedicated to low-carbon technologies	Significant share of R&D investments or innovation projects dedicated to low-carbon technologies, including non-mature technologies	Major share of R&D investments or projects dedicated to low-carbon technologies, including a significant share dedicated to non-mature technologies

In ACT, the narrative score looks at the same aspects of the organization's strategy as the performance score, but from complementary angles. It is based on 4 qualitive criteria – (i) Business model and strategy, (ii) Consistency and credibility, (iii) Reputation, and (iv) Risks – that are assessed through maturity matrices. It was proposed that these narrative score criteria play a similar role in ProACT as they do in ACT: monitored all along the process, they will provide the organization with an alternate point-of-view on the low-carbon strategy under development. Formally, they will simply be attached to the auto-assessment grid.

TYPICAL PROCESS DURATION

The implementation of ProACT by an organization will highly depend on its profile, context, objectives and overall maturity regarding the decarbonization challenges. Each given project will have to be specifically adapted according to these aspects. However, a typical sequence of events for a generic ProACT process implementation was proposed. It shows that Steps #1 to #5 will typically last a total of 5 to 12 months, with the need for the realization of the organization's GHG footprint being the major variable in that period.

TABLE 2: APPROXIMATE DURATION OF THE PROACT STEPS

STEP	Detailed duration per step	Consolidated duration
STEP 1 CURRENT SITUATION	1 week	≈ 0,5-1 year
STEP 2 ISSUES & CHALLENGES	1 to 5 months	
STEP 3 VISION	2 weeks to 1 month	
STEP 4 STRATEGY	1 to 2 months	
STEP 5 ACTION PLAN	2 to 3 months	
STEP 6 MONITORING & IMPLEMENTATION	4 to 5 semesters	≈ 2-2,5 years

The description of the practical implementation shows the diversity of actions through which the organization will have to go:

- Assessments: initial auto-assessment and potentially the organization's GHG footprint
- Strategic analyses, including a SWOT analysis
- Technical investigations: design of carbon metrics, benchmark pathways identification, carbon performance targets setting
- Creativity sessions for long-term vision, transition roadmap and strategy definition
- Identification of concrete actions
- Project management and monitoring

PRACTICAL RESOURCES FOR PROACT

In order to be very operational and therefore live up to the expectations set by the potential future users, ProACT will need to be associated with practical tools and resources. Due to the diversity of the subjects to address and actions to take in ProACT, these resources will have to be of various kinds. A resource package was therefore proposed, which would be composed as presented in the table below. The development of the ProACT resource package is a major challenge for ProACT in several ways. The resource package is where the users should find a fair part of the added value that they expect from ProACT, including the aspects listed in the right column of the table.

TABLE 3: PROPOSED PROACT RESOURCE PACKAGE

	Short description	Core added value	Examples of potentially included items
ProACT Grid	Is the progress dashboard along the process. It includes the list of questions through which company low-carbon strategy maturity is described.	Clear mapping to a mature low-carbon strategy	N/A
Carbon Performance Toolbox	Handles the carbon metrics, performance and pathways of the organization. It also supports the setting of the carbon performance targets.	Technical support on the management of the organization's specific carbon performance	Company pathways and targets input interface Data (pathways) visualization Quantitative benchmarks database Generic ACT indicators processing (gap analysis, trend analysis…)
Strategy Design Toolbox	Includes a variety of tools that will operationalize the analysis of the current situation and the design of the future low-carbon strategy	Relevant guidance to the analysis and design process of the strategy	SWOT matrix (revisited to zoom on low-carbon transition stakes) SCAMPER matrix Handbook of animation/facilitation techniques
Online Resource Center	Is where the organization will find inspiration: case studies, advanced companies' feedback, technical solutions…	Concrete solutions and inspiring case studies relevant to the activity and overall context of the organization	Examples of solutions implemented in companies, by theme: logistics, commuting, business travels… Feedback from ProACT users (e.g. key success factors)
Action Plan Manager	Helps the organization build, monitor and manage the action plan during the implementation of your strategy	Propose and manage relevant and flexible classification, criteria and monitoring indicators	Action selection tool: criteria, scoring Detail list of actions in validated plan Control panel on implementation of action plan

ProACT covers business strategy as well as carbon management. In both domains, a lot of material already exists and may contribute to the production of adequate resources for ProACT – methodologies, tools, creativity techniques. It will be critical to compile rather than duplicating resources that are already available to the users[4], both in terms of optimizing the development effort and of not confusing the users. However, some thorough development will still be

[4] This applies in particular to the resources made available by ADEME via the ADEME website dedicated to GHG management: https://www.bilans-ges.ademe.fr.

needed to adapt and potentially consolidate them into user-friendly relevant ProACT tools. For example, many strategic analysis and design tools exist but they do not deal with or include the context of the low-carbon transition. In the domain of GHG management, various kinds of technical resources (methodologies, database, tools, benchmarks…) can potentially contribute to ProACT but they need to be selected, organized and potentially adapted to provide a complete and consistent package for ProACT.

THE SUPPORT FROM SPECIALIZED CONSULTANTS

An explicit, formal or systematic role was not proposed for the consultants in ProACT. None-the-less, it is very clear that the consultants will also be a key resource to most of the engaging companies. As a matter of fact, the initial survey of the study showed that, besides practical resources, the companies will count on the consultants to accompany them not only on the most critical or technical aspects, but for the whole process.

The consultants will probably be the primary users of the tools in many cases and an intermediary between ProACT and the organizations. This will be both an opportunity and a challenge for them, as they will be expected to provide their clients with a full panel of expertise:

- On ProACT
- On GHG accounting and carbon performance targets and benchmarks
- On strategic analysis and design
- On project management
- On the animation of groups and facilitation of creativity sessions

A first estimate was established for a consultant who will accompany an organization along a generic ProACT process: it should represent an average of 10 persons.days [p.d] per year (30 p.d in total) with the major share of these (20 to 25 p.d) to be spent during the first year (Steps #1 to #5). Actually, the mission profile – and therefore the mission volume – will vary a lot as a function of the organization's context, objectives and expectations towards the consultant. Any indicative number of persons.days communicated by the ACT Initiative should therefore be accompanied with the description of the corresponding mission specifications.

MINIMUM REQUIREMENTS AND THIRD-PARTY VERIFICATION

By default, the model based on the 6 steps and the auto-assessment grid leaves an organization freely set own level of ambition and progress pace. Setting minimum requirements for the company may involve the two aspects:

- **Process duration**: considering that ProACT should ideally be integrated into the strategic cycle of the organization, an indicative duration of 3 years is deemed relevant: the steps #1 to #5 can be completed within less than 1 year while years 2 and 3 will be used for implementation. The question remains whether that 3-year duration should be only indicative or a maximum.
- **Minimum ambition**: minimum ambition criteria can be set in different ways. In order to remain simple and address the primary target users of ProACT, it was decided to formalize them as minimum response levels for some key questions of the grid that would be pre-requisites to proceed to the next step. A first set of such criteria was proposed.

Provided the organization sets minimum ambition and progresses reasonably quick along the steps, ProACT has clear and concrete benefits, which are listed in the brochures. Maximizing the value of ProACT for the organization may also include visibility.

Actually, setting requirements to the user implies a form of audit or control if such requirements are not to remain purely indicative. The opportunity of developing any form of verification of the organization's progress and pace during the process does not have to be decided at that stage, but at least it had to be explored as it is also related with the potential visibility of organizations engaged into ProACT.

Based on the idea that visibility should rely on concrete achievements of the company and that the control of the evidence presented by the organization should be straightforward, a 3-level verification system presented in the adjacent table was imagined. It is simple enough to allow the ACT Initiative to manage verification internally, though the system management may also be subcontracted. The evidence items that the organization has to provide in order to reach the 2nd level may include a Board statement that all pre-requisites to next steps have effectively been achieved for the first 4 steps. The question of whether the verification process and associated visibility should be mandatory or only an option for the organization that engages into ProACT remains open at that stage.

FIGURE 4: PROPOSED PRINCIPLE FOR THE THIRD-PARTY VERIFICATION IN PROACT

STUDY ACHIEVEMENTS AND REMAINING CHALLENGES

ProACT, as described above, was presented to 2 companies and 2 consultants during the final phase of the study. Their feedbacks were obtained through individual 1-hour interviews. The clarification questions asked by them were used as a basis to produce a draft FAQ appended to the final report.

It appears from these interviews that the general ProACT model (6 steps, 4 strategy levels, grid derived from ACT that uses the maturity matrix concept) is clear and relevant. Besides this positive feedback, the interviewees identified some additional strengths:

- Effective board engagement is requested
- ProACT is a concrete solution for the organizations that want to appropriate their carbon strategy
- ProACT is potentially applicable and relevant both for beginners and for advanced organizations
- ProACT values the efforts of the proactive companies that are not yet ready but are on their way
- ProACT will help allow differentiation between ambitious low-carbon strategies with concrete action and laggards or greenwashing
- The ACT Initiative is led by ADEME and CDP, which sends a clear signal – especially in France – that ProACT is the adequate approach for a company to structure a low-carbon strategy

There is no consensus on whether 3 years should be a maximum process duration or only indicative, and on whether a 3-level visibility associated with minimum requirements and deliverables should be mandatory or only optional. In terms of naming, ProACT has obtained a majority of votes among the proposed options but there was no enthusiasm about this name: a better option may still arise.

There is consensus that the major challenge in the future development of ProACT lies in the resource package, both in terms of feasibility and because it is a key success factor for ProACT. The resource package should combine user-friendliness, the flexibility to address all potential businesses and the ability to provide examples, recommendations and relevant solutions to all kinds on organizations.

This prefiguration study has confirmed the potential of the ProACT approach to structure the low-carbon strategy of organizations and potentially – for those who are interested – put them on track to ACT. It has allowed some significant progress, in a promising direction, for the definition of a ProACT model and for the description of a full resource package. None-the-less, it also confirmed that ProACT is an ambitious and challenging project for the ACT Initiative: it will require a substantial development effort to both include adaptation and compilation of existing resources, and progressive capitalization on the users' feedbacks, best practices and success stories.

Introduction

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1. Pre-existing material

1.1. INITIAL SURVEY

1.1.1. OBJECTIVE AND QUESTIONNAIRE

The objective of the initial survey was to gather information on the main expectations of the companies and consultants with respect to a method that would prepare companies for an ACT assessment and therefore structure their low-carbon strategy.

The survey was conducted in French. The questions and answers reproduced in this report are therefore translated from French to English.

The survey questionnaire is provided in the Appendix 1: Survey questionnaire (the survey questionnaire was sent in French, given that the contacts were all French native speakers.

1.1.2. SAMPLE

The survey questionnaire was sent to 10 potential ProACT stakeholder representatives. The sample includes 5 companies and 3 consultants. The feedback rate was 100%: all 10 contacts responded to the survey.

TABLE 4: SURVEY SAMPLE LIST

COMPANIES	**Chanel**	Sarah BENABDALLAH
	Maisons du Monde	Rémi-Pierre LAPPREND
	Neotoa	Delphine COYO
	Transports Serge Derval	Dominique DERVAL
	Vinci Immobilier	Christelle BELIN
CONSULTANTS	**Arp-Astrance**	Emilie MAZZA
	Ekodev	Paul MADOZ
	I Care & Consult	Léo GENIN
OTHERS	**ADEME**	Lisa BERTRAND
	Association Bilan Carbone	Damien HUET

1.1.3. RESULTS

Question 1: "To which point companies lack of each of these factors to elaborate and implement their climate strategies?"

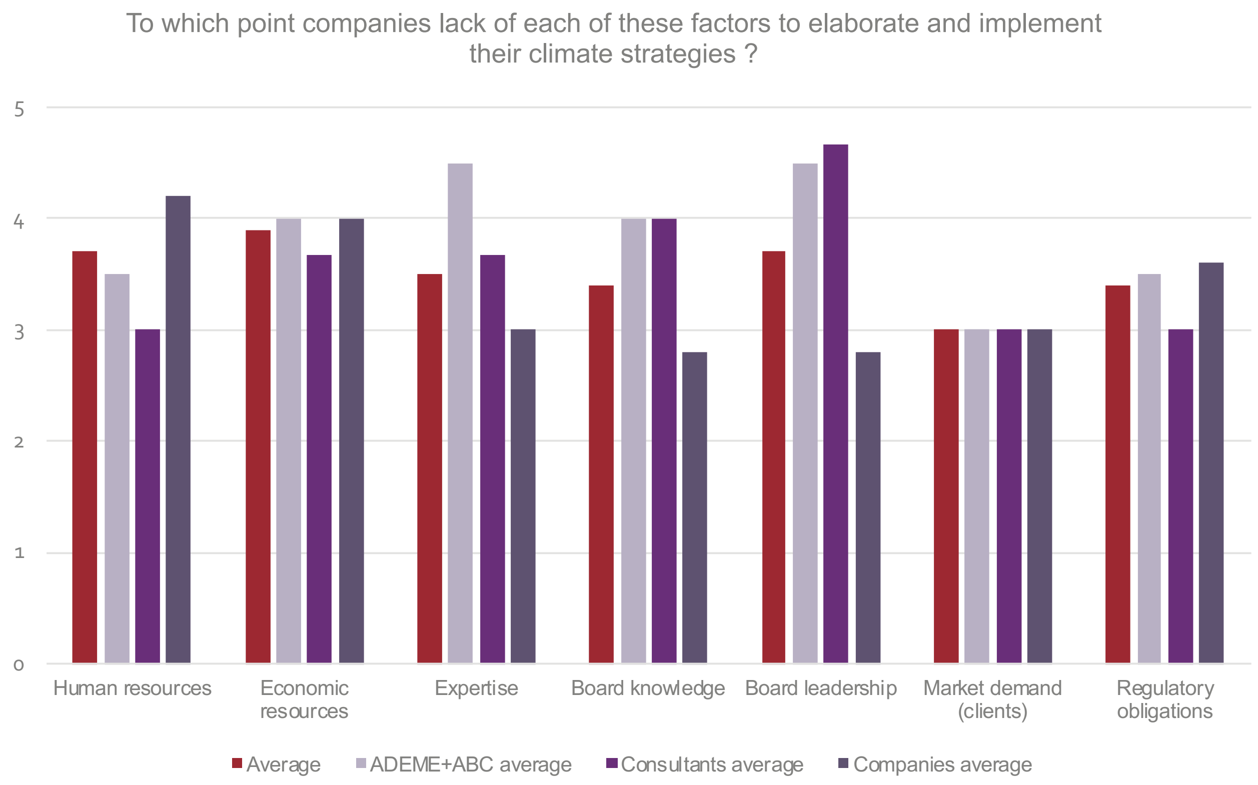


FIGURE 5 : "TO WHICH POINT COMPANIES LACK OF EACH OF THESE FACTORS TO ELABORATE AND IMPLEMENT THEIR CLIMATE STRATEGIES?" – DETAILED ANSWERS

KEY LEARNINGS:

- **There is relative homogeneity among aspects** when considering the average of all responders' answers.
- **Internal factors (first 4 from the left) lack more** than external ones.
- The profile of answers varies a lot depending on the responder category:
  - **Companies identify the resources** (economic and human) as the main factors
  - **The other responders identify Board knowledge and leadership** as the main factors

Question 2: “What are the key strengths and weaknesses that will make ProACT a success or a failure?”

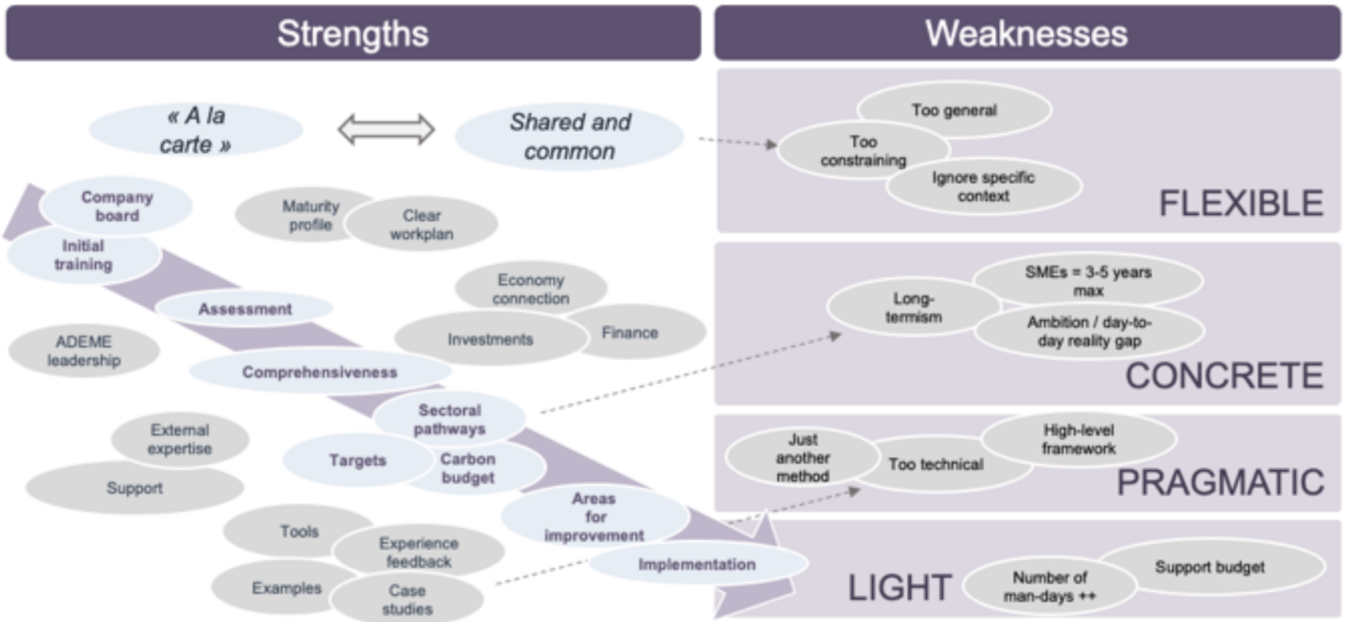


FIGURE 6 : OVERVIEW OF THE ANSWERS TO “WHAT ARE THE KEY STRENGTHS AND WEAKNESSES THAT WILL MAKE PROACT A SUCCESS OR A FAILURE?”

KEY LEARNINGS:

The general strengths that the responders expect from ProACT are:

- It is **flexible** so it can be adapted to each company profile
- It is **clear**: the step-by-step process is easy to describe and understand
- It is **pragmatic**: the ambition it promotes for the low-carbon strategy is realistic with respect to the actual company activity and overall situation
- It drives **concrete** action: it does not only raise questions, it also proposes solutions and inspiring success stories
- It is **light**: it does not require a heavy budget and/or heavy human resources

Question 3: "What are the aspects of the climate strategy elaboration and implementation on which the support from a consultant will be most critical?"

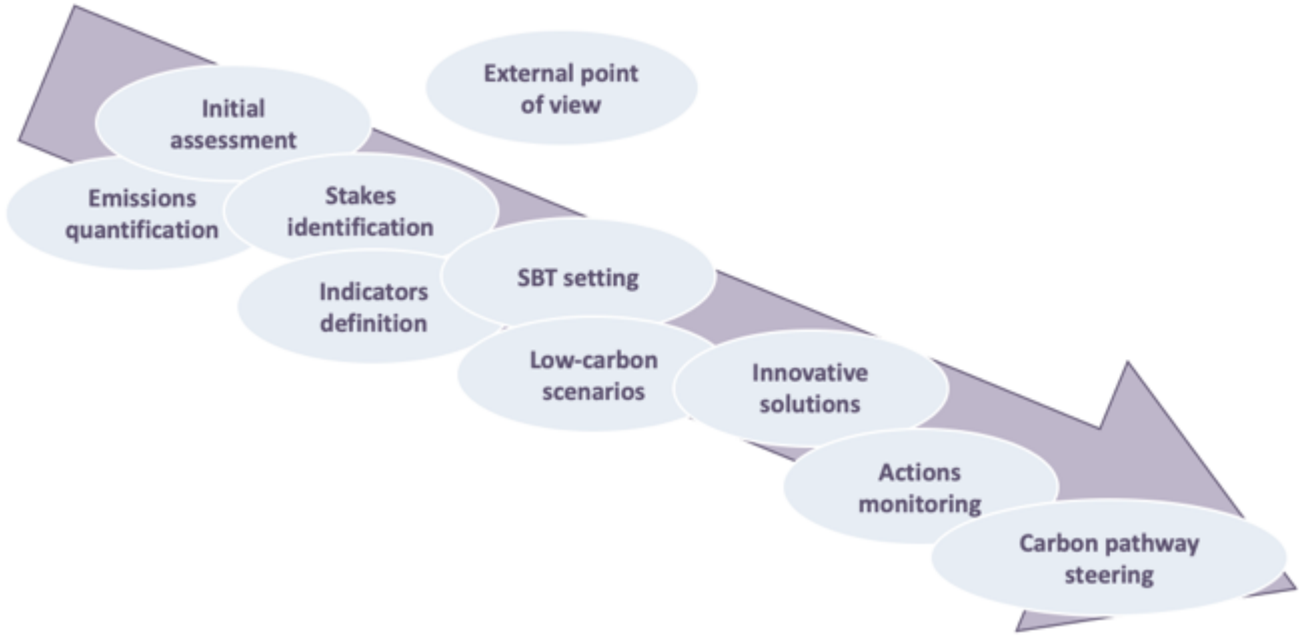


FIGURE 7 : OVERVIEW OF THE ANSWERS TO : "WHAT ARE THE ASPECTS OF THE CLIMATE STRATEGY ELABORATION AND IMPLEMENTATION ON WHICH THE SUPPORT FROM A CONSULTANT WILL BE MOST CRITICAL?"

KEY LEARNING:

- The support from a consultant is considered useful or critical **all along the strategy elaboration and implementation process**.

1.2. EXISTING METHODOLOGIES AND TOOLS

1.2.1. OBJECTIVES

The existing methodologies and tools that can potentially be useful along the ProACT process were inventoried. The objective was to identify material that could be used as such for ProACT or that could serve as a basis or an inspiration to the development of the ProACT methodology or resource package.

1.2.2. RESOURCES CLASSIFICATION

- **STRATEGY DESCRIPTION**

As the investigation was carried out before any of the ProACT characteristics was designed, the **9 ACT modules** were used to structure the inventory.

A **4-step strategic cycle based on a Plan-Do-Check-ACT approach** was also proposed for the purpose of differentiating the step in which identified resources are relevant along the low-carbon strategy structuration and implementation process.

These two classifications structure the matrices that present the identified resources.

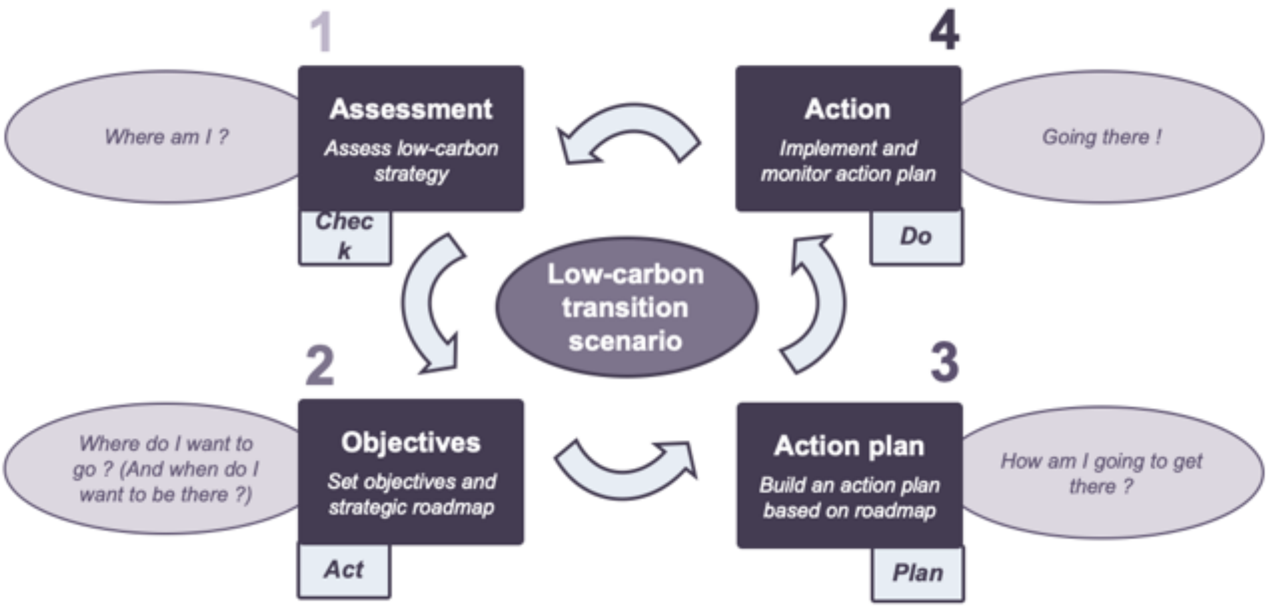


FIGURE 8 : 4-STEP GENERIC CYCLE FOR A LOW-CARBON STRATEGY

- **TYPES OF RESOURCES**

The identified resources were classified according to two criteria:

- Strategic analysis & design | technical resources – One matrix is presented for each in the results
- General approaches | applied methodologies | practical tools – A typo code allows differentiating the resources depending on their nature in the matrices used to present the results

Descriptions of acronyms and abbreviations used in these tables are available in the Appendix 2: .

1.2.3. RESULTS

TABLE 5 : WHAT DOES EACH STEP OF THE STRATEGY PROCESS CONSIST OF IN RELATION TO EACH MODULE?

Check **1. ASSESSMENT** Assess low-carbon strategy	Act **2. OBJECTIVES** Set objectives and strategic roadmap	Plan **3. ACTION PLAN** Build an action plan based on roadmap	Do **4. ACTION** Implement and monitor action plan	*What does each step of the strategy process consist of in relation to each module?*
Identify low carbon reference trajectories for the company (Scopes 1, 2, 3)	**Set long-term and medium-term carbon performance targets (Scopes 1,2,3)**	-	-	**Module 1** Targets
Take stock of the actions carried out / Update BEGES and locked emissions / Evaluate carbon performance vs. set objectives (Scopes 1,2)	Which indicators+objectives and strategic orientations for material investments?	Establish an action plan based on strategic objectives and orientations	Implement and monitor the action plan	**Module 2** Material investments
Make an inventory of current innovation projects and associated budgets (allocated + programmed)	What indicators+objectives and strategic orientations for R&D?	Establish an action plan based on strategic objectives and orientations	Implement and monitor the action plan	**Module 3** Intangible investments
Establish an performance analysis of the products/services sold	What indicators+objectives and strategic directions on product performance?	Establish an action plan based on strategic objectives and orientations	Implement and monitor the action plan	**Module 4** Performance of products
List the measures conducive to a dynamic of transition: management, training, monitoring, progress plans, forward planning, etc.	**Establish a transition plan (Roadmap - "narrative")** What objectives in terms of goverance/ HR incentives / training / thematic plans / foresight?	Establish an action plan based on strategic objectives and orientations	Implement and monitor the action plan	**Module 5** Management
Conduct an analysis of the supplier portfolio / Draw up an inventory of actions carried out with suppliers	What indicators+objectives and strategic orientations on supplier relationship ?	Establish an action plan based on strategic objectives and orientations	Implement and monitor the action plan	**Module 6** Suppliers
Conducting a customer analysis / Making an inventory of actions carried out with customers	What indicators+objectives and strategic orientations on client relationship ?	Establish an action plan based on strategic objectives and orientations	Implement and monitor the action plan	**Module 7** Clients
Conducting an analysis of the company's participation in collective actions / organisations	What indicators+objectives and strategic directions on public engagement?	Establish an action plan based on strategic objectives and orientations	Implement and monitor the action plan	**Module 8** Policy engagement
Inventory and analyze operational economic models or those being tested	Which indicators+objectives and strategic orientations on the business model?	Establish an action plan based on strategic objectives and orientations	Implement and monitor the action plan	**Module 9** Business model

In the following table, climate resources are separated from strategic resources, and practical tools are separated from applied methodologies and general approaches according to the following legend:

TABLE 6 : WHAT ARE THE APPROACHES, METHODOLOGIES AND TOOLS THAT MAY SUPPORT PROACT?

Check	Act	Plan	Do	
1. ASSESSMENT Assess low-carbon strategy	**2. OBJECTIVES** Set objectives and strategic roadmap	**3. ACTION PLAN** Build an action plan based on roadmap	**4. ACTION** Implement and monitor action plan	*What are the approaches, methodologies and tools available that may support ProACT ?*
Specific KPI's by theme (+BaseC) (achievement of objectives)	*Specific KPI's by theme (objectives)* ----- ***(Analysis)*** ***SWOT / PESTEL*** ***5 Forces / Eisenower Matrix / VMOST***	***Guide PA + SM-GES*** ----- ***(Elaboration)*** ***Balanced scorecard*** ***SCAMPER / Design thinking***	***Guide PA + SM-GES***	***Transverse***
IEA + SBT + ACT Other sectorial & territorial paths	**SBT + ACT**			**Module 1** Targets
Bilan GES methods + Sectorial guides BEGES Locked emissions ACT	Locked emissions ACT	Screening assets & projects (carbon criteria) Carbon price in projects		**Module 2** Material investments
	Panorama - I4CE / CPI landscape / EU Taxonomy / **BR platform / PACTA / EII** ----- **BCG Matrix / Mc Kinsey**	Screening projects (carbon criteria)		**Module 3** Intangible investments
Product Carbon Hotspotting **ACV / Bilan Produit / ISO14067**	**BCG Matrix / Mc Kinsey**	Product carbon hotspotting of products: **ACV / Bilan Produit / ISO14067 / QGES**		**Module 4** Performance of products
	ACT maturity matrices	Individual objectives / Internal carbon pricing / Specialized training BC, ACT, etc. / Climate change scenario testing / Specific management systems (energy, waste, etc.) ----- **Kotter's change model** **Hoshin method**		**Module 5** Management
	ACT maturity matrices			**Module 6** Suppliers
	ACT maturity matrices			**Module 7** Clients
	ACT maturity matrices			**Module 8** Policy engagement
	ACT maturity matrices ----- **Value chain of Porter**	**Business Model Canvas** **Blue Ocean strategy**		**Module 9** Business model

Legend: *Climate: general approaches* | Climate: applied methodologies | **Climate: practical tools** | **Strategy: tools**

1.3. INSPIRING APPROACHES: A BENCHMARK

1.3.1. OBJECTIVES

Many methodologies or formalized processes already exist to support companies along continuous improvement cycles in the environmental or sustainable development domain, although they are used in varied contexts and with varied goals. The objective in analyzing a relevant sample of those was to identify some characteristics – whatever the nature of these characteristics – that may also be good ideas for ProACT.

1.3.2. SAMPLE AND CRITERIA

11 approaches that could be an inspiration for ACT have been investigated within this benchmark. They voluntarily encompass a variety of target types, geographic perimeters, levels of ambition, expertise domains, and purposes.

TABLE 7: BENCHMARK OF APPROACHES: SAMPLE LIST

APPROACH	SUPPORTING ENTITY
CIT'ERGIE®	ADEME
GREEN TICKS SCHEME	Bright Green Business
BDF	Ekopolis
1.2.3 ENVIRONNEMENT	CCI France
LABEL LUCIE®	Lucie
B CORP	B Lab
CORPORATE CLIMATE ACTION	We Mean Business
CARBON PROGRESS	Bureau Veritas Certification
SBT	Science-Based Targets Initiative
NATURAL CAPITAL PROTOCOL	Natural Capital Coalition
SM–GES®	Association Bilan Carbone

All approaches were analyzed versus the same set of criteria:

- Target (customers)
- Purpose (scope and goal)
- Governance (stakeholders and positions)
- Methodological framework

- Implementation scheme
- Potential recognition
- Package (methods/tools)
- Take away for ProACT

1.3.3. RESULTS

The table below presents the "Take away for ProACT" that have been identified throughout the analysis of the 11 approaches. The full benchmark is presented in the Appendix 3: detailed benchmark analysis.

TABLE 8: « TAKE-AWAY FOR PROACT » ITEMS FOR EACH BENCHMARKED APPROACH

SYSTEM	METHODOLOGICAL FRAMEWORK	IMPLEMENTATION	OTHERS
CIT'ERGIE®	-6 themes with sub-themes and Indicators -Indicators match with actions	4-step 'implementation + rating' system	Animated pool of advisors
GREEN TICKS SCHEME	6 stages with specific themes for each	Implementation uses a phased approach: companies can choose to implement a full EMS or only certain phases	
BDF	-Thorough (+200) and thematic grid of criteria -Pre-requisites per level + points-based scale	The ability to adapt the evaluation to the characteristics of each project: tailor-made set of criteria	The advisor kit allows him gain knowledge on the assessed topics.
1.2.3 ENVIRONNEMENT		-Progress pace adapted to companies' specific situations -3 progressive levels divided into standardized steps	Involvement of local 'business authorities'
LABEL LUCIE®	Available in 8 specific versions depending on the type of organization		-2-day initial training to gain skills on CSR -Communication kit after the labelling
B CORP		The B Impact Assessment is customized / modular as a function of company's size, sector, geographic market and industry.	
CORPORATE CLIMATE ACTION	Spotlights companies for a set of identified commitments and management practices		Website promoted as a dynamic tool for companies (with campaign guidelines, videos, templates, etc.)
CARBON PROGRESS	Compliance implies global emissions reduction (3%/year)	General framework with full flexibility on operational tools and methods	Governance for the development process
SBT			-Target-setting tool and other dedicated resources on website -Commitment letter engaging the company into the SBT initiative

SCIENCE-BASED TARGETS INITIATIVE			-Companies showcased on site
NATURAL CAPITAL PROTOCOL	-The logic scheme from "measure" to "external disclosure" : Measure, value, decision making, strategy, external disclosure	-The Framework is an implementation scheme that uses a 4-stage / 9-step approach	-The multitude of resources available to help organizations apply the protocol by themselves.
SM–GES®	-PDCA-based method -Initial training delivered -Suits all kind of organizations (companies, non-profits, local communities, etc)	-Tools that support companies through every step of the process.	

2. Building a model for ACT Step by step

2.1. INITIAL SPECIFICATIONS FOR PROACT

ProACT shall first comply with the following general specifications:

- The **targeted users** are any organization, from any activity sector and any legal form
- The **goal** is to accompany the organization in the structuration of its low-carbon strategy
- The **third-party assessment** that will value the company progress is the ACT standard

It should also aim to match with the results of the initial survey that underline the expected qualities of ProACT, namely it should be **clear, flexible, pragmatic, concrete and light**.

As shown through the initial investigations for the study, there is a lot of existing material that can be used for the purpose of low-carbon strategies – general approaches, applied methodologies or practical tools of various types: ProACT should draw on these existing resources.

And lastly, as many comparable models have already been designed and implemented in the past, in various contexts and at various scales, ProACT should inspire from such approaches and adapt some of their characteristics – when relevant – that were highlighted through the benchmark presented in the initial Chapter.

2.2. LOW-CARBON STRATEGY CHARACTERIZATION

The goal of ProACT is to structure the organization's low-carbon strategy. It is therefore essential to characterize what the low-carbon strategy is, beyond a general definition of it.

2.2.1. GENERAL STRUCTURE OF THE LOW-CARBON STRATEGY

In order to propose a formalized methodology, it is necessary to design the list of characteristics that together describe what a low-carbon strategy is.

According to ACT, the strategy consists of 9 themes (modules) and each one of them is composed of a set of indicators that together provide a description of the strategy.

TABLE 9: THE 9 MODULES OF THE ACT FRAMEWORK

PERFORMANCE MODULES	**1 – Targets** **2 – Material Investments** **3 – Intangible Investments** **4 – Sold Product Performance** **9 – Business Models**

INFLUENCE MODULES	**5 – Management** **6 – Supplier Engagement** **7 – Client Engagement** **8 – Policy Engagement**

Additional investigation provides an additional option that is directly inspired from the TCFD[6] and proposes an alternate strategy description frame adapted from it, as shown in the figure below.

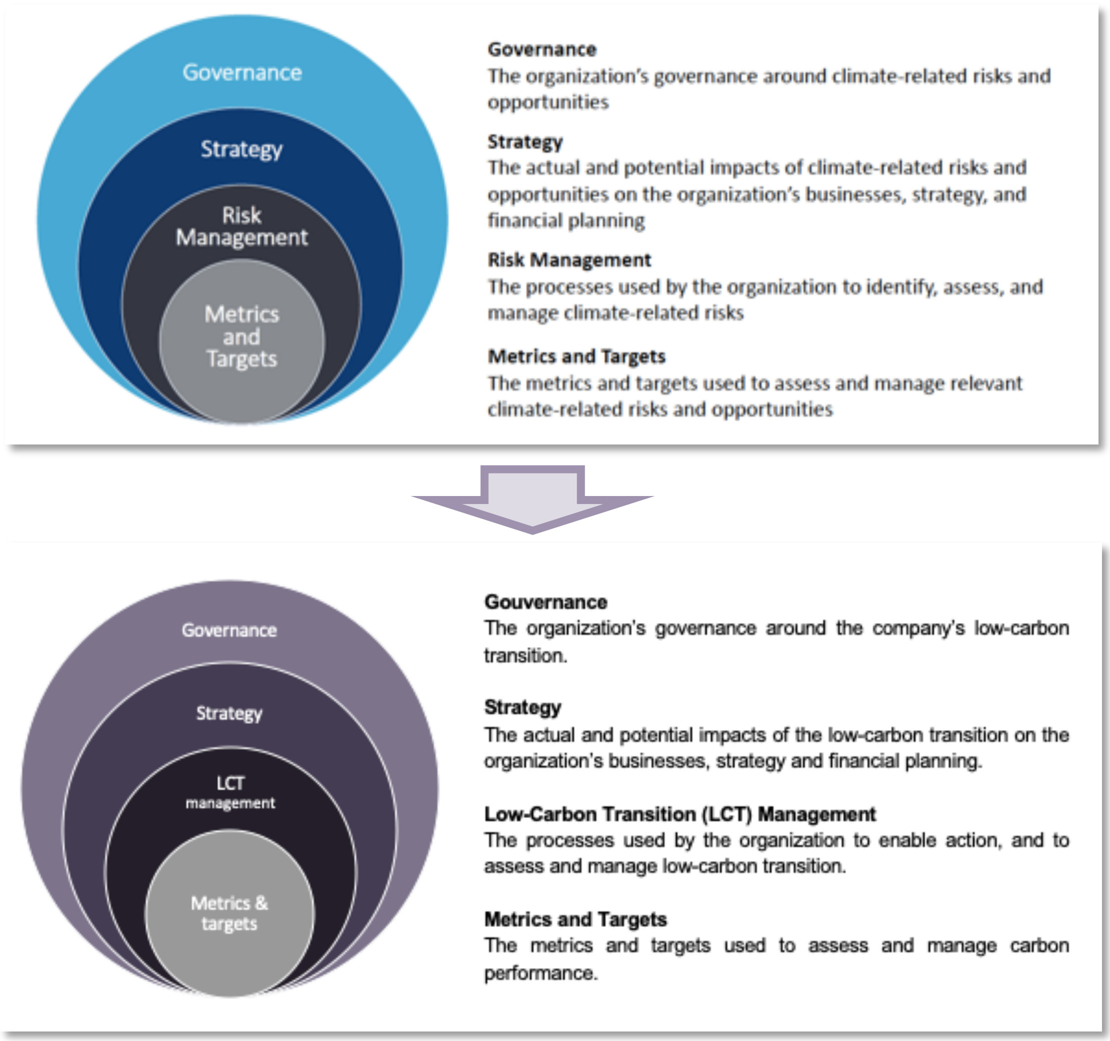


FIGURE 9: PROPOSITION FOR A LOW-CARBON STRATEGY STRUCTURE DERIVED FROM THE STRUCTURE OF THE TCFD RECOMMENDATIONS

[6] https://www.fsb-tcfd.org/publications/final-recommendations-report/

The two frames are complementary:

- The TCFD-inspired frame describes different levels of the strategy description
- The ACT-inspired frame describes the various aspects of the strategy deployment

2.2.2. DETAILED DESCRIPTION CRITERIA FOR THE LOW-CARBON STRATEGY

There are not many sources that provide a detailed description of the low-carbon strategy. However, ACT does, through sector-specific lists of performance indicators. This description is very welcome as the eventual third-party assessment of the low-carbon strategy is going to be an ACT assessment : basing the strategy description on the ACT framework will definitely ease the alignment of ProACT on the expectations of ACT.

Actually, a characterization based on ACT needs adaptation as it should to be applicable to any organization disregarding the sector.

There are at least 2 ways to approach this adaptation, with some intermediate possibilities :

- A minimum list of criteria that relies on the items that apply to most organizations
- A maximum list of criteria that by default includes sectoral specificities and will need to be tailored to an organization before it can be applied to it

The latter obviously includes the former and would evolve as new ACT sectors are being developed.

We will not propose a definite adaptation at that stage as it would obviously need road-testing to select the best practical option. However, in order to assess the feasibility of a list of criteria that relies on the ACT performance indicators, a first proposition of the strategy characterization according to the 'minimum list of criteria' is proposed below.

As the TCFD-inspired frame is deemed relevant and potentially useful for ProACT, a try is simultaneously done in the table below (right column) to allocate each item to one of the strategy levels.

TABLE 10: INITIAL PROACT QUESTIONS LIST BASED ON THE 9-MODULE FRAME OF ACT

Module	Question #	Action description
Module 1 **TARGETS**	1.1	Are my Scope 1+2 carbon performance targets aligned with a relevant low-carbon benchmark pathway?
	1.2	Are my Scope 3 carbon performance targets aligned with a relevant low-carbon benchmark pathway?
	1.3	Do I have long-term objectives as well as intermediate objectives?
	1.4	Have my previous carbon performance objectives been achieved?
Module 2 **MATERIAL INVESTMENTS**	2.1	Is the current trend of my carbon performance on Scope 1+2 emissions aligned with the one of my low-carbon benchmark pathway?
	2.2	Are my investment choices on production assets based on low-carbon performance criteria?
	2.3	Are my Scope 1+2 locked-in emissions over a relevant future period of time inferior to my carbon budget over the same period?
Module 3 **IMMATERIAL INVESTMENTS**	3.1	Am I investing into low-carbon R&D?
Module 4	4.1	Am I carrying out interventions on my products/services or portfolio in order to improve lifecycle performance?
	4.2	Is the lifecycle (Scope 3) carbon performance of my products/services portfolio aligned with a relevant low-carbon benchmark pathway?

SOLD PRODUCT PERFORMANCE	4.3	Are my products/services portfolio lifecycle (Scope 3) locked-in emissions over a relevant future period of time inferior to my carbon budget over the same period?
Module 5 **MANAGEMENT**	5.1	Are the members of the Board fully aware of the climate change challenge and potential consequences on the business and operations?
	5.2	What is the level of the carbon strategy oversight in the organization?
	5.3	Are there management incentives related to the low-carbon strategy or performance?
	5.4	Do I have a transition plan?
	5.5	Have I tested the effects of climate change scenarios on the business and operations?
Module 6 **SUPPLIERS**	6.1	Does my carbon strategy involve my relationship with suppliers?
	6.2	Does my carbon strategy involve concrete actions towards my suppliers?
Module 7 **CLIENTS**	7.1	Does my carbon strategy involve my relationship with clients?
	7.2	Does my carbon strategy involve concrete actions towards my clients?
Module 8 **POLICY ENGAGEMENT**	8.1	Does my carbon strategy involve my relationship with other stakeholders than clients and suppliers?
	8.2	Am I supporting any trade association that takes climate-defensive positions?
	8.3	Am I promoting climate action through involvement into any trade association?
	8.4	Am I publicly promoting climate action?
Module 9 **BUSINESS MODEL**	9.1	Am I developing business activities that reduce structural barriers to low-carbon products or services?
	9.2	Am I developing business activities that enhance market penetration of low-carbon products or services?
	9.3	Am I developing business activities that enhance the shift of clients towards low-carbon practices?

Reorganizing the list according to the TCFD-inspired frame shows that the generic list inspired from the ACT performance indicators needs be completed with additional questions for a fully homogeneous description. The reorganized list together with the potential additional questions is presented in Appendix 6: communication brochures and FAQ.

The result is a consistent list of 37 questions classified under the 4 strategic levels.

All 37 questions will not apply to all organizations though. For example, the concept of locked-in emissions will not apply the Retail companies, as presented in the dedicated Sector methodology. From a more general point-of-view, when one final goal for the organization is to successfully pass the ACT assessment, the applicable Sector methodology (or Generic approach that will be developed in 2020) will obviously be a relevant reference to help the organization interpret the question.

2.2.3. SELECTION OF A RELEVANT SCALE TO MEASURE THE ORGANIZATION'S EFFORTS

It is not sufficient for our model to only provide the organization with a set of criteria/questions that together describe the low-carbon strategy and propose no scheme for the type of response expected from the organization.

There are good reasons to include a scale for the expected answer in the model:

- The model needs to include some auto-assessment for the company to understand how its current strategy positions with respect to the ambition set by the low-carbon transition challenge and/or the ACT standard.

- Some kind of scale predefined for each criteria will then also help the organization set an ambition for the strategy under structuration.
- More generally speaking, the organization needs some guidance and this can contribute to such guidance.

Various options can be imagined for such a scale, from the most basic to the most accurate:

- Binary scale: 0 or 1 (=NO or YES)
- Progressive discrete scale, e.g. a rating from 0 to 4
- Continuous scale, from 0 to 100%
- A mix of the above depending on the criteria and/or within a given criteria (more than one dimension assessed per criteria)

The first option (binary scale) appears two limited, as the scale should be able to value to which extent the company response is aligned with the requirements of the low-carbon transition, which can come down to a NO or YES. Moreover, the binary scale does not meet the objective of the indicator scale being a guidance in itself. As shown by the existing ACT methodologies, continuous scales are not easily applicable for any type of criteria. When they do, they often imply complex calculations that need to be adapted to the company activity. And last, the mix of various scales is not to be preferred as it will raise the overall complexity of the model.

As a matter of fact, a discrete scale using a rating from 0 to 4 has many advantages:

- It is very simple
- It is the form used by ACT under the form of the maturity matrices for the indicators of the qualitative modules
- As shown by these maturity matrices in ACT, it is efficient in 1/ setting predefined levels of response with respect to the low-carbon transition 2/ including guidance for the company to understand what type of response is expected

Beyond the use of a 5-level discrete scale, the principle of the maturity matrix introduces the vast notion of 'maturity', which also seems to be fully relevant in the context of ProACT. Indeed, 'maturity' potentially takes into account various potential aspects of the organization's response, including:

- coverage (application perimeter),
- level of ambition,
- degree of implementation,
- progress pace.

Designing a maturity matrix for each potential ProACT's low-carbon strategy characterization criteria exceeds the perimeter of the present study. However, proposing relevant and meaningful maturity matrices for a sample of those is necessary to check for the feasibility of such development. Thus, some criteria were chosen for which the corresponding performance indicators are not in the form of maturity matrices in ACT, and first versions of their maturity matrices were produced for them; they are presented below.

TABLE 11: EXAMPLES OF POTENTIAL MATURITY MATRICES FOR INDICATORS THAT ARE QUANTITATIVE IN ACT

Question	Basic	Standard	Advanced	Next-practice	Low-carbon aligned
Are my targets on carbon performance for Scope 1+2 aligned with a low-carbon pathway ?	No target	The quantitative target(s) do not cover a major share of the Scope 1+2 emissions	The quantitative target(s) cover(s) a major share of the Scope 1+2 emissions	The quantitative target(s) cover(s) >90% share of the Scope 1+2 emissions and reduce the distance between the low-carbon pathway but are not lowC-aligned	The quantitative target(s) cover(s) >90% share of the Scope 1+2 emissions and are fully lowC-aligned
Am I carrying out interventions on my products that contribute to their global low-carbon performance ?	No intervention or only scarce interventions with no measurable impact on individual carbon performance of products	Interventions on a minor share of the products with minor impact on individual carbon performance of products	Interventions on a majority of products with minor impact on global carbon performance of products or interventions on a minority of products with limited impact on individual carbon performance of products	Interventions on a majority of products with limited impact on global carbon performance of products	Interventions on a majority of products with a major impact on global carbon performance of products
Are my immaterial investments contributing to low-carbon R&D ?	No investment in low-carbon R&D	Minor share of R&D investments or innovation projects dedicated to low-carbon technologies	Significant share of R&D investments or projects dedicated to low-carbon technologies	Significant share of R&D investments or projects dedicated to low-carbon technologies, including non-mature technologies	Major share of R&D investments or projects dedicated to low-carbon technologies, including a significant share dedicated to non-mature technologies

2.2.4. ACT NARRATIVE SCORING CRITERIA AND 5 QUESTIONS OF ACT : WHAT ROLE IN PROACT?

In ACT, the narrative score allows the analyst to complement the performance score. While the performance score is built up on the performance indicators that are supposed to leave no room for interpretation, the narrative score allows the ACT analyst to introduce more subjective aspects based on 4 criteria :

- Consistency and credibility
- Business model and strategy
- Risk
- Reputation

The narrative scoring criteria are described into more detailed in the ACT Framework. They are to be assessed by the ACT analyst through the relevant maturity matrix, also presented in the ACT Framework (Appendix 3).

It is also complemented in the ACT assessment result with the analysis narrative provided in the ACT feedback report. The narrative addresses the five ACT questions, presented on the figure below, based on the information from the performance indicators.

FIGURE 10: THE 5 ACT QUESTIONS

These criteria and questions consist of insights into the performance score indicators along complementary view angles. Transposed into the ProACT context, they can provide the company with a high level vision on the current state of the company low-carbon strategy.

Thus, the 4 narrative criteria and five ACT questions are collectively relevant in ProACT as a review of the work done with ProACT. This ProACT review will typically be updated by the company all along the process to ensure the company low-carbon strategy under construction will provide satisfactory answers to the criteria and questions. If the company collaborates with a consultant to carry out ProACT, she/he will be the natural reviewer along the process.

2.3. STEP-BY-STEP APPROACH

2.3.1. SEQUENCE OF STEPS OVER A STRATEGIC CYCLE

- **A 6-STEP STRATEGIC CYCLE**

In the most generic version, the sequence of steps follows the scheme of the Deming wheel according to a Plan-Do-Check-Act approach (see Figure 8 : 4-step generic cycle for a low-carbon strategy). Actually, the initial step when structuring a strategy for the first time has to be is the 'Check' one:

- Check: what is the current situation, what is the starting point?
- Act: where do I want to go, what are my objectives?
- Plan: what actions am I going to take to get there?
- Do: implement of the actions.

This sequence is potentially relevant for the low-carbon strategy. However, the sequence is short and not very descriptive. In fact, two of these steps include some important sub-steps that may need to be explicitly mentioned:

- The ‘current situation’ (*Check*) includes two aspects that are very different in nature: the initial status of the strategy on the one hand-side, and the organization’s context – the issues and challenges it is facing – on the other hand-side. Actually, both are obviously necessary in order to prepare the next step as they will provide the input information to the building of a new strategy.
- The primary objective of the low-carbon strategy for the organization is the alignment with the low-carbon transition. This implies that it should first develop a long-term vision that complies with the ambition of the low-carbon transition and then the short-term strategy will be a first step towards this direction.

Hence, a more detailed step-by-step approach can be proposed as a general process to structure the organization’s low-carbon strategy:

FIGURE 11: PROPOSED 6-STEP STRATEGIC CYCLE FOR PROACT

From a practical point-of-view, the deployment of this process should obviously leave maximum time for implementation along the 3 to 5 years of this strategic cycle.

- **A FIRST DESCRIPTION OF THE CYCLE STEPS**

Decomposing the steps of the approach into sub-steps consists of reinterpreting the actions listed in Table 5 : What does each step of the strategy process consist of in relation to each module?”). It gives rise to the list of actions summarized in the figure below.

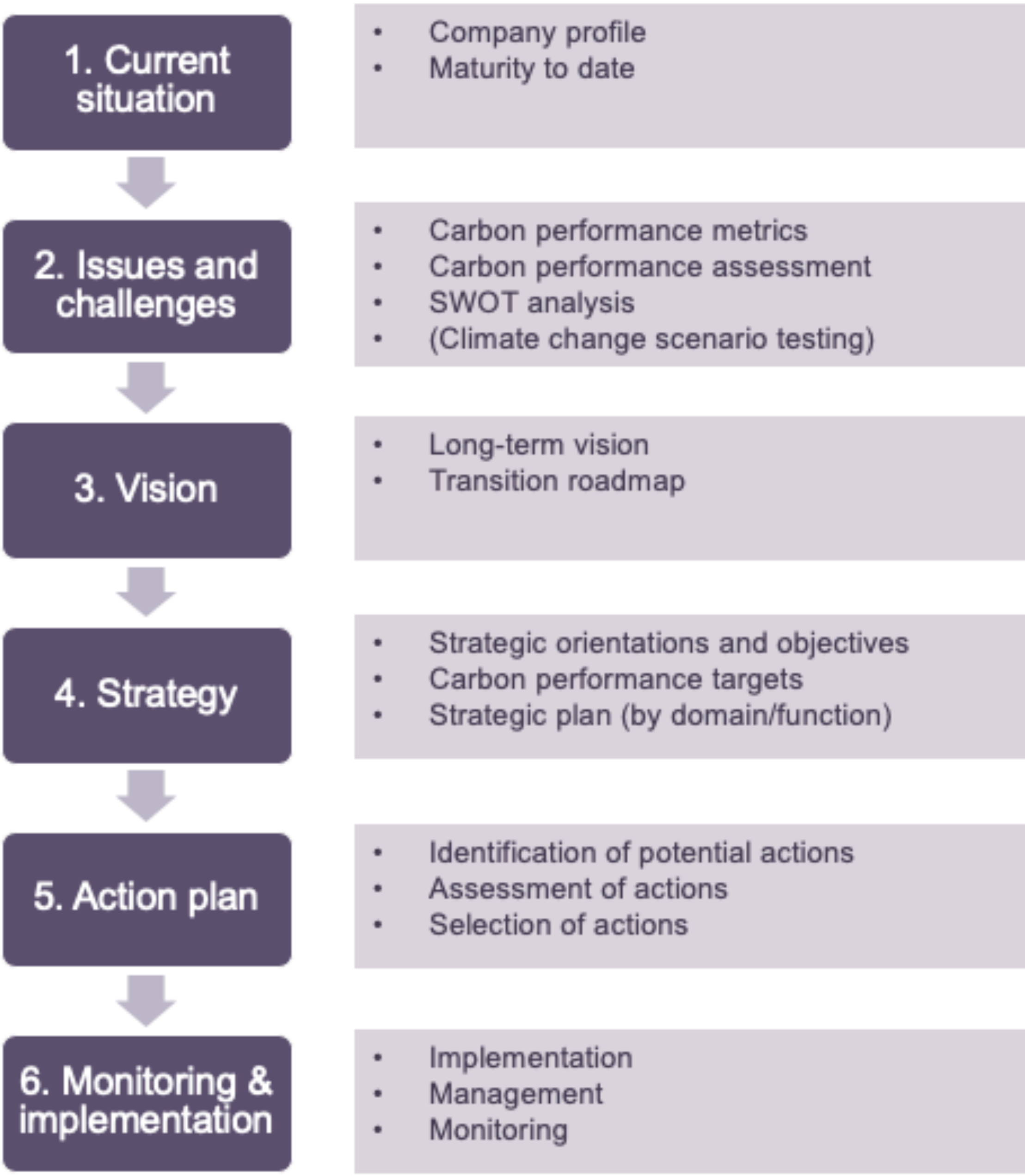


FIGURE 12: PROPOSED SEQUENCE OF STEPS AND ACTIONS IN PROACT

The actions summarized in the above table are explained in the table below.

TABLE 12: SHORT DESCRIPTION OF THE EXPECTED ACTIONS IN PROACT

Step #	Action name	Action description
1	**Company profile**	Characterize the organization with respect to the ProACT auto-assessment grid : what questions apply / do not apply ?
	Maturity to date	Carry out an initial auto-assessment using the ProACT grid
2	**Carbon footprint**	If no such inventory has been done recently (> 1-2 years), carry out an organizational carbon footprint
	Carbon performance metrics	Establish the metrics that will be used by the company to assess own carbon performance (e.g. gCO2/t.km for freight transport)
	Carbon performance assessment	Assess the company carbon performance using the company carbon metrics and the corresponding relevant low-carbon benchmark pathway
	SWOT analysis	Build a full analysis of the Strengths, Weaknesses, Opportunities and Threats for the organization in the context of the low-carbon transition
	(Climate change scenario testing)	Assess the current strategy of the organization depending on the climate change scenario. The name is between brackets, as this action will be expected from advanced actors only.
	Board training	Train the board on climate change, the challenge of climate transition and the relation with the organization's strategy
3	**Long-term vision**	Develop a vision of the organization after the low-carbon transition, i.e. in a low-carbon world: what is the mission, what does it sale, what is the business model, etc. ?
	Transition roadmap	Map the track that the organization will follow by steps of 3-5 years from today up until it is the organization described in the long-term vision
	Board engagement	The board has participated in the production of the vision and roadmap and formally engages the organization into the low-carbon transtion
4	**Strategic orientations and objectives**	Set orientations and quantitative objectives for the organization to achieve the first step of the transition roadmap
	Carbon performance targets	Set long-term and intermediate quantitative objectives for carbon performance indicators based on the carbon performance metrics
	Strategic plan (by domain/function)	Deploy the strategic orientations and objectives across the domains or function of the organization (e.g. human resources, logistics, sourcing, marketing, etc.)
	Board commitment	Represented by the Board, the organization validates the strategic plan that includes the carbon performance targets and thereby commits to the carbon performance targets
5	**Identification of potential actions**	Identify potential concrete actions that implement the strategic plan
	Assessment of actions	Assess the set of identified actions with respect to relevance, level of ambition and feasibility
	Selection of actions	Select and validate a final set of actions for implementation
6	**Implementation**	Implement the actions
	Management	Manage the action plan
	Monitoring	Monitor action progress and outcomes

Section 2.2.1 introduces the use of 4 different components (or levels) for the low-carbon strategy characterization. It is rather natural to organize the actions according to these 4 levels, as shown on the picture below. Actions relative to governance, that were not addressed in the above table, have been included into this scheme.

	METRICS & TARGETS	LCT MANAGEMENT	STRATEGY	GOVERNANCE
1. Current situation			• Company profile • Transition strategy maturity to date	
2. Issues and challenges	• Carbon performance metrics • Carbon performance assessment		• SWOT analysis • (Scenario testing)	• Board training
3. Vision			• Long-term vision • Transition roadmap	• Board engagement
4. Strategy	• Carbon performance targets		• Strategic plan (by domain/function)	• Board commitment
5. Action plan		• Identification of potential actions • Actions assessment • Actions selection		
6 . Monitoring & implementation		• Action plan monitoring • Action plan management		

FIGURE 13: THE ACTIONS OF THE 6-STEP STRATEGIC PROCESS ORGANIZED BY STRATEGIC LEVEL (SEE APPENDIX 6 FOR THE FULL QUESTIONS)

2.3.2. MAPPING THE TRACK TO THE LOW-CARBON STRATEGY

- **THE PROACT GRID AS A GUIDE ALONG THE PROCESS**

The ProACT auto-assessment grid defined in Section 2.2 is to be used for an initial auto-assessment of the company in Step #1, as presented in Figure 13 and

Table 12 above.

Actually, the organization will be in a position to develop answers to the questions of the grid all along the process. If for a given step, the questions to which an answer has to be developed at that step are clearly identified, then this will contribute to guiding the organization within each step.

The figure below presents a classification of the questions per step and action.

	METRICS & TARGETS	LCT MANAGEMENT	STRATEGY	GOVERNANCE
1. Current situation			• Company profile • Transition strategy maturity to date	
2. Issues and challenges	• M&T1, M&T2, M&T3, M&T6, M&T7, M&T8, M&T9		• ST4, ST12	• GOV1
3. Vision			• ST3	• GOV2, GOV4
4. Strategy	• M&T4, M&T5		• ST1, ST2, ST5, ST6, ST7, ST8, ST9, ST10, ST11, ST3	• GOV3
5. Action plan		• LCTM1... to • ...LCTM12		
6 . Monitoring & implementation		• Action plan monitoring • Action plan management		

FIGURE 14: THE QUESTIONS OF THE PROACT GRID ORGANIZED BY STRATEGIC LEVEL

The allocation of the questions to steps and actions of the ProACT approach is essentially straight forward. 3 new questions had to be added to the Grid in order to feed all actions of steps from 2 to 5. Steps #1 and #6 do not include actions for different reasons:

- Step #1 is a preliminary phase in which the organization does not yet work on the new strategy
- Step #6 is where the organization turns the strategy and action plan build during steps 2 to 5 into concrete change. The applicable questions would be the same as the ones in Step 5, but this would be redundant.

• MANAGING THE DEVELOPMENT OF THE LOW-CARBON STRATEGY STEP BY STEP

THE USE OF THE PROACT GRID

With one or more questions of the ProACT frame feeding each step and action of the ProACT step-by-step approach, the organization will be able to progressively address all questions along the 6-step process and make sure no key subject has been unintentionally set aside.

The use of the ProACT grid along the process becomes clear:

- **Step #1** – Initial auto-assessment using the ProACT grid: for each question, the organization positions in one of the 5 levels of the maturity matrix.

- **Steps #2 to #5** – Start of the step: the organization sets an ambition for the answer to each applicable question using the maturity matrix; Rest of the step: the organization proceeds so as to achieve the ambition set.
- **Step #6** – The organization implements the action plan and checks that the answers to the Step 5 questions become effective.

Pre-requisites to the next step

The ambition of ProACT is to structure the low-carbon strategy of the organization. If no minimum requirement is expected from the organization, then it may go through the whole ProACT process with virtually no progress of the low-carbon strategy.

In order to set a minimum ambition for the outcome of a ProACT process, some minimum requirements may be set for the organization. A way to condition the progress through the process, and make sur proceeding is not a waste of time and resources, is to set pre-requisites to the proceeding to the next step.

A first proposition of these pre-requisites is given in the table below based on the following principles:

- ProACT only makes sense if effectively supported by the Board.
- The definition and use of metrics for carbon performance is necessary for low-carbon transition management.
- Steps 5 and 6 consist of the implementation of the committed strategy and objectives and will be managed according to each organization's own management practices.

TABLE 13: PROPOSED STEP-BY-STEP PRE-REQUISITES FOR NEXT STEP

Step #	Action name	Action description	Minimum response level
0	ProACT training	The company is trained on ProACT	
1	Company profile	Done	
	Maturity to date	Auto-assessed	
2	Carbon footprint	*M&T2. Have I recently carried out an organizational carbon footprint?*	*Advanced*
	Carbon performance metrics	*M&T1. Have I defined a set of metrics that characterize my carbon performance?*	*Advanced*
	Board training	GOV1. Are the members of the Board fully aware of the climate change challenge and potential consequences on the business and operations?	Advanced
3	Board engagement	GOV4. Has the Board formally endorsed the vision of business and operations in a low-carbon world as well as the transition plan?	*Advanced*
4	Strategic orientations and objectives	ST13. Has the transition plan been declined into short-term strategic objectives and orientations?	Advanced
	Carbon performance targets	ST1. Do I have long-term objectives as well as intermediate objectives?	Advanced
	Board commitment	GOV3. What is the level of the carbon strategy oversight in the organization?	Advanced
5	Identification, assessment and selection of potential actions	-	

6	Implementation, management and monitoring of the actions	(Agreed end date of the strategic cycle)

2.3.3. MATCH THE TIMING OF THE ORGANIZATION'S OVERALL STRATEGIC CYCLE

ProACT deals with the structuration of the low-carbon strategy, which is by nature part of the organization's overall strategy. It should therefore aim to use the same time period as the organization's strategic cycle, which is typically 3 to 5 years.

This topic is addressed in more details in Chapter 0, which deals with the practical implementation of ProACT.

2.4. PROACT THIRD-PARTY VERIFICATION

2.4.1. OBJECTIVES OF THE SYSTEM

A third-party verification system will open the possibility to value the companies engaged in ProACT.

Potentially, there are various complementary objectives to the system:

- Motivate more organizations to engage
- Motivate engaged organizations to progress along the process
- Improve the ACT initiative/ecosystem visibility
- Contribute to the ACT business model by generating new incomes
- Check that the engaged organizations comply with the (main) ProACT rules
- Ease a centralized monitoring of the organizations progress along ProACT

What the system will not do is provide a third-party assessment of the organization's low-carbon strategy, as this is the role of ACT.

2.4.2. VERIFICATION MILESTONES AND CRITERIA

As mentioned above, the objective of a ProACT third-party verification will not be to assess quality the low-carbon strategy. Actually, it is natural to consider that it is the progress and pace of the company along the ProACT process that should be valued.

Based on the idea that the essence of the organization's engagement can be captured through the Board engagement, and bearing in mind that the ACT assessment is one final objective of organizations that want to value their engagement, simple verification milestones / levels are proposed in the table below.

TABLE 14: PROPOSED MILESTONES & CRITERIA FOR THIRD-PARTY VERIFICATION OF AN ORGANIZATION INVOLVED IN PROACT

Milestone	Progress valued	Evidence	Max duration
Engagement into ProACT	The organization is in the process to structure a low-carbon strategy	Board sign in letter for ProACT	1 year
Board commitment	The organization has got a low-carbon strategy	Board training certificate + Board commitment letter including a description of the strategy and carbon performance targets	2 years

ACT assessment done and published	The organization reports on low-carbon strategy through ACT	ACT assessment result	1 year

2.4.3. MANAGING THE SYSTEM

- **THIRD PARTY VERIFICATOR**

A third party is needed that will formally verify the organization's compliance for each milestone and criteria based on the evidence provided.

The ACT Initiative will also be an interlocutor for the organization as it will deliver the verification certificate (and associated communication package) to the organization.

Due to the simplicity of the verification to be carried out, it appears relevant for the ACT Initiative to manage the full system internally.

- **MANDATORY OR OPTIONAL?**

Obviously, the engagement of a company into ProACT may include or not the engagement into third-party verification system. Various options are possible:

- **Any organization engaged into ProACT automatically engages into the verification system**: it is part of the ProACT package. This means that any company engaging into ProACT – even those not interested in any public visibility and/or final ACT assessment – has to provide an initial sign in letter, produce and deliver the other evidence items along the process, and will go through verification.
- **The organization may decide to go for the verification system or to not go for it**: the cost will be adapted accordingly
- **An organization may decide to not go for the verification system only the first time it engages into ProACT**: the organization is offered the possibility to go for a blank test of ProACT for the first cycle. It may be very useful for beginners to understand what types of changes and what level of ambition the low-carbon transition requires. It opens an option for companies that would see public visibility as a risk while they do not yet understand what it expected from them.

The second and third options also raise the question whether the adoption of the verification system should be chosen from the start or could happen at any time later in the process. If it could happen during the process, it will be important to request that e.g. 6 months separate the first two milestones in order to desincentivize organizations from searching for the 'Board commitment' verification and associated certificate only.

3. Sequence of events and useful resources: in practice

3.1. SEQUENCE OF EVENTS

There will be as many ways to implement the ProACT step-by-step approach as there are different organizations, obviously. However, the approach as described in the previous Chapter is detailed enough to allow proposing a description of a generic version of the corresponding sequence of events.

This is what the following 6 tables present along the next sub-sections. The following codes are used in the tables:

- the actions that are colored maroon are not formally part of the process but they are prerequisites to the considered step;
- the resources that are in italic are resources that do not yet exist and need to be developed;
- the resources with an " * " are existing resources that need adaptation for ProACT;
- the typical durations are not a work load, but the total duration of the action.

Only the identified resources are listed in the tables, but some actions may benefit from more resources being available than the ones presented at that stage.

3.1.1. IMPLEMENTING THE STEP-BY-STEP APPROACH

- **STEP #1: CURRENT SITUATION**

TABLE 15: GENERIC DESCRIPTION OF STEP 1 IMPLEMENTATION CHARACTERISTICS

<table>
<tr><th>STEP 1
Action name</th><th>Objective</th><th>Events</th><th>Typical duration</th><th>Useful resources</th></tr>
<tr><td>Company training</td><td>Train the ProACT team</td><td>Dedicated training session on ProACT</td><td>1 to 3 days</td><td>ProACT training module</td></tr>
<tr><td>Company profile</td><td>Adapt ProACT to the company</td><td rowspan="2">Physical meeting involving consultant and ProACT team</td><td rowspan="2">3 hours</td><td rowspan="3">ProACT grid</td></tr>
<tr><td rowspan="2">Maturity to date</td><td rowspan="2">Initial auto-assessment of the low-carbon strategy maturity</td></tr>
<tr><td>Auto-assessment finalized remotely if needed</td><td>Up to 1 week</td></tr>
</table>

The ProACT team training is actually not part of the process: it should be seen as a prerequisite to the process, this is why it is in a different color in the table.

This initial step only consists of adapting the ProACT grid to the organization and then filling out the grid: it can be carried out in little time. However, it is also a very useful step for the company to take into consideration what already exists within the organization strategy and practices, and the basis for the whole subsequent process. It should be carried out with attention.

- **STEP #2: ISSUES AND CHALLENGES**

TABLE 16: GENERIC DESCRIPTION OF STEP 2 IMPLEMENTATION CHARACTERISTICS

STEP 2 Action name	Objective	Events	Typical duration	Useful resources
Carbon footprint	Measure company GHG emissions	The GHG assessment is carried out according to the current practices (Involves 1 to 3 meetings)	1 to 4 months	ISO14064, GHG Protocol, Bilan Carbone®
Carbon performance metrics	Define what indicators will be used to measure carbon performance	Mutualized with GHG assessment meetings	In parallel with GHG assessment	Sectoral Decarbonization Approach
Carbon performance assessment	Define what benchmark scenario will be used to assess carbon performance	Mutualized with GHG assessment meetings	In parallel with GHG assessment	IEA ETP scenarios
SWOT analysis	Analyze the strengths, weaknesses, opportunities and threats in the context of the low-carbon transition	Brainstorming session	½ day	SWOT matrix*
Board training	Ensure Board knowledge on climate transition emergency, ProACT approach and company current situation	Dedicated training session	½ day	*Adapted ProACT training module, ProACT learnings from previous steps*

Like the ProACT team training, the GHG assessment is not formally part of the process, but it is a pre-requisite to this step. It may have to be carried out during the process, in which case it will extend the duration of this step by 1 to 4 months.

The step includes both non-technical collective actions with brainstorming on SWOT analysis, and technical ones with the definition of metrics and low-carbon benchmark pathway(s).

The previous actions of the step should feed the Board training session, for it to include both general matters on climate and low-carbon strategies and specific information about the organization.

- **STEP #3: VISION**

TABLE 17: GENERIC DESCRIPTION OF STEP 3 IMPLEMENTATION CHARACTERISTICS

STEP 3 Action name	Objective	Events	Typical duration	Useful resources
Long-term vision	Build a vision of the company in a low-carbon world (15-30 years in the future)	1 or 2 creativity sessions	½ day to 2 days	Creativity techniques
Transition roadmap	Design the journey from current situation on to long-term vision (3-to-5-year intervals)	Finalization	1 to 2 weeks	Technology roadmaps, IEA scenarios, etc.
Board engagement	Formalize the engagement of the Board on the long-term vision and transition roadmap and mission ProACT team to derive a short-term strategy	Letter preparation and signature	1 day to 1 week	*Engagement letter template*

The involvement of the Board is key to the relevance of this step. The long-term vision and transition roadmap will be the starting point for the definition of the strategy therefore they cannot be produced independently from the Board point-of-view.

Though non-technical, the building of the vision should both take into account the characteristics of the organization and of the sector as well as the required level of ambition of a low-carbon transition for the company (based on the low-carbon benchmark scenario).

- **STEP #4: STRATEGY**

TABLE 18: GENERIC DESCRIPTION OF STEP 4 IMPLEMENTATION CHARACTERISTICS

STEP 4 Action name	Objective	Events	Typical duration	Useful resources
Strategic orientations and objectives	Define the major short-term strategic orientations and objectives	Work session	½ day	Strategy design tools, Technology roadmaps, landscape of climate finance
Carbon performance targets	Set long-term and intermediate performance targets	Work session	2 hours	*Carbon performance target-setting tool*, Science-Based Targets
Strategic plan	Decline a theme-by-theme strategy : define clear orientations and quantified objectives	Work sessions with involved departments	1 to 2 months	SM-GES*, strategy design tools*
Board commitment	Formalize the Board commitment on the carbon performance targets and strategic plan and mission ProACT team to derive an action plan	Letter preparation and signature	1 day to 1 week	*Commitment letter template*

This step is at the heart of the process for two reasons :

- It is when the company develops, formalizes and commits to the low-carbon strategy and associated targets
- It is when the general transition roadmap gets deployed – across functions, business units or departments depending on the organization's practices – in the company

More persons within the company will necessarily be informed and involved. Depending on the organization, the development of the strategy may consist of quite different magnitudes in terms of numbers of workings sessions and more generally project management.

Simultaneously, the tools and solutions become less generic to low-carbon strategies and need to be tailored to the company needs.

- **STEP #5: ACTION PLAN**

TABLE 19: GENERIC DESCRIPTION OF STEP 5 IMPLEMENTATION CHARACTERISTICS

STEP 5 Action name	Objective	Events	Typical duration	Useful resources
Identify actions	Identify actions theme by theme that implement the thematic strategy	Work sessions with involved departments	1 to 2 months	SM-GES action tool*
Select actions	Select theme by theme a set of actions that together allow to achieve the thematic strategic objective	-	2 weeks	SM-GES action tool*
Formalize action plan	Produce the final action plan to be implemented.	-	2 weeks	SM-GES*

At that stage, the progress becomes essentially specific to the organization while the process can still be framed by some ProACT project management tools.

ProACT should also be able to inspire to proposed solutions (actions) to the organization in some domains. It should also capitalize on the experience of organizations going through ProACT with time and propose an increasing number of examples, feedbacks and case studies that will inspire the next candidates.

- **STEP #6: ACTION PLAN**

TABLE 20: GENERIC DESCRIPTION OF STEP 6 IMPLEMENTATION CHARACTERISTICS

STEP 6 Action name	Objective	Events	Typical duration	Useful resources
Implementation	Implement the actions	Multiple	2 years	-
Continuous monitoring	Monitor the progress of implementation	-	-	SM-GES action tool*

Steering committee meetings	Pilot the implementation and update the action plan itself in order to maximize progress of strategy implementation	1 St. Co. meeting every 3 months	3 hours / St. Co.	*ProACT grid,* SM-GES action tool*

This step is by nature the longest. It is also when the change planned for the 5 former steps is being implemented.

The organization proceeds without a specific reference to the ProACT approach, except for the monitoring of the progress and regular steering committee (or whatever name it may take) meetings that contribute to the management of the implementation plan and feed a dedicated progress monitoring tool.

3.1.2. DURATION OF THE PROACT PROCESS

ProACT deals with the structuration of the low-carbon strategy, which is by nature part of the organization's overall strategy. It should therefore aim to use the same duration as the organization's strategic cycle. In practice, this duration is typically of the order 3-5 years.

The durations of the actions listed in the above section consolidate by steps according to the following for the first 5 steps.

TABLE 21: APPROXIMATE DURATION OF THE PROACT STEPS

STEP	Detailed duration per step	Consolidated duration
STEP 1 CURRENT SITUATION	1 week	≈ 0,5-1 year
STEP 2 ISSUES & CHALLENGES	1 to 5 months	
STEP 3 VISION	2 weeks to 1 month	
STEP 4 STRATEGY	1 to 2 months	
STEP 5 ACTION PLAN	2 to 3 months	
STEP 6 MONITORING & IMPLEMENTATION	4 to 5 semesters	≈ 2-2,5 years

In order for the ProACT process to propose a reasonably short-term perspective to the engaging company, and given the urgency of the situation, ProACT should favor a short cycle duration for ProACT. A 3-year cycle leaves more than 2 years for action, which seems to be a good balance between preparation and action.

FIGURE 15: PROACT PRESENTED AS A 3-YEAR PROCESS

In practice, the most relevant for an organization that already has a strategic process implemented is to integrate ProACT into this process. So the 3-year duration should rather be a general recommendation than a requirement.

3.2. PRACTICAL TOOLS AND RESOURCES

As shown in the description of a generic ProACT implementation, the process will mobilize a variety of resources, both technical and non-technical. In order to be practical,

There is a clear expectation from the potential users that ProACT be practical and come together with embedded solutions for the organizations, therefore ProACT should provide the users with most of these necessary tools.

This section proposes an overview of the main resources that ProACT should include.

3.2.1. THE PROACT GRID

The Grid is the progress dashboard along the process. In the most basic version, it can take the form of a simple Excel spreadsheet. It includes the list of questions through which the organization describes the maturity of the strategy.

- Adapt the list to the organization profile
- Auto-assess initial low-carbon strategy maturity
- At each step, identify the questions the organization needs to address
- Based on the maturity matrix, it allows setting ambition to each question and proposing a response that achieves that ambition

FIGURE 16: GENERAL MATURITY MATRIX PRINCIPLE AS IMPLEMENTED IN THE PROACT GRID

The same Grid will also include the management of the narrative criteria and 5 questions of ACT (see Section 2.3.2). The Grid is to be used all along the process as a progress monitoring tool. The initial auto-assessment during Step #1 is based on the use of this tool.

3.2.2. CARBON PERFORMANCE TOOLBOX

The carbon performance toolbox handles the carbon performance pathways. It is composed of very technical tools that include both processing and visualization features.

- Identify relevant low-carbon benchmark pathways
- Position the organization's carbon performance against your benchmarks
- Tune the targets to reach low-carbon alignment
- Translate long-term vision and transition roadmap into a carbon performance scenario

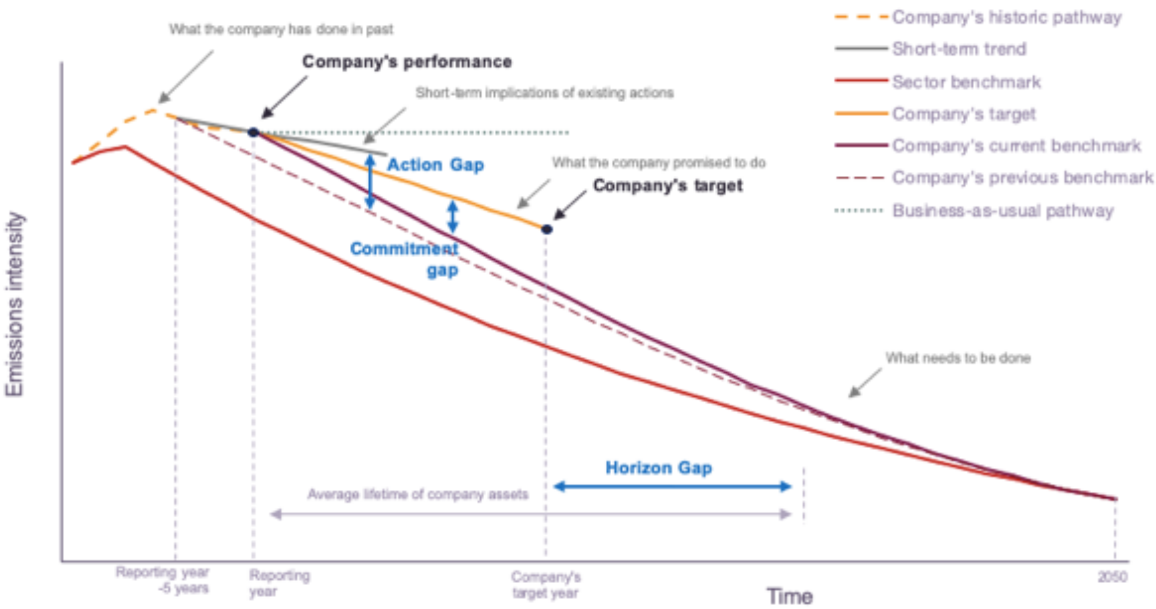


FIGURE 17: PATHWAYS AND QUANTITATIVE INDICATORS INSPIRED FROM ACT THAT THE CARBON ASSESSMENT TOOLS SHOULD HANDLE

The input data include the organization's current and past GHG assessments, activity data and/or carbon performance.

It should include a database on low-carbon benchmark pathways and/or propose user-friendly external links for these pathways to be easily identified and retrieved from third-party database.

The carbon assessment tool will potentially be used during steps 2 to 4:

- It will be configured and fed with the input data during Step 2
- it will be used for a quantitative understanding of the transition ambition in terms of carbon performance effort
- It will be used as a decision-making tool for the setting of quantitative targets at the beginning of Step 4

As shown by the existing all-in-1 tools ACT tools, it may take the form of a simple Excel spreadsheet, though this will probably not be the most relevant solution in the long term: platforms or codes that present mode advanced or specialized features may be preferable.

3.2.3. THE STRATEGY DESIGN TOOLBOX

The strategic design toolbox includes a variety of tools that will operationalize the analysis of the current situation (Step 2) and the design of the future strategy (Steps 3 and 4). It includes both strategic frames for analysis and design and animation & facilitation techniques. The toolbox should not only present tools and techniques adapted to the ProACT context: it should also explain how they should be used in the context of ProACT.

The strategy design toolbox will essentially include tools, techniques and approaches that already exist, but need to be adapted and/refined to focus on the use in the context of ProACT.

Some potentially relevant examples are presented in the table below.

TABLE 22: EXAMPLES OF TOOLS AND TECHNIQUES TO BE INCLUDED IN THE STRATEGIC DESIGN TOOLBOX

Type	Example	Short description
STRATEGY ANALYSIS	SWOT	Aims to identify the key internal (Forces and Weaknesses) and external factors (Opportunities and threats) to achieve an objective.
	5 Forces	Guides the analysis of the competitive forces at play in the sector.
	PESTEL	Gives an overview of the different macro-environmental factors to be taken into consideration. Useful to understand business position, potential and direction for operations.
STRATEGY DESIGN	SCAMPER	Aims to generate creative and innovating solutions to a given issue. It encourages brainstorming through a series of questions/themes.
	BCG Matrix	Conceptual strategic tool based on two-dimensional portfolio matrices. It helps allocate resources on products.
	9-Block Matrix	Strategic management template for developing new business models. It is a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances.
FACILITATION TECHNIQUES	World cafe	Brainstorming session organized in subgroups and successive rounds and a final collective feedback phase. Aims to optimize group productivity.
	Lego challenge	The challenge is for the group to design a creative solution to a given question or problem with Lego.
	Awakening dream	With the eyes shut, the participants build of vision of a virtual future by describing it through their physical senses.

The strategic tools and techniques presented in the table have been identified, among others, as some pre-existing material in the initial Chapter (See Section 1.2).

The toolbox may take the form of an online resource folder with various types of formats : PDF guides, videos, internet links, etc. It may be formally included in the online resource center presented below.

3.2.4. ONLINE RESOURCE CENTER

The online resource center is the virtual place where the organization will find inspiration and solutions:

- ProACT tools user guides and showcases
- Useful templates of useful documents along the process
- Low-carbon strategy case studies
- Feedback from advanced companies
- Concrete low-carbon solutions (thematic/sectoral)

It may essentially include the first two types of mentioned resources in the above list during the early diffusion of ProACT. Actually, there is a challenge to capitalize on the organizations' experience and feedback with time and to progressively develop the resource center.

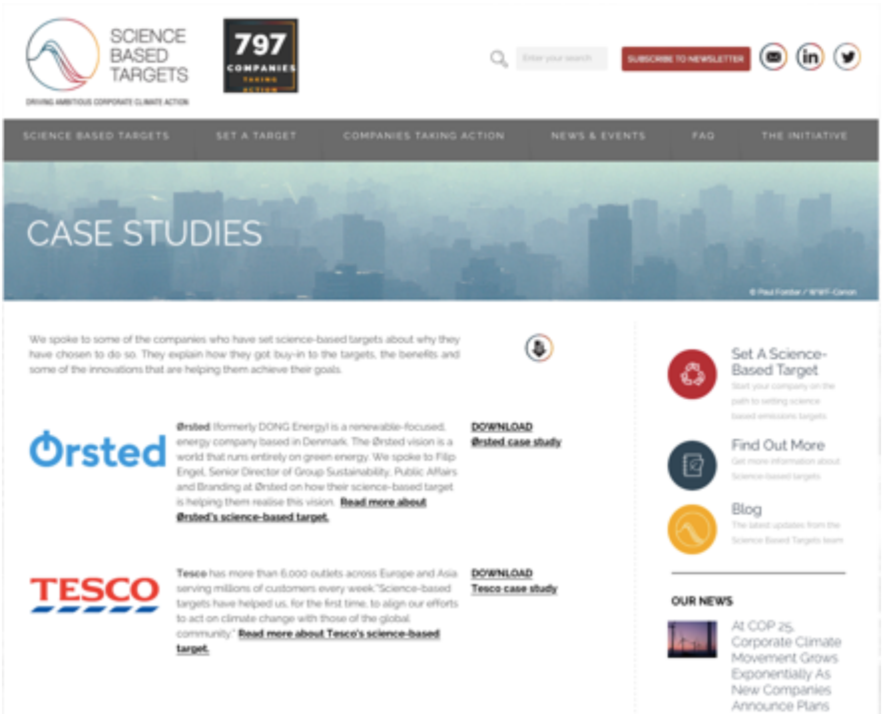


FIGURE 18: A SCREENSHOT OF THE SCIENCEBASEDTARGETS.ORG WEBSITE THAT COULD INSPIRE THE PROACT ONLINE RESOURCE CENTER

It is the media that should respond to the expectations of ProACT being able to provide not only a method, but also best practices, solutions and inspiration.

Involving the sectors into the management and the development of a dedicated sectoral space within the resource center may be a way to both scale the contributions and to feed the platform with relevant and specific contents

3.2.5. ACTION PLAN MANAGER

The action plan manager helps the organization build and monitor the action plan during the implementation of your strategy:

- Lists some of the potential solutions that implement the low-carbon strategy
- Assess each action versus relevance and feasibility criteria
- Select the actions and formalize your action plan
- Pilot your strategy implementation through progress monitoring and continuous optimization

One option, although not the only one, is to further develop the tool that was designed by the Association Bilan Carbone for the SM-GES for a similar objective.

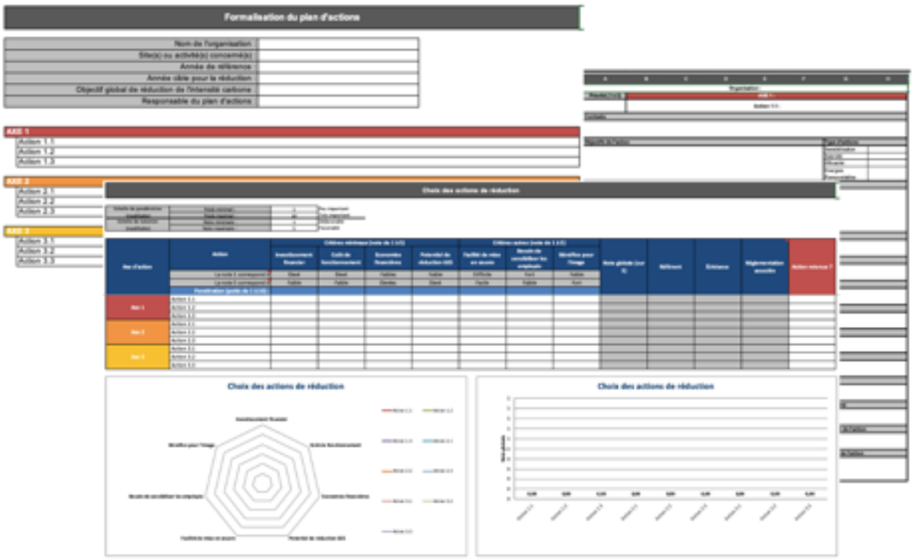


FIGURE 19: SCREENSHOTS OF SOME COMPONENTS OF THE SM-GES'S ACTION PLAN MANAGER TOOL SUITE

Actually, this action plan manager may not be specifically carbon-oriented, as it will have to monitor actions of very different kinds. However, there will be a clear benefit if it relates the action plan management to the progress of the company with respect the ProACT indicators.

This tool would obviously be useful during the last Steps #5 and #6 of ProACT. Depending on the required features, a simple Excel solution may be the most practical option.

3.3. THE SUPPORT FROM A CONSULTANT

3.3.1. A RICH PROCESS MOBILIZING DIVERSE EXPERTISE

Section 3.1.1 shows that actions of very different types have to be taken all along the process.

This includes:

- GHG accounting:
    - (potentially) carrying out GHG inventory
    - setting up relevant metrics,
    - identifying relevant low-carbon benchmark(s)

- setting up performance targets,
- …

- Strategic analysis and design:
  - Organization’s current carbon strategy auto-assessment
  - Risks and opportunities identification
  - Long-term vision and transition roadmap development
  - Short-term strategic orientations objectives
  - Strategic plan definition
  - …
- Meeting sessions of various kinds:
  - Training
  - Creativity
  - Steering
  - …
- Continuous improvement plan management
  - Setting up progress indicators
  - Planning
  - Resource management
  - Monitoring
  - ….

These actions obviously go along with the use of the ProACT tools that are described in Section 3.2.

Hence, the expertise mobilized for the ProACT process is very diverse. It includes:

- **ProACT specific**: process, framework (grid), tools;
- **GHG technical**: GHG accounting, Science-based Targets, ACT Framework and methodologies;
- **Group sessions**: animation, facilitation, training;
- **Strategic analysis and design**: strategy of organizations, low-carbon transition risks and opportunities, business models;
- **Project management**: transversal action plan definition, deployment, indicators and monitoring, steering.

In order to mobilize thus full panel, the organization will be likely to use two complementary solutions: training and external resources.

3.3.2. POTENTIAL ROLE OF THE CONSULTANT

- **A PRACTICAL SOLUTION FOR THE ORGANIZATIONS**

It is feasible for a company to develop competence on all the matters listed above. Actually, it is an ideal option, as it will ease ability to develop, implement and manage a low-carbon transition strategy.

Generally speaking, the added value of the consultant relies on combined characteristics:

- **Expertise** – Advanced expertise in one or more domains (technical, strategic, sectoral, etc.), that also comes with legitimacy
- **External point-of -view** – Is not part of the organization and speaks from outside: the consultant’s point-of-view is free from the tensions/emotions that exist within the organization; it is therefore not subject to the same potential suspicions as the one from a member of the organization.

- **Focus** – The consultant is given a dedicated mission and associated objectives within the organization; he/she is expected to focus on it and very often to mobilize and boost the project stakeholders to make sure the objectives are achieved.

In fact, many organizations are already used to be accompanied by consultants when specific expertise is needed. For example, they already do it a lot when they have to carry out a GHG assessment or set science-based targets. In these contexts, the above components of the consultant's added value all potentially apply, already. ProACT covers a broader range of actions and consists of a process that includes those.

- **PROACT: A CHALLENGE AND AN OPPORTUNITY FOR THE CONSULTANTS**

The survey carried out during the study shows that the potential ProACT stakeholders expect support from the consultant not only on specific aspects, but during the whole ProACT process (See Figure 7 : Overview of the answers to : "What are the aspects of the climate strategy elaboration and implementation on which the support from a consultant will be most critical?")

That means the consultant is expected to provide the company with a full panel of expertise:

- On ProACT
- On GHG accounting and carbon performance targets and benchmarks
- On strategic analysis and design
- On project management
- On the animation / facilitation of creativity and group sessions

In the ProACT process, the other components of the consultant's added value to the organization – third-party position and focus on the project (See above sub-section) – will obviously also be of great use.

The diversity of expertise expected from the consultant gives rise to the following deductions:

- Consultants' training will be to prepare them to accompany organizations in the ProACT process: a dedicated and substantial training offer will have to be developed by the ACT Initiative for ProACT, for organizations on the one hand-side and for consultants on the other hand-side
- Rather than proposing individual consultants, consultants will need to set up consulting teams:
    - With complementary expertise
    - With complementary roles within the projects: the role of expert (in GHG accounting, in strategy…) in the project is hardly compatible with the facilitation of group sessions for example

ProACT is therefore a challenge for the climate consulting companies. It also gives them a responsibility, as their ability to cope with this challenge is one of the major levers to the success of ACT.

However, ProACT may also become a unique opportunity for the climate consulting companies to develop and to progress: in terms of perimeter of expertise, in terms of partnerships, in terms of their effective influence on the strategies of the organizations.

3.3.3. FIRST ESTIMATE OF THE MISSION VOLUME

The mission that an organization contracts with a consultant for a support along the ProACT process may vary a lot from one case to the other. First, the contract might involve only part of the process, for example the most technical aspects on metrics and targets. Second, the ambition and the initial maturity level will both play a role in the expectations of the organization.

However, it is possible to propose an estimate for the magnitude of work to be done by a consultant in the generic case for the major target type of organization for ProACT : a company that has initially has no low-carbon strategy. It will typically be a medium- (50-249 employees) or large-sized (>250 employees) company that has one essential type of activity, whether it is industrial, transport, services, etc.

Training and GHG assessment are excluded from the perimeter of the estimate proposed below:

- The company training will be provided by the ACT Initiative under a separate contract and contractor
- GHG assessment is a project in itself and is already common practice among large companies: in many cases, the results from a recent GHG assessment will already be available to inform the ProACT process (Formally, it may be presented as a pre-requisite to Step 2).

In the table below, the consultant tasks do not mention the work that has to be carried out additionally to the mentioned events. However, it is taken into account in the estimated persons*days in the right column.

TABLE 23: GENERIC CONSULTANT TASKS AND ASSOCIATED MISSION VOLUME ESTIMATES FOR A CONSULTANT ALONG THE PROACT PROCESS (COMPANY TRAINING AND GHG ASSESSMENT ARE EXCLUDED).

STEP	ACTION	CONSULTANT TASKS	ESTIMATED PERSONS*DAYS
STEP 1 CURRENT SITUATION	Company training		
	Company profile	• Launch Meeting • 1 work session (ProACT Grid)	1 p.d
	Maturity to date		
STEP 2 ISSUES AND CHALLENGES	GHG assessment		
	Carbon performance indicators	• SWOT session • 1-2 additional work sessions • Board training	4-8 p.d
	Low-carbon benchmark scenario		
	SWOT analysis		
	Board training		
STEP 3 VISION	Long-term vision	• 1 creativity session • 2 additional work sessions • Engagement letter	2-4 p.d
	Transition roadmap		
	Board engagement		
STEP 4 STRATEGY	Strategic orientations and objectives	• 3 to 5 work sessions • Commitment letter	4-8 p.d
	Carbon performance targets		
	Strategic plan		
	Board commitment	• 3 to 5 work sessions • Action plan formalization	4-8 p.d
STEP 5 ACTION PLAN	Identify actions		
	Select actions		
	Formalize action plan		
STEP 6 IMPLEMENTATION AND MONITORING	Implementation	• 1 steering committee meeting every 3 months for 2 years	8 p.d
	Continuous monitoring		
	Steering committee meetings		

As per the table above, the estimated generic total workload is between 23 p.d and 37 p.d, with a median 30 p.d. This corresponds to a 3-year process. Thus this represents an average of 10 p.d/year over 3 years.

As this volume is highly dependent on the context and on the organizations expectations, it could be communicated as a reference by the ACT initiative together with the corresponding mission specifications. It will then be the choice of the organization and consultant to comply with it or to specify the mission content and volume differently.

Conclusion

ProACT, as described above, was presented to 2 companies and 2 consultants during the final phase of the study. Their feedbacks were obtained through individual 1-hour interviews. The clarification questions asked by them were used as a basis to produce a draft FAQ appended to the final report.

It appears from these interviews that the general ProACT model (6 steps, 4 strategy levels, grid derived from ACT that uses the maturity matrix concept) is clear and relevant. Besides this positive feedback, the interviewees identified some additional strengths:

- Effective board engagement is requested
- ProACT is a concrete solution for the organizations that want to appropriate their carbon strategy
- ProACT is potentially applicable and relevant both for beginners and for advanced organizations
- ProACT values the efforts of the proactive companies that are not yet ready but are on their way
- ProACT will help allow differentiation between ambitious low-carbon strategies with concrete action and laggards or greenwashing
- The ACT Initiative is led by ADEME and CDP, which sends a clear signal – especially in France – that ProACT is the adequate approach for a company to structure a low-carbon strategy

There is no consensus on whether 3 years should be a maximum process duration or only indicative, and on whether a 3-level visibility associated with minimum requirements and deliverables should be mandatory or only optional. In terms of naming, ProACT has obtained a majority of votes among the proposed options but there was no enthusiasm about this name: a better option may still arise.

There is consensus that the major challenge in the future development of ProACT lies in the resource package, both in terms of feasibility and because it is a key success factor for ProACT. The resource package should combine user-friendliness, the flexibility to address all potential businesses and the ability to provide examples, recommendations and relevant solutions to all kinds on organizations.

This prefiguration study has confirmed the potential of the ProACT approach to structure the low-carbon strategy of organizations and potentially – for those who are interested – put them on track to ACT. It has allowed some significant progress, in a promising direction, for the definition of a ProACT model and for the description of a full resource package. None-the-less, it also confirmed that ProACT is an ambitious and challenging project for the ACT Initiative: it will require a substantial development effort to both include adaptation and compilation of existing resources, and progressive capitalization on the users' feedbacks, best practices and success stories.

Appendix 1: Survey questionnaire

Étude de préfiguration ACT

Bonjour,

Vous êtes sollicité(e) dans le cadre de cette enquête car vous avez contribué par le passé au développement ou à l'expérimentation de la méthode ACT.

L'ADEME a identifié des entreprises, y compris des PME, qui souhaiteraient utiliser ACT comme tremplin dans l'établissement de leur stratégie avant que leur performance ne soit évaluée. D'autre part certaines évoquent le besoin d'accompagnement au-delà de l'évaluation, pour les aider à traduire les enseignements de celle-ci dans leurs démarches climat en cohérence avec la logique de progrès avec laquelle elles ont approché ACT. Dans ce contexte, ECO2 Initiative réalise pour le compte de l'ADEME une étude de préfiguration pour le compte de l'ADEME : il s'agit d'explorer les contours que pourrait prendre une méthode « ACT pas à pas » d'accompagnement des entreprises à la structuration de leur stratégie climat dans le cadre du dispositif ACT.

Votre avis nous est précieux dans cette phase de réflexion initiale, aussi nous vous serons très reconnaissants si vous pouvez prendre le temps d'y répondre avant le 4 décembre prochain.

*Obligatoire

Identité *

Votre réponse

https://docs.google.com/forms/d/e/1FAIpQLSdaa_ZkfuCONhSK_f5SGJThPGXZ9GeoXpo6umoqMj4e2INXwA/viewform Page 1 sur 4

Organisation *

Votre réponse

À quel point est-ce que chacun de ces facteurs vous semble faire défaut à l'entreprise vis-à-vis de l'élaboration et de la mise en œuvre d'une stratégie climat ? De 1 (ne fait pas défaut) à 5 (manque manifeste) *

	1	2	3	4	5
Le temps de travail (jours.hommes disponibles)	○	○	○	○	○
Le budget	○	○	○	○	○
L'expertise sur le sujet	○	○	○	○	○
La connaissance des enjeux par la Direction	○	○	○	○	○
Le portage du sujet par les Décideurs dans l'entreprise	○	○	○	○	○
L'absence de demande du marché (clients)	○	○	○	○	○
L'absence d'obligations en la matière	○	○	○	○	○

Quels sont les 3 atouts-clés de cette méthode « ACT pas à pas » d'accompagnement des entreprises à la structuration de leur stratégie climat qui selon vous en feraient une réussite ? Atout 1 : *

Votre réponse

Atout 2 :

Votre réponse

Atout 3 :

Votre réponse

À l'inverse, quels sont les 3 défauts-clés qui selon vous en feraient un échec ? Défaut 1 : *

Votre réponse

Défaut 2 :

Votre réponse

Défaut 3 :

Votre réponse

Sur quels aspects de l'élaboration et de la mise en œuvre de la stratégie climat pensez-vous que l'accompagnement par un consultant est le plus décisif ? *

Votre réponse

Pensez-vous à des démarches comparables dont ce « ACT pas à pas » devrait s'inspirer ? Indiquez pour chacune sur quels aspects.

Votre réponse

Si vous souhaitez ajouter quelque chose, n'hésitez pas !

Votre réponse

Envoyer

Appendix 2: definitions of acronyms used in Table 6

Acronym	Tools / methods / approaches	Description	Source
ACT	Assessing low-Carbon Transition Method	ACT is a methodology developped by CDP and ADEME that will recognize companies, sector by sector, that have set ambitious climate commitments and are taking steps to ensure the transition to a low-carbon economy.	https://actproject.net
BaseC	Base Carbone®	Base Carbone ® is a French public GHG emission factors database.	http://www.bilans-ges.ademe.fr/en/accueil
BEGES (BC)	Bilan Carbone®	Carbon accounting method and tools. The most used in France.	https://www.associationbilancarbone.fr
BEGES (BEGES-R)	Bilans d'Emissions de Gaz à Effet de Serre	Bilan GES is the French GHG emissions accounting method for organisations.	http://www.bilans-ges.ademe.fr/en/accueil
BEGES (GHG-P)	GreenHouse Gas Protocol	The Greenhouse Gas Protocol (GHG Protocol) is an international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions.	https://www.indiaghgp.org/green-house-gas-protocol
BEGES (GRI305)	International standard GRI305	GRI 305: Emissions 2016 sets out reporting requirements on the topic of emissions. This Standard can be used by an organization of any size, type, sector or geographic location that wants to report on its impacts related to this topic.	https://www.globalreporting.org/standards/gri-standards-download-center/gri-305-emissions-2016/
BEGES (ISO14064)	Norm ISO14064-1:2018 on greenhouse gases emissions accounting	This document specifies principles and requirements at the organization level for the quantification and reporting of greenhouse gas (GHG) emissions and removals. It includes requirements for the design, development, management, reporting and verification of an organization's GHG inventory.	https://www.iso.org/standard/66453.html
BEGES sectorial guides	Sectorial guides for greenhouse gases emissions accounting	Sector-specific guides "describe the principles for carrying out a greenhouse gas emissions assessment for organizations in a given sector or branch of activity".	http://www.bilans-ges.ademe.fr/en/accueil/contenu/index/page/sector_approaches/siGras/0
Bilan Produit	Bilan Produit	Bilan Produit is a French tool for the environmental impacts assessment of products and that helps users to design their product ecologically.	http://www.base-impacts.ademe.fr/bilan-produit
BR platform	Beyond Rating Platform	Portofolio management tool, offering a new financial analysis standards that incorporate Environmental, Social and Governance (ESG) criteria.	https://beyond-ratings.com/
CPI landscape	Global Landscape of Climate Finance	Report providing an overview of global climate-related primary investments. Based on noticed trends, they identify opportunities to scale up and speed up the growth of global climate finance.	https://climatepolicyinitiative.org/
EII	European Industrial Initiative	The technology roadmaps serve as a basis for strategic planning and decision making. Expose efforts needed over the next 10 years in the EU for each sector (wind energy, solar energy, bioenergy, carbon capture, electricity grids, nuclear energy and smart cities)	https://setis.ec.europa.eu/implementation/technology-roadmap/introduction
EU Taxonomy	European Taxonomy	The Taxonomy aims to define which economic activities can be considered environmentally sustainable.	https://ec.europa.eu/info/sites/info/files/business_economy_euro/banking_and_finance/documents/190618-sustainable-finance-teg-report-taxonomy_en.pdf
G-PA	Guide to draw up an Action Plan	This is a guidance document about action plans for reducing GHG emissions associated to an organization's activities.	http://www.bilans-ges.ademe.fr/en/accueil/contenu/index/page/action_plan/siGras/0
IEA Scenarios	International Energy Agency Climate scenarios	Several transition scenarios (pathways to deliver a given limit to warming) to explore and develop an understanding of how risks and opportunities of climate change might impact the business over time.	http://iea.org

Acronym	Tools / methods / approaches	Description	Source
IPCC Scenarios	The Intergovernmental Panel on Climate Change scenarios	Physical scenarios (set an amount of GHG concentration in the atmosphere and analyze the resulting changes at various future points) to explore and develop an understanding of how risks and opportunities of climate change might impact the business over time.	http://ipcc.ch
ISO14067	Norm ISO14067:2018 on carbon footprint of products	This document specifies principles, requirements and guidelines for the quantification and reporting of the carbon footprint of a product (CFP), in a manner consistent with International Standards on life cycle assessment (LCA) (ISO 14040 and ISO 14044).	https://www.iso.org/standard/71206.html
PACTA	The Paris Agreement Capital Transition Assessment projet	The Paris Agreement Capital Transition Assessment project provides tools to align financial flows with the Paris Agreement's goals.	https://2degrees-investing.org/pacta/
Panorama - I4CE	Panorama des financements climat - I4CE	Annual study that provides a snapshot of climate-friendly French investments undertaken by public authorities, households and businesses.	https://www.i4ce.org/
QGES	QuantiGES	QuantiGES is a French method that describes step by step how to quantify the GHG impact (potential or real) of a reduction action on Carbon Footprint of Organisations.	http://www.bilans-ges.ademe.fr/en/accueil/contenu/index/page/assess_actions/siGras/0
SBT	Science-Based Targets	Science-based targets provide companies with a clearly defined pathway to future-proof growth by specifying how much and how quickly they need to reduce their GHG emissions.	https://sciencebasedtargets.org
SM-GES	Greenhouse gases management system	SM-GES is a French guideline document to implement a GHG emissions reduction management system within an organization.	https://www.associationbilancarbone.fr
TCFD Hub	Task Force on Climate-related Financial Disclosures Knowledge hub	The TCFD Knowledge Hub is a platform designed to help organizations implement the TCFD recommendations by providing insights, tools and resources.	https://www.fsb-tcfd.org
PESTEL	Political, economic, socio-cultural, technological, Environmental, Legal Analysis	Strategic tool giving an overview of the different macro-environmental factors to be taken into consideration. Useful to understand business position, potential and direction for operations.	https://fr.wikipedia.org/wiki/Analyse_PESTEL
SWOT	Strengths, Weaknesses, Opportunities and Threats	SWOT analysis is a strategic planning technique that aims to identify the key internal and external factors to achieve an objective.	https://en.wikipedia.org/wiki/SWOT_analysis
5 forces	Porter's five forces analysis	Conducting an analysis of the competitive forces at play in the sector.	https://en.wikipedia.org/wiki/Porter%27s_five_forces_analysis
SCAMPER	Substitute, Combine, Adapt, Modify, Put to other uses, Eliminate, Reverse	A technique aiming to generate creative and innovating solutions to a given issue. It encourages brainstorming through a series of questions/themes.	https://www.interaction-design.org/literature/article/learn-how-to-use-the-best-ideation-methods-scamper
BCG / Mc K matrix	BCG and Mc Kinsey matrices	Conceptual strategic tool based on two-dimensional portfolio matrices. It helps allocate resources on products. Can be adapted to carbon strategies.	https://en.wikipedia.org/wiki/Growth–share_matrix https://en.wikipedia.org/wiki/GE_multifactoral_analysis
9 blocks matrix	Alexander Osterwalder's matrix / Business Model Canvas	Strategic management template for developing new business models. It is a visual chart with elements describing a firm's or product's value proposition, infrastructure, customers, and finances.	https://en.wikipedia.org/wiki/Business_Model_Canvas

Appendix 3: detailed benchmark analysis

CRITERIA SELECTED FOR THIS BENCHMARK:

- Target (customers)
- Purpose (scope and goal)
- Governance (stakeholders and positions)
- Methodological Framework
- Scheme implementation
- Potential recognition
- Package (methods/tools)
- Take away for ACT

PART 1: CIT'ERGIE – ADEME

TARGET (CUSTOMERS)

Cit'ergie is the French variant of the European Energy Award. This label is built for local collectivities. ("For municipalities by municipalities")

PURPOSE (SCOPE AND GOAL)

Cit'ergie is mainly focused on **climate, air, energy** as it evaluates the quality of **local policies** regarding these subjects.

6 areas are assessed:

- Territorial development planification
- Community's heritage
- Energy, water and sanitation supply
- Mobility
- Internal organisation
- Communication, cooperation
-

A public document provides an exhaustive list of every measure (indexed according to these 6 areas) assessed in the evaluation.

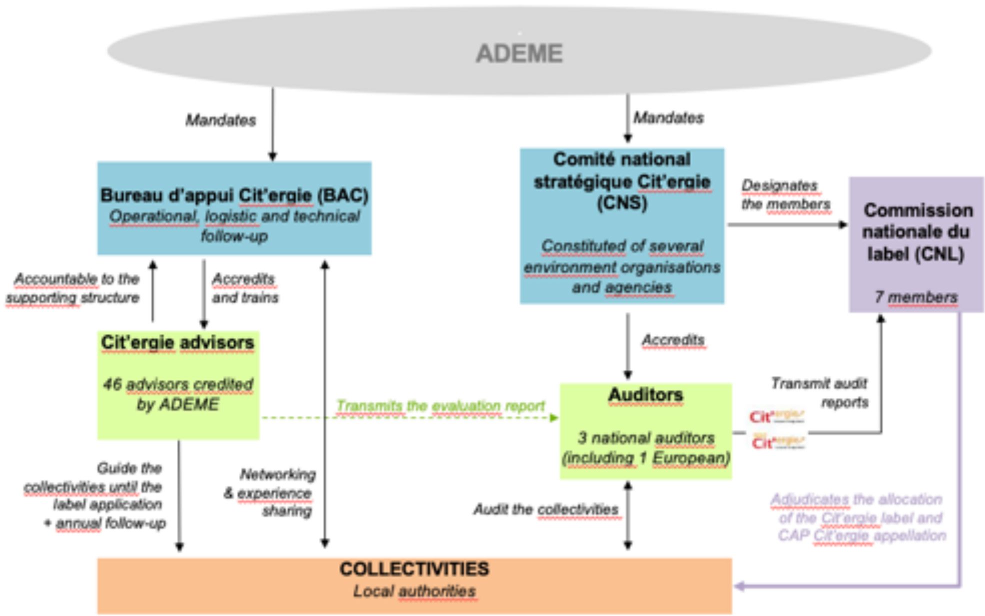
Dual objective:

- Help collectivities to articulate and improved their energy/climate policies through methodological tools and support;
- Reward voluntary collectivities willing to push further their climate and energy policies.

To summarize, it is a quality management and awarding system for municipalities and regions.

GOVERNANCE (STAKEHOLDERS AND POSITIONS)

The following chart explain how various stakeholders interact.



Gallileo Consulting 2017

The governance structure is organized as follows:

1. The supporting structure
   - ADEME
   - Comité national stratégique Cit'ergie (CNS) : defining strategic orientations of the label
   - Bureau d'appui Cit'ergie (BAC): Operational, logistic and technical support of the system

2. The advisory and adjudicational body
   - Commission nationale du label (CNL): in charge of label awarding and quality control.

3. Partners
   - Advisors (support and evaluate the collectivity)
   - External Auditors (conduct the audit in collaboration with advisors)
4. Beneficiaries: Collectivities

Cit'ergie is based on a mutual engagement between a collectivity and the French Agency for the Environment and Energy (ADEME). Local authorities commit to implement a management system of climate and energy policies while the ADEME provides financial support, resources and the help of an advisor.

METHODOLOGICAL FRAMEWORK

The methodological framework is the following:

- **Territorial development planification**
  - Global climate-air-energy strategy
  - Sectorial planification
  - Urbanism
- **Community's heritage**
  - Monitoring and heritage startegy
  - Energy and climate target values
  - Public lighting and water savings
- **Energy, water and sanitation supply**
  - Energy supply
  - Local production of energy
  - Water, green spaces and waste management
- **Mobility**
  - Promotion of sustainable mobility on the territory
  - Rationalization of travels
  - Alternative mobility

- **Internal organization**
    - Governance
    - Finance and public order
- **Communication, cooperation**
    - Cooperation and communication strategies
    - Housing and energy precarisiousness
    - Economic activities
    - Agriculture, forests
    - Civil society

IMPLEMENTATION SCHEME

1. Diagnosis and situational analysis
   - Advisors identify strengths and weaknesses

2. Definition of Action Programme
   - Defining energy policies with the help of a certified advisor

3. Programme implementation
   - Collectivities try to implement the policies previously designed

4. Audit
   - Done by one of the few auditors accredited by ADEME

5. Labelling (or recognition)

POTENTIAL RECOGNITION

Every measure assessed by Cit'ergie is evaluated on a scale from 0 to a maximum number of points defined for each measure. The mark obtained depends on the how much of its potential a collectivity has achieved.

Besides a good reputation among other collectivities, labels are the recognition outcoming from the Cit'ergie process. Each level is associated to a % of achievement:

- "In progress" : -35% (which technically isn't a label)
- Cap Cit'ergie : +35%
- Cit'ergie: +50%
- Cit'ergie Gold : + 75%

The label is valid for 4 years.

PACKAGE (METHODS/TOOLS)

Cit'ergie offers a large range of resources to assist collectivities, besides the experience and expertise of advisors :

- A collaborative platform to share experiences, documents, information, etc. => capitalize knowledge over the years.
- The EEA management tool which allows collectivities to monitor their progress in the EEA procedure.

TAKE AWAY FOR ACT

- 4-step implementation + rating system
- 6 themes with sub-themes and indicators
- Indicators match with actions
- Animated pool of advisors

SOURCES

- https://citergie.ademe.fr

PART 2: GREEN TICKS SCHEME - BRIGHT GREEN BUSINESS

TARGET (COSTUMERS)

The Green Ticks Scheme was designed specifically for Scottish businesses but is recognized in the rest of the UK and in Ireland.

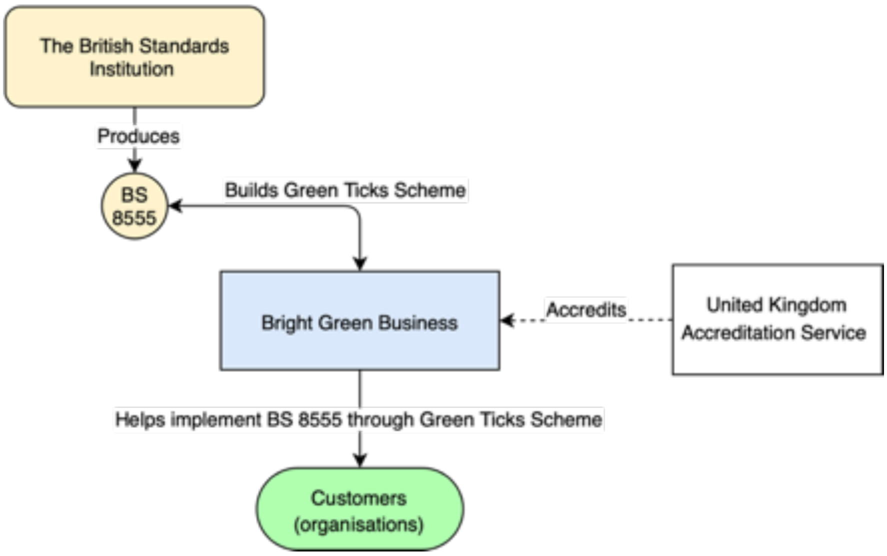
PURPOSE (SCOPE AND GOAL)

The Green Ticks Scheme help organizations to implement a formal Environmental Management System (EMS): **The British Standard BS 8555:2003** (Note: this BS was updated in 2016). This standard is on many aspects equivalent to ISO 14001.

The aim is to manage environmental impact in an affordable and manageable way.

GOVERNANCE (STAKEHOLDERS AND POSITIONS)

This chart explains the different stakeholders and their links:



Green Ticks Scheme ecosystem

- **The British Standards Institution** (BSI): publishes standards and provides a range of books, self-assessment tools.
- **The United Kingdom Accreditation Service** (UKAS): assess the competence of organizations that provide certification.
- **Bright Green Business**: provides an UKAS accredited scheme (The Green Ticks scheme)

METHODOLOGICAL FRAMEWORK

The BS 8555 standard is built in 6 phases as follows:

PHASE 1: Leadership, context and commitment

- Demonstrate management commitment
- Baseline environmental assessment
- Document an environmental policy and communicate
- Develop environmental indicators
- Identify, plan and initiate relevant environmental training
- Document Environmental Improvements

PHASE 2: Ensure compliance with legal and other requirements

- Documented legal and other requirements register
- Documented procedure for legal and another requirements compliance

- Legal compliance checks with compliance indicators
- Operational controls to ensure legal compliance

PHASE 3: Plan and develop the EMS
- Identification, categorization and prioritized control and/or improvement of environmental risks
- Documented Objectives and Targets, indicators, responsibilities and timeframes
- Document operational controls where necessary
- Communication of EMS targets and programme to relevant parties

PHASE 4: Implement the EMS
- Documented management roles/responsibilities and training commenced
- Description of EMS core elements (Environmental Manual)
- Communication, Document and Records control
- Recorded tests of emergency procedures
- EMS performance indicators

PHASE 5: Check and update the EMS
- Internal audits
- Corrective and prevention actions
- Management review

PHASE 6: EMS acknowledgment (EMAS or ISO 14001)

Each phase is broken down in 3 to 7 stages. A stage contains an Overview, Achievement Criteria, 'How to do' guidance and Example Outputs.

IMPLEMENTATION SCHEME

- Implementation uses a phased approach: companies can choose to implement a full EMS or only certain phases. Therefore, the implementation is paced to suit needs and resource availability. A consultant-advisor is provided in order to help define a suitable level.
- Depending on the level of commitment of the company it can take as little as two to three months.

POTENTIAL RECOGNITION

There is a certificate and an additional "tick" for each phase given to the company. The certificate is valid for 12 months, after that time a re-inspection is required to keep the Green Ticks.

Example of a Green Ticks certificate

PACKAGE (METHODS/TOOLS)

The BS 8555 comes with its Phase/Stage structure which in itself is a tool.

Bright Green Business supports a company through implementation, inspection and maintenance requirements of the EMS.

TAKE AWAY FOR ACT

- 6 stages with specific themes for each
- Implementation uses a phased approach: companies can choose to implement a full EMS or only certain phases

SOURCES

- https://www.brightgreenbusiness.org.uk/environmental-services/green-ticks
- http://bgb.runbymonkeys.com/pages/envgreenticks.php
- BS 8555 : 2016 Environmental management systems – Phased implementation
- BS8555 Seren & Green ticks schemes

PART 3: B CORP -B LAB

TARGET (CUSTOMERS)

B Corp certification is made for all for-profit companies, no matter their size, location or sector.

PURPOSE (SCOPE AND GOAL)

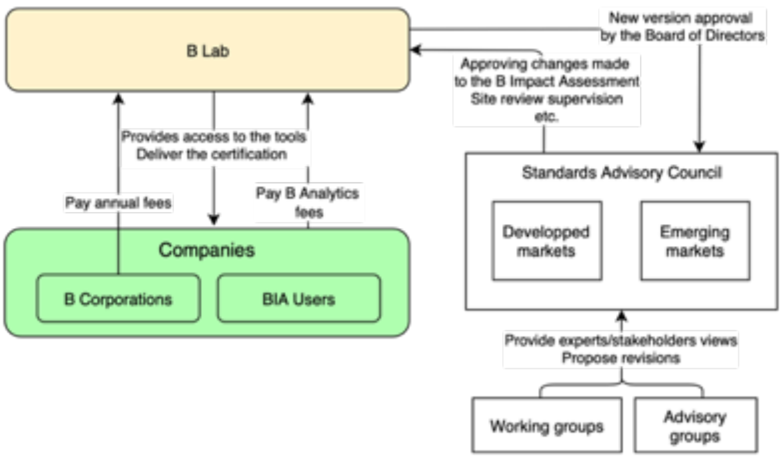
The main goal of B Lab is to redefine success in business and to balance purpose and profit.

B Corp allows consumers to identify changemakers among all companies, aims to use business as a force for good and want to build a strong community.

It sets high standards of environmental performance. Yet B Corp is not climate-focused, and its scope is wider.

GOVERNANCE (STAKEHOLDERS AND POSITIONS)

The following chart spells out main stakeholders and their positions:



- **B Lab:** the supporting structure that creates and leads the certification process.
- **Standards Advisory Council (SAC):** independent committee of 20-22 members in charge of overseeing the content and weightings for the version of the B Impact Rating System. Two subgroups: developed markets and emerging markets.
- **Working & Advisory Groups:** Discuss potential BIA revision and/or development.
- **B Corporations:** regular users of online tools, paying annual fees for certification. (+ fees to use B Analytics)
- **BIA Users:** users of the online assessment tool to improve their social and environmental performance.

METHODOLOGICAL FRAMEWORK

B Corp certification focused on 5 stakeholder-focused pillars:

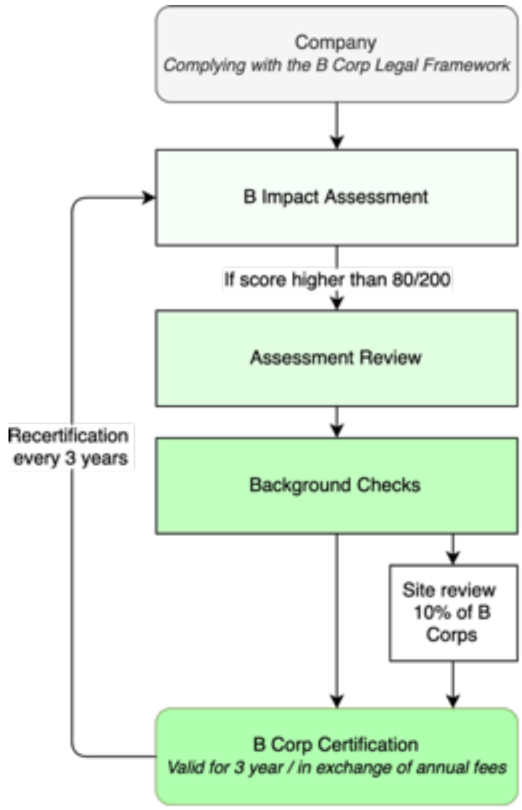
- **Governance**
  - Mission, Engagement, Ethics, Transparency
- **Workers**
  - Financial security, Health, Wellness, Safety, Career
- **Community**
  - Diversity, Equity, Inclusion, Economic impact, Civic engagement, Supply chain managment
- **Environment**
  - Environmental management, air, climate, land, water, life
- **Customers**
  - Customers stewardship

IMPLEMENTATION SCHEME

The implementation scheme is built around 3 main steps:

- **Assessment**
  - Completing the B Impact Assessment (BIA) online. There are numerous versions of the BIA depending on sectors, location, company's size, etc. A minimum score of 80 / 200 is required to be eligible to B Corp Certification.
- **Legal**
  - Meeting B Corp legal framework: Certified B Corporations are legally required to consider the impact of their decisions on all their stakeholders.
- **Verification**
  - Assessment Review & Background Checks by the teams of B Lab. These steps include a call to clarify answers or adjust self-assessment, and submission of additional documentation.
  - Site Reviews (10 % of Certified B Corporations are selected for an in-depth site review each year)

These pillars articulate as follows:



IMPLEMENTATION SCHEME OF B CORP CERTIFICATION

POTENTIAL RECOGNITION

B Corporation Certification is a recognition valid for 3 years. After this time companies have to go through a recertification to keep it.

The process is free of charge but the certification is a paying award: annual fees based on companies' revenue.

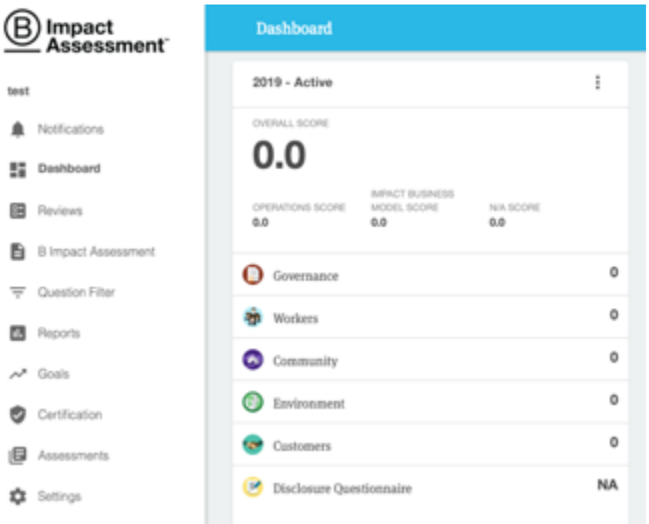
Notes: as B Lab is a non-profit, annual fees are used to cover B Lab's operating expenses.

PACKAGE (METHODS/TOOLS)

B Lab provides two major tools:

- B Impact Assessment (Free)
    - measure and manage companies' impact on workers, community, and the environment
    - compare performance between your company and top performers like Certified B Corporations.

Used for the first step of the process (self-assessment)



BIA Dashboard screenshot

- B Analytics (Competitively Priced)
    - data platform that aggregates and analyzes B Impact Assessment data
    - track your performance

TAKE AWAY FOR ACT

- The B Impact Assessment is customized (modular). With 8 different tracks depending on the type of company, the assessment has more than 78 different combinations possible that customize content to a company's size, sector, geographic market and industry.
- Annual fee

SOURCES

- https://bcorporation.net

PART 4: BATIMENTS DURABLES FRANCILIENS – EKOPOLIS

TARGET (CUSTOMERS)

BDF (Île de France Region Sustainable Buildings) is a support methodology directed towards project owners or management teams in the Building sector, for any type of construction in the Île-de-France Region. Other similar initiatives exist for other French regions.

PURPOSE (SCOPE AND GOAL)

By helping and evaluating the projects, it aims to push them forward to achieve a better version of themselves around the 7 topics of the methodology.

GOVERNANCE (STAKEHOLDERS AND POSITIONS)

Ekopolis is an association dedicated to promoting sustainable development in the buildings and urban management sectors. They manage BDF, provide the technical support and trainings.

The counselor is a member of the project team that is trained to the BDF methodology by Ekopolis and leads the process.

An **Inter-branch Commission** is designated to provide recommendations to the project team as they go through the process. The people who form the commission are professionals in their sector who volunteer to participate.

METHODOLOGICAL FRAMEWORK

BDF relies on 300 criteria scoring grid that is grouped in 7 topics:

- Project management: design, construction operation, …
- Construction site and surroundings: risks and pollution, consistency with the surroundings, …
- Solidarity: accessibility, social economy, social mix, …
- Energy: energy consumption reduction, renewables, energy efficiency, …
- Water: drinking water, rainwater, sewage, …
- Other resources: waste management, natural resources, land, …
- Comfort and health: indoor and outdoor areas comfort, air quality, …

IMPLEMENTATION SCHEME

The method works on 3 levels all along the project:

1. **Support**: the counselor tries to reach the best quality possible for the project and helps the team setting up the methodology.
2. **Evaluation**: the evaluation is split in two parts:
   - Detailed evaluation (85 points / 100): consists in the scoring of the 300 criteria and providing justifications for each of them, the scoring is then checked by Ekopolis;
   - Evaluation of the global consistency (15 points / 100 + 5 bonus points for innovation): consists in participating in an inter-branch commission by presenting the project and discussing with its members. The members of the commission evaluate the project.

   These two parts take place for each step of the project; therefore, the grade evolves as the project goes on:

   a. Conception
   b. Construction
   c. Operation

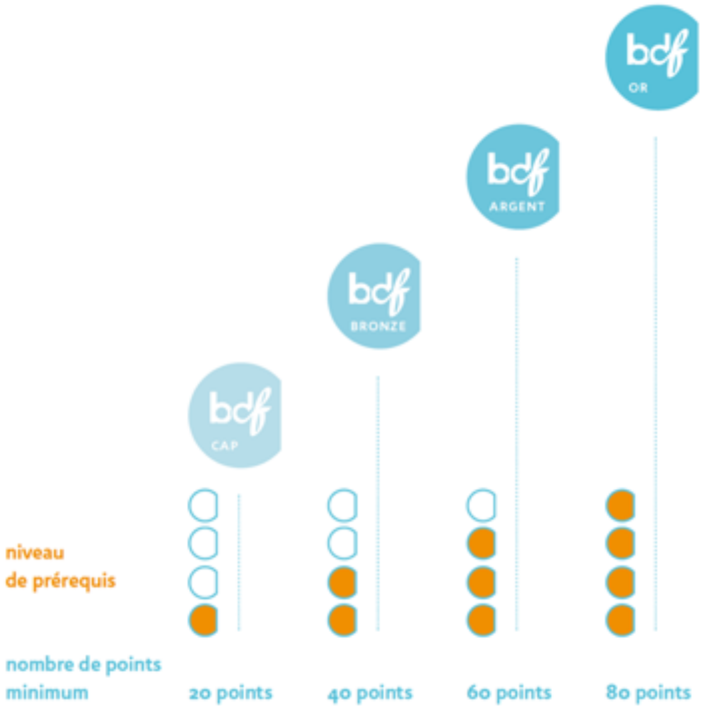
   The final grade (Operation) sets the definitive recognition level of the project.

3. **Provide place for dialog and learning**: 3 commissions are set (one for each step of the project) allowing for propositions to be given to the project team.

POTENTIAL RECOGNITION

There are 4 levels of recognition, that correspond to a certain number of points and prerequisites:

- BDF Gold: minimum of 80 points & 10 prerequisites
- BDF Silver: minimum of 60 points & 7 prerequisites
- BDF Bronze: minimum of 40 points & 6 prerequisites
- Cap BDF: minimum of 20 points & 1 prerequisite.



SCREENSHOT OF BDF RECOGNITION SYSTEM

PACKAGE (METHODS/TOOLS)

A counselor kit is available to help the counselor lead the project. It includes general information about the methodology, documentation about each of the 7 topics, and a scalable Excel grid allowing to evaluate the project following the 300 criteria at each step of the project.

TAKE AWAY FOR ACT

- Thorough (+200) and thematic grid of criteria
- Pre-requisites per level + points-based scale
- The ability to adapt the evaluation to the characteristics of each project : tailor-made set of criteria
- The counselor kit that allows the counselor to gain knowledge on the assessed topics.

SOURCES

- https://www.ekopolis.fr/etre-accompagne-sur-mes-operations/batiments-durables-franciliens
- Other communication resources provided by the Ekopolis team

PART 5: CORPORATE CLIMATE ACTION - WE MEAN BUSINESS

TARGET (CUSTOMERS)

We Mean Business is a global coalition working with businesses to take action on climate change and influence governments.

PURPOSE (SCOPE AND GOAL)

The coalition aims at achieving a net zero carbon economy by 2050.

They act by promoting business influence in governments for ambitious public policies that accelerate the transition to a low-carbon economy.

GOVERNANCE (STAKEHOLDERS AND POSITIONS)

The partners of the coalition are seven international nonprofits:

- BSR
- CDP
- Ceres
- The B Team
- The Climate Group
- The Prince of Wales's Corporate Leaders' Group (CLG)
- World Business Council for Sustainable Development (WBCSD)

The coalition is formed by:

- A board, that is made up of the leaders of the 7 partners and co-chaired by leaders of businesses;
- A secretariat, that serves the coalition by coordinating the delivery of its strategic objectives and vision;
- A compliance committee, that includes representatives from major funders, philanthropy, business and policy leaders who ensure fiscal integrity, strong leadership and high impact work;
- A corporate advisory group, that ensures the work of the coalition is aligned with the needs and interests of businesses.

METHODOLOGICAL FRAMEWORK

The coalition spotlights companies who commit to the following initiatives or goals:

- Net zero carbon:
  - Science Based Targets initiative
  - Low Carbon Technology Partnerships initiative
- Energy:
  - RE100 – 100% renewable energy
  - EP100 – Commit to smart energy use
- Urban:
  - Below50 – Sustainable fuels
  - EV100 – Commit to electric vehicles
- Land:
  - Remove deforestation
  - Climate smart agriculture
- Industrial:
  - Reduce Short Lived Climate Pollutant emissions
- Enablers:
  - Carbon pricing
  - Responsible climate policy
  - Report climate change information
- Resilience:
  - Improve water security

IMPLEMENTATION SCHEME

There is no clear implementation process. A company that wants to take action shall contact the We Mean Business team.

POTENTIAL RECOGNITION

There is no recognition for the companies besides from appearing in the list of committed companies.

PACKAGE (METHODS/TOOLS)

There is no method or specific tool to help companies.

A campaign (that includes a website https://betterfuturefaster.org) shows the main pillars of the coalition action (Economy, Transport, Power, Built Environment), and includes a few resources (campaign guidelines, videos, templates, …).

TAKE AWAY FOR ACT

- Spotlight companies for a set of identified commitments and management practices
- Website (with campaign guidelines, videos, templates, etc.) as a tool for companies

SOURCES

- https://www.wemeanbusinesscoalition.org
- http://climateinitiativesplatform.org/index.php/We_Mean_Business

PART 6: CARBON PROGRESS – BUREAU VERITAS CERTIFICATION

TARGET (COSTUMERS)

The Carbon Progress model is adaptable enough to fit all kind of organisations (companies, associations, collectivities, institution, etc)

PURPOSE (SCOPE AND GOAL)

This label is made to highlight and promote the voluntary involvement of organisations to curb their greenhouse gas emissions.

The aim is also to be an important vector of communication. The materialization of this effort toward sustainable development will help foster even more stakeholders.

GOVERNANCE (STAKEHOLDERS AND POSITIONS)

This label and associated processes are developed and validated according to a scheme of consultation. Stakeholders such as public authorities, industrials, NGO, carbon offsetters and consultants.

METHODOLOGICAL FRAMEWORK

The Carbon Progress© referential is adapted to meet ISO 14001 standards. As it is built on the structure of ISO 14001 some steps of these two processes can be mutualized (annual audits for instance)

The success of the method mainly leans on the involvement and commitment of leaders.

IMPLEMENTATION SCHEME

The Carbon Progress© scheme works on 3 phases:

- Phase 1: Involvement and carbon inventory
  - Organisations implement a time-tested inventory method. Tools used can come from various sources (ex: ADEME, World Business Council for Sustainable Development (WBCSD) or World Resources Institute (WRI)).
- Phase 2: Goals and actions plan
  - Setting a 3-years goal of reducing emissions. Emissions must be reduced at least by 9% over 3 years.
- Phase 3:
  - Implementation and monitoring of actions.
  - Update of the carbon inventory

POTENTIAL RECOGNITION

A commitment certificate and a commitment label are respectively offered at phase 1 and 2.

After completing phase 3, Bureau Veritas Certification checks that the goal is met and deliver the Carbon Progress© label.

PACKAGE (METHODS/TOOLS)

Bureau Veritas provides a communication package (kit and graphic chart, websites, events, meetings, flyers, relationship with the press)

TAKE AWAY FOR ACT

- Global emissions reduction objective (3%/year) is an embedded commitment
- General framework with full flexibility on operational tools and methods
- Governance for the development process

SOURCES

- Documentation/FP222_CARBON PROGRESS_1109_FR.pdf
- https://www.bureauveritas.com.co

PART 7: 1.2.3 ENVIRONNEMENT – CCI FRANCE

TARGET (COSTUMERS)

1.2.3 Environnement has been designed to meet the needs of **small and medium size companies.**

PURPOSE (SCOPE AND GOAL)

The goal is to set up environmental management system, to emphasize and add value to the environmental efforts of companies.

-> Gain in competitivity, meet clients' expectations, a federative project.

GOVERNANCE (STAKEHOLDERS AND POSITIONS)

This programme was created by the Assembly of French Chambers of Commerce and Industry (Assemblée des chambres françaises de commerce et d'industrie - ACFCI), supported by the ADEME.

METHODOLOGICAL FRAMEWORK

1.2.3 Environnement relies on the AFNOR FD X30-205 standard, built in collaboration with industry representatives, studies offices and public authorities.

This scheme allows companies to acquire, step by step, the ISO 14001 standard and/or EMAS registration. Progress pace is adapted to companies' particular situations.

IMPLEMENTATION SCHEME

1.2.3 Environnement is a progressive scheme based on 3 levels:

- Level 1: Overview of the situation and prioritize actions
  - Identify main impacts on the environment and legal requirements
  - Define an actions plan
- Level 2: Create an environmental program of actions
  - Define operational instructions
  - Monitor actions efficiency and anticipate urgencies
  - Sensitize and train teams
- Level 3: Implement an environmental system of management (ISO/EMAS)
  - Internal audit
  - Produce formal documents
  - Track and assess
  - Communicate
  - Define positions and responsibility of stakeholders

Each level is divided in several steps. A step includes:

- Goals / step's requirements
- An indicative method to achieve goals
- Results to reach
- Recommandations

POTENTIAL RECOGNITION

A certificate could be delivered for each level after an independent audit.

PACKAGE (METHODS/TOOLS)

1.2.3 Environment is providing advices, examples and methodological tools through all the project.

+ a website to ease assessment and decision-making.

TAKE AWAY FOR ACT

- Progress pace adapted to companies' particular situations
- 3 progressive levels divided into standardized steps
- Involvement of local 'business authorities'

SOURCES

- http://www.123environnement.fr

PART 8: SCIENCE-BASED TARGETS (SBT) – SCIENCE-BASED TARGETS INITIATIVE

TARGET (COSTUMERS)

SBTi is made for companies, no matter their size or location in the following sectors for now:

- Apparel and footwear
- Chemicals and petrochemicals
- Transport
- Financial institutions
- Oil and Gas
- Aluminium

PURPOSE (SCOPE AND GOAL)

The goal of the initiative is to facilitate the adoption of SBT and incentivize companies to set meaningful targets to a low-carbon economy.

GOVERNANCE (STAKEHOLDERS AND POSITIONS)

There are 4 levels of governance:

- Executive board: The Executive Board includes one high-level representative from each partner and donor organization who provides strategic input and mobilizes resources to meet the goals of the initiative. The partners organizations are : CDP, UNGC, WRI, WWF and one of the We Mean Business Coalition commitment.
- Steering committee: The Steering Committee includes a designated staff member from each of the four partner organizations. The Steering Committee members make the day-to-day decisions and are responsible for designing and overseeing implementation the initiative's overall strategy and providing technical guidance and quality control.
- Project core team: This is the main implementation and coordination body of the initiative and is comprised of staff from across the partner organizations. The core team is responsible for helping the initiative deliver its overall goals in coordination with key stakeholders and externally. Find out more about the Science Based Targets initiative team.
- Technical advisory group: This is a group of volunteer advisors from business, academia, government, non-profit and multilateral organizations. All members have in-depth knowledge about science-based target setting or expertise in voluntary emission reduction target setting in a corporate context. The group serves in a technical advisory capacity and speaks on behalf of the Science Based Targets initiative when opportunities arise.

METHODOLOGICAL FRAMEWORK

There are 3 approaches to set a science-based target:

- **Sector-based:** The global carbon budget is divided by sector and then emission reductions are allocated to individual companies based on its sector's budget. (SDA approach)
- **Absolute-based:** The percent reduction in absolute emissions required by a given scenario is applied to all companies equally.

- **Economic-based:** A carbon budget is equated to global GDP and a company's share of emissions is determined by its gross profit, since the sum of all companies' gross profits worldwide equate to global GDP.

SBTi recommends that companies choose the most ambitious method for them.

Companies actually have the choice between two temperature goal options: 1,5°C or well bellow 2°C.

IMPLEMENTATION SCHEME

To set a target, companies follow the following steps:

1. **Submit a commitment letter** indicating that the company will work to set a science based emission reduction target. -> The company is then recognized as "committed";
2. **Develop a target;**
3. **Submit the target for validation** in the 24 months following the commitment letter;
4. **Announce the target**, once validated by the SBTi team. The company receives a communications pack and can liaise with a member of the team.
5. **Upgrade the target** to meet new criteria and boost the ambition of current targets.

POTENTIAL RECOGNITION

Companies who have their Science Based Targets approved by the initiative are showcased in the SBT website. They can also use the SBT logo on external communication.

PACKAGE (METHODS/TOOLS)

The initiative has developed several resources to help companies, these are compiled in a dedicated page on their website:

- Target setting tool
- Commitment letter
- Call to action guidelines
- Target validation protocol
- SBTi criteria
- Science-based target setting manual
- Target submission form and guidance
- A targets guidance for each of the 6 sectors
- + other resources

TAKE AWAY FOR ACT

- Target-setting tool and other dedicated resources on website
- Commitment letter engaging the company into the SBT initiative

SOURCES

- https://sciencebasedtargets.org

PART 9: LABEL LUCIE

TARGET (COSTUMERS)

The LUCIE label is adapted to all companies, organizations and collectivities. However, small and medium enterprises represent more than 80% of companies labelled by LUCIE.

PURPOSE (SCOPE AND GOAL)

Label LUCIE is a path to improve CSR (Corporate Societal Responsibility). The goal is to initiate companies' contribution to global sustainable development, by encouraging them to practice social responsibility to improve their impacts on their workers, their natural environments and their communities.

GOVERNANCE (STAKEHOLDERS AND POSITIONS)

There are 3 levels of governance:

- LUCIE team
- External assessors: Bureau Veritas Certification, RSEVAL or Vigeo Eiris
- Labelling committee: CSR experts and professionals

METHODOLOGICAL FRAMEWORK

LUCIE leans on the ISO 26 000 standard which provides guidelines for social responsibility.

The Seven Key Principles are:

- Accountability
- Transparency
- Ethical behavior
- Respect for stakeholder interests
- Respect for the rule of law
- Respect for international norms of behavior
- Respect for human rights

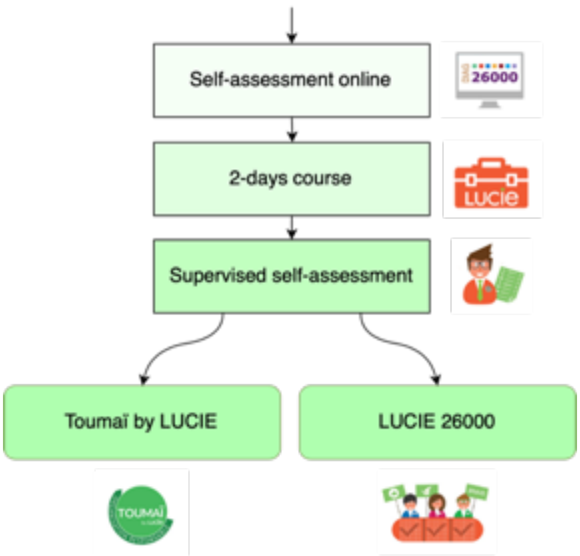
The Seven Core Subjects considered are:

- Organizational governance
- Human rights
- Labor practices
- Environment
- Fair operating practices
- Consumer issues
- Community involvement and development

IMPLEMENTATION SCHEME

The implementation scheme follows the following path:

- Phase 1: **Self-assessment online**
  - Questions about 7 themes related to CSR (according to ISO 26 000)
- Phase 2: **LUCIE Label course by a CSR expert**
  - 2-days initial training to gain skills about ISO 26000, LUCIE and ways to implement CSR in your organization.
- Phase 3: “**Supervised self-assessment**”
  - A LUCIE consultant comes on site to help assessing improvements
- Phase 4: **Toumaï by LUCIE labelling**
  - Simplified and adaptable label delivered for 1 year after an audit by a LUCIE expert.
- Phase 4 bis: **LUCIE 26000 labelling**
  - Exhaustive external audit
  - Definition of an actions plan
  - Labelling and verification 18 months after



POTENTIAL RECOGNITION

There are two possible outcomes to the LUCIE scheme:

- Toumaï label: aim to highlight companies' maturity on the subject.
- LUCIE 26 000 label: aim to guarantee the credibility of companies' approach.

PACKAGE (METHODS/TOOLS)

Joining the LUCIE Community allows access to the **LUCIE Pack**:

- LUCIE & CSR events
- Members advantages: mediatization, bank, insurance, etc.
- Communication: logos, advices, etc.
- CSR tools: Platform LucieOnLine (labelling online), LUCIE AD2R (estimate gains form CSR).

Moreover, ISO 26000 comes with an 84 pages document devoted to definitions, examples, and suggestions on how to identify and communicate with stakeholders, and how to identify and address specific issues in each Core Subject area.

TAKE AWAY FOR ACT

- Available in 8 specific versions depending on the user identity : Collectivities, SME, Banking, Social housing, Home healthcare, Digital Services, "Maison familiale rurale", Training institutes
- 2-days training to gain skills on CSR
- Communication kit after the labelling

SOURCES

- https://www.labellucie.com

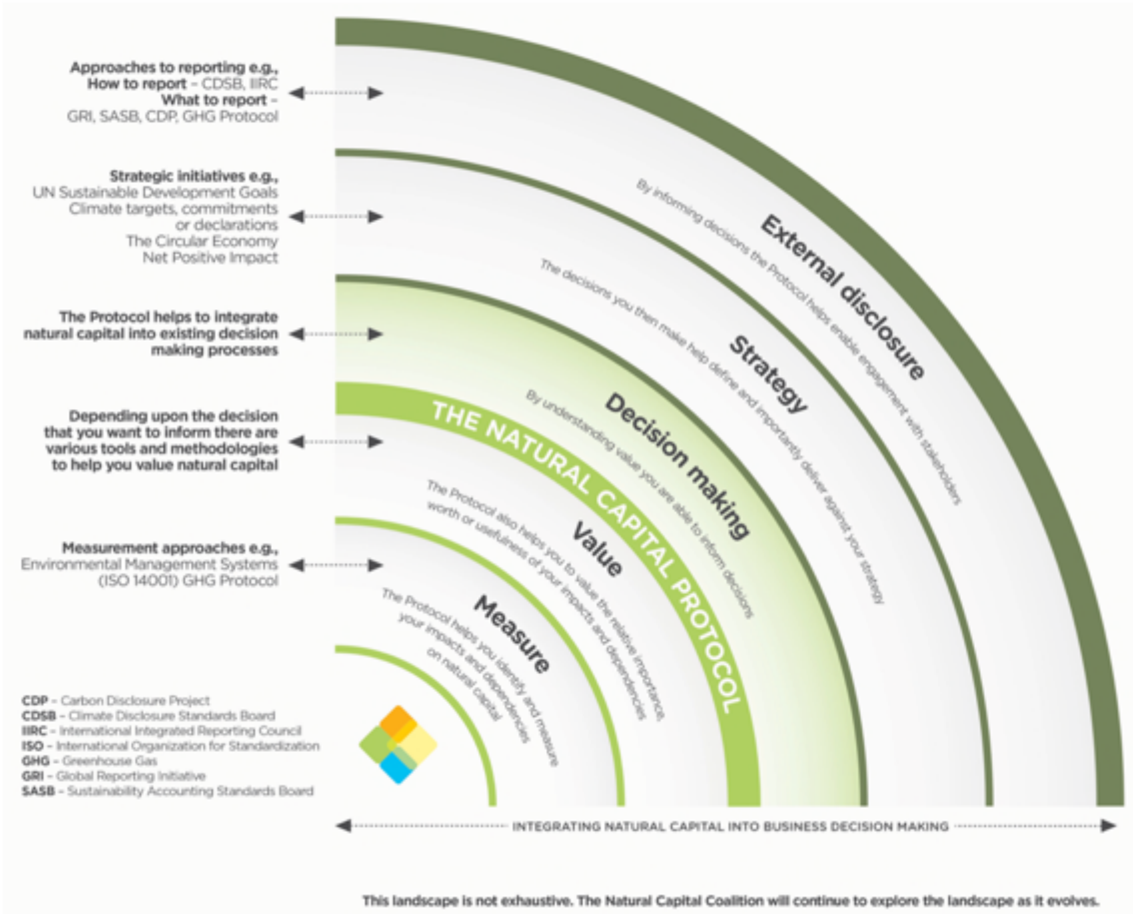
PART 10: NATURAL CAPITAL PROTOCOL

TARGET (COSTUMERS)

The Natural Capital Protocol is applicable within any business sector, to organizations of all sizes and in all operational geographies. The Protocol is also applicable at multiple organizational levels and scopes, for example at a product, project or organizational level.

PURPOSE (SCOPE AND GOAL)

The protocol is a decision making framework that enables organizations to identify, measure and value their direct and indirect impacts and dependencies on natural capital (stock of renewable and non-renewable resources (e.g. plants, animals, air, water, soils, minerals) that combine to yield a flow of benefits to people.)



GOVERNANCE (STAKEHOLDERS AND POSITIONS)

The protocol is a product of the Natural Capital Coalition.

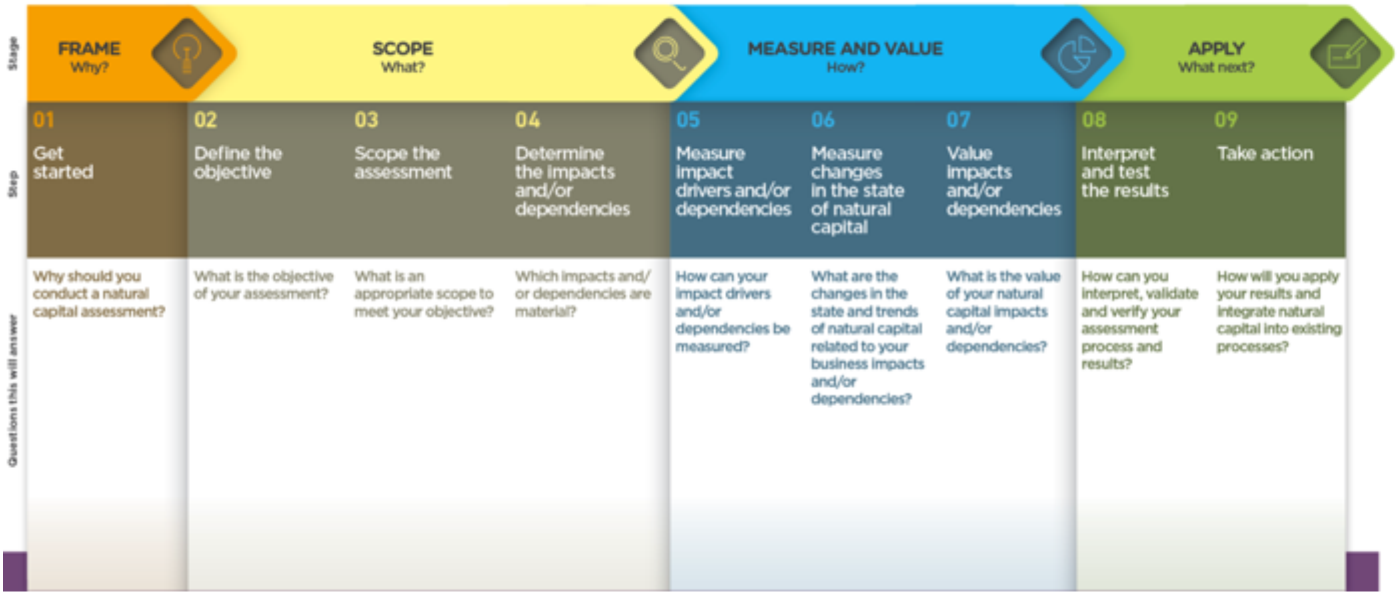
The Coalition is a collaboration of more than 300 organizations from business, accountancy, science and academia, membership organizations, standard setting, finance, policy and conservation.

The following organizations led the development of the protocol and sector guides:

The Coalition is supported by the Coalition team.

METHODOLOGICAL FRAMEWORK

The Framework guides the user through four logical Stages and nine Steps. Once the end is reached, the results may lead to reconsider one or more of the Steps, or to ask another question.



The protocol suggests four main principles to conduct a natural capital assessment:

Relevance	Rigor	Replicability	Consistency
Ensure that you consider the most relevant issues throughout your natural capital assessment including the impacts and/or dependencies that are most material for the business and its stakeholders.	Use technically robust (from a scientific and economic perspective) information, data and methods that are also fit for purpose.	Ensure that all assumptions, data, caveats, and methods used are transparent, traceable, fully documented, and repeatable. This allows for eventual verification or audit, as required	Ensure the data and methods used for an assessment are compatible with each other and with the scope of analysis, which depends on the overall objective and expected application
Adapted from CDSB 2015 and WRI and WBCSD 2004.		Adapted from GRI 2013.	Adapted from WRI and WBCSD 2004 and IIRC 2013.

IMPLEMENTATION SCHEME

There is no clear implementation process. A company that wants to apply the protocol can just download the package and use it.

POTENTIAL RECOGNITION

There is no recognition other than having the possibility to join the coalition (not conditioned by using the protocol).

PACKAGE (METHODS/TOOLS)

The protocol itself is a methodology, and there are 3 sector guides (apparel, food and beverages, forest products) and a multi-sector supplement (finance).

A self-assessment tool "NatCap Checker" was also developed, including guidance and a launch webinar.

Some templates are also available so that organizations can structure the outputs of each step of the protocol, including a case study example.

Video training is available to explain the protocol by putting the viewer in the role of a decision-maker.

Moreover, the Natural Capital Protocol Toolkit, developed by WBCSD, is a web platform and interactive database that consolidates and maps available tools against the Protocol framework.

TAKE AWAY FOR ACT

- The multitude of resources available to help organizations apply the protocol by themselves.
- The logic scheme from "measure" to "external disclosure" : Measure, value, decision making, strategy, external disclosure
- The Framework is an implementation scheme that uses a 4-stage / 9-step approach

SOURCES

- https://naturalcapitalcoalition.org/natural-capital-protocol/

PART 11: SM–GES ®

TARGET (COSTUMERS)

The SM-GES suits all kind of organizations: companies, local authorities, non-profits, etc.

PURPOSE (SCOPE AND GOAL)

This referential is a management-oriented framework that enables organizations:

- to include greenhouse gases management into their strategy;
- to manage low carbon actions with efficiency

It suggests requirements aiming to make management of greenhouse gases emissions more efficient and transparent. The goal is to curb GHG emissions and involve all stakeholders.

This referential focuses on GHG sources (direct and indirect, upstream and downstream)

GOVERNANCE (STAKEHOLDERS AND POSITIONS)

SM-GES was developed by members of the ABC (Association Bilan Carbone ®) through working groups. Then 32 organizations experimented it for one year and their experiences helped improve the framework.

METHODOLOGICAL FRAMEWORK

SM-GES is organized around the continuous improvement method: PDCA (Plan, Do, Check, Act).

It is compatible with ISO 14001 (environmental management), ISO 50001 (energy management) and ISO 9001 (quality management).

SCHEME IMPLEMENTATION

An initial training gives companies complementary skills to use the referential and associated tools.

There are two levels of requirements:

- Minimal requirement: implement an efficient system;
- High requirement: build a system of excellence based on best practices.

Then organizations follow the referential, compiling requirements in categories:

- **General requirements**
- **Planification** (Plan)
    - Emissions accounting
    - Legal compliance and voluntary commitment
    - Reduction targets and actions plan

- **Implementation** (Do)
    - Resources
    - Skills and training
    - Sensibilization
    - Communication
    - Documentation

- **Track and manage** (Check)
    - Tracking of GHG emissions and targets
    - Compliance assessment
    - Audit

- **Adjust** (Act)

POTENTIAL RECOGNITION

No recognition system is available for SM-GES.

PACKAGE (METHODS/TOOLS)

The SM-GES package helps the operational implementation of the framework. The following tools are available once the initial training is done.

- **Presentation**
    - Flyers, PowerPoint and videos.
- **SM-GES implementation**
    - Requirements dashboard, implementation steps, positions of internal stakeholders, etc.
- **Stakeholders analysis tools**
- **Leaders commitment**
    - Pitch and typical involvement pathways as examples to convince leaders
- **Actions plan**
    - Guides to define, establish and monitor actions plan
- **Resources**
    - How to finance greenhouse gases reduction actions
- **Communication package**
    - External and internal communication, templates, etc.
- **CO2 emissions tracking tools**

TAKE AWAY FOR ACT

- PDCA-based method
- Initial training delivered
- Tools that support companies through every step of the process.
- Suits all kind of organizations (companies, non-profits, local communities, etc)

SOURCES

- SM-GES - Association Bilan Carbone

Appendix 4: building a set of questions for the ProACT Grid

The following table is an adaptation of the grid that was directly derived from the generic performance indicators of ACT Framework:

- It is reorganized according to the 4 strategic levels inspired from the TCFD recommendations
- Complementary questions were added, which allow greater internal consistency within the 'Strategy' level
- Intermediary questions were added, which identify some necessary preparation work (e.g. define some carbon metrics during and assess current carbon performance during Step #2) related to a subsequent step (e.g. set carbon performance targets during Step #4)

TABLE 24: INITIAL PROACT QUESTIONS LIST COMPLETED (*IN ITALIC*) WITH ADDITIONAL QUESTIONS FOR A GLOBAL CONSISTENCY AND REORGANIZED BASED ON THE 4-LEVEL FRAME

Ex-question #	Question code	Action description
		GOVERNANCE
5.1	GOV1	Are the members of the Board fully aware of the climate change challenge and potential consequences on the business and operations?
-	*GOV2*	*Have I developed a vision of business and operations in a low-carbon world?*
5.2	GOV3	What is the level of the carbon strategy oversight in the organization?
		STRATEGY
1.3	ST1	Do I have long-term objectives as well as intermediate objectives?
1.4	ST2	Have my previous carbon performance objectives been achieved?
5.4	ST3	Do I have a transition plan?
5.5	ST4	Have I tested the effects of climate change scenarios on the business and operations?
-	*ST5*	*Does my carbon strategy involve low-carbon R&D?*

-	*ST6*	*Does my carbon strategy involve improving lifecycle carbon performance of products and services?*
-	*ST7*	*Does my carbon strategy involve developing low-carbon business models?*
6.1	ST8	Does my carbon strategy involve my relationship with suppliers?
7.1	ST9	Does my carbon strategy involve my relationship with clients?
8.1	ST10	Does my carbon strategy involve my relationship with other stakeholders than clients and suppliers?
-	*ST11*	*Does my carbon strategy involve promoting climate action?*
LOW-CARBON TRANSITION MANAGEMENT		
2.2	LCTM1	Are my investment choices on production assets based on low-carbon performance criteria?
3.1	LCTM2	Am I investing into low-carbon R&D?
4.1	LCTM3	Am I carrying out interventions on my products/services or portfolio in order to improve lifecycle performance?
5.3	LCTM4	Are there management incentives related to the low-carbon strategy or performance?
6.2	LCTM5	Does my carbon strategy involve concrete actions towards my suppliers?
7.2	LCTM6	Does my carbon strategy involve concrete actions towards my clients?
8.2	LCTM7	Am I supporting any trade association that takes climate-defensive positions?
8.3	LCTM8	Am I promoting climate action through involvement into any trade association?
8.4	LCTM9	Am I publicly promoting climate action?
9.1	LCTM10	Am I developing business activities that reduce structural barriers to low-carbon products or services?
9.2	LCTM11	Am I developing business activities that enhance market penetration of low-carbon products or services?
9.3	LCTM12	Am I developing business activities that enhance the shift of clients towards low-carbon practices?
METRICS & TARGETS		
-	*M&T1*	*Have I defined a set of metrics that characterize my carbon performance?*
-	*M&T2*	*Have I recently carried out an organizational carbon footprint?*
	M&T3	*Have I carried out a company carbon performance assessment the company carbon metrics and the corresponding relevant low-carbon benchmark pathway(s) ?*
1.1	M&T4	Are my Scope 1+2 carbon performance targets aligned with a relevant low-carbon benchmark pathway?
1.2	M&T5	Are my Scope 3 carbon performance targets aligned with a relevant low-carbon benchmark pathway?
2.1	M&T6	Is the current trend of my carbon performance on Scope 1+2 emissions aligned with the one of my low-carbon benchmark pathway?
2.3	M&T7	Are my Scope 1+2 locked-in emissions over a relevant future period of time inferior to my carbon budget over the same period?
4.2	M&T8	Is the current trend of lifecycle (Scope 3) carbon performance of my products/services portfolio aligned with a relevant low-carbon benchmark pathway?
4.3	M&T9	Are my products/services portfolio lifecycle (Scope 3) locked-in emissions over a relevant future period of time inferior to my carbon budget over the same period?

In the next table, the same questions have been reorganized according Steps #2 to #5 of the ProACT process. Figure 14 is derived from this table.

TABLE 25: PROPOSED PROACT QUESTIONS SET ORGANIZED BY STEP, INCLUDING (*IN ITALIC*) QUESTIONS CORRESPONDING TO PREPARATORY ACTIONS

Step #	Action name	Action description
Step 1 **CURRENT SITUATION**	Company profile	-
	Maturity to date	-
Step 2 **ISSUES & CHALLENGES**	Carbon footprint	*M&T2. Have I recently carried out an organizational carbon footprint?*
	Carbon performance metrics	*M&T1. Have I defined a set of metrics that characterize my carbon performance?*
	Carbon performance assessment	*M&T3. Have I carried out a company carbon performance assessment the company carbon metrics and the corresponding relevant low-carbon benchmark pathway(s) ?*
		M&T6.Is the current trend of my carbon performance on Scope 1+2 emissions aligned with the one of my low-carbon benchmark pathway?
		M&T7. Are my Scope 1+2 locked-in emissions over a relevant future period of time inferior to my carbon budget over the same period?
		M&T8. Is the current trend of lifecycle (Scope 3) carbon performance of my products/services portfolio aligned with a relevant low-carbon benchmark pathway?
		M&T9. Are my products/services portfolio lifecycle (Scope 3) locked-in emissions over a relevant future period of time inferior to my carbon budget over the same period?
	SWOT analysis	ST12. Have I conducted an analysis of my SWOT in the context of the low-carbon transition?
	(Climate change scenario testing)	ST4. Have I tested the effects of climate change scenarios on the business and operations?
	Board training	GOV1. Are the members of the Board fully aware of the climate change challenge and potential consequences on the business and operations?
Step 3 **VISION**	Long-term vision	*GOV2. Have I developed a vision of business and operations in a low-carbon world?*
	Transition roadmap	ST3. Do I have a transition plan?
	Board engagement	GOV4. Has the Board formally endorsed the vision of business and operations in a low-carbon world?
Step 4 **STRATEGY**	Strategic orientations and objectives	ST13. Has the transition plan been declined into short-term strategic objectives and orientations?
	Carbon performance targets	ST1. Do I have long-term objectives as well as intermediate objectives?
		M&T4. Are my Scope 1+2 carbon performance targets aligned with a relevant low-carbon benchmark pathway?
		M&T5. Are my Scope 3 carbon performance targets aligned with a relevant low-carbon benchmark pathway?
		ST2. Have my previous carbon performance objectives been achieved?
	Strategic plan (by domain/function)	*ST5. Does my carbon strategy involve low-carbon R&D?*
		ST6. Does my carbon strategy involve improving lifecycle carbon performance of products and services?
		ST7. Does my carbon strategy involve developing low-carbon business models?

		ST8. Does my carbon strategy involve my relationship with suppliers?
		ST9. Does my carbon strategy involve my relationship with clients?
		ST10. Does my carbon strategy involve my relationship with other stakeholders than clients and suppliers?
		ST11. Does my carbon strategy involve promoting climate action?
	Board commitment	GOV3. What is the level of the carbon strategy oversight in the organization?
Step 5 **ACTION PLAN**	Identification, assessment and selection of potential actions	LCTM1. Are my investment choices on production assets based on low-carbon performance criteria?
		LCTM2. Am I investing into low-carbon R&D?
		LCTM3. Am I carrying out interventions on my products/services or portfolio in order to improve lifecycle performance?
		LCTM4. Are there management incentives related to the low-carbon strategy or performance?
		LCTM5. Does my carbon strategy involve concrete actions towards my suppliers?
		LCTM6. Does my carbon strategy involve concrete actions towards my clients?
		LCTM7. Am I supporting any trade association that takes climate-defensive positions?
		LCTM8. Am I promoting climate action through involvement into any trade association?
		LCTM9. Am I publicly promoting climate action?
		LCTM10. Am I developing business activities that reduce structural barriers to low-carbon products or services?
		LCTM11. Am I developing business activities that enhance market penetration of low-carbon products or services?
		LCTM 12. Am I developing business activities that enhance the shift of clients towards low-carbon practices?

Appendix 5: final interviews

SUMMARY

The final interviews tool the form of 1-hour Zoom or Skype meetings between the 13th and the 24th of February 2020.

They were conducted in French. The questions were translated and the answers were summarized into English to produce the highlights below.

Interviewees

Léo GENIN – I Care & Consult

Rémi-Pierre LARPPREND – Maisons du Monde

Arnold MONTAGNY, Christelle BELIN et Lucie-Combe CHAILAN – Vinci Immobilier

Paul MADOZ – Ekodev

Highlights

QUESTION	MAIN ANSWERS
1. Are there some ProACT characteristics that need to be clarified in priority ?	• Who are the target users of ProACT? • How do ProACT and ACT articulate exactly? • How does ProACT uses and value the resources that are already available on the ADEME website? • What is the role of the consultants in ProACT? • How is the ProACT grid used along the process? • What is the company public visibility during ProACT? • Will there be any incentive or support for the companies to engage into ProACT, at least in France?
2. Are there some aspects of ProACT that are not adequate or are disappointing to you?	• 3 interviewees out of 4 first answer 'No, they are no obvious such aspects' before adding some remarks. • (4th interviewee:) This presentation does not respond to our main expectation, that is to understand more on how and based on which benchmark the low-carbon pathways are to be processed.
3. Do you think it is relevant to set a fix duration for each step	• 2 interviewees out of 4 think 3 years should be a maximum. • The other 2 think it should be indicative.

and/or for the full process?	
4. Do you think that the evidence requested in the context of a public visibility system may hold back some companies from engaging?	• 2 interviewees (companies) out of 4 think the companies should choose between a format that includes visibility and a format that does, in order not to frighten some companies. • The other two (consultants) think the format with visibility as well as the evidence should be mandatory; this is necessary in order for ProACT to have some clear added value. • A proposition is made to have the possibility for a 'blank' engagement into ProACT for the first time only.
5. According to you, what are the main 3 strengths of ProACT?	• ProACT requires effective board engagement, that is key to influence the company strategy. • ProACT's step-by-step approach and 4-level framework are clear and robust. • The connection with ACT and the fact that ADEME supports ProACT is a guarantee for the companies that they are using the relevant approach. • ProACT allows valuing ambitious strategies with concrete action and to a certain extent will allow setting aside greenwashing • ProACT really provides the businesses with a concrete solution to appropriate the carbon strategy. • The ProACT approach is altogether simple and can get companies much forward into designing a low-carbon strategy. • ProACT allows companies to value the fact that they are not yet ready for the transition, but actively working on it.
6. According to you, what will be the main challenges in the development phase?	• What for will take ProACT in practice? It is key to make sure it is easy to appropriate and to use. • Develop user-friendly tools that are advanced and specific enough to effectively support the companies along the ACT process • Design a methodology allows designing carbon performance pathways that are relevant to the low-carbon transition for any type of company. • Propose sector-specific and concrete solutions to engage suppliers and clients to reduce the value chain emissions.
7. Sort these names by order of preference	(To produce the result below, the following was applied: for each interviewee, 4 points are awarded to the preferred name, 3 points to the second, etc.) 1. ProACT 12 points 2. To ACT 9 points 3. ACT on 7 points 4. ACT-SBS 4 points 5. PreACT 4 points 6. ACT Progress 4 points

8. Do you have anything to add on ProACT as it was presented to you?	• When is ADEME planning to launch ProACT? • A study is carried out by the ADEME in parallel on the assessment methods on climate physical risks: any support system t companies from ADEME to either of such methodologies and ProACT should seek consistency. • Vinci Immobilier and Maisons du Monde mention that they will be interested in participating to ProACT in the future.

EXTENDED INTERVIEW NOTES

Entretien #1 – Léo Génin – ICare & Consult

Skype – 13/02 de 16h30 à 17h30

Questions de clarification - 15 min

-Articulation exacte entre ProACT et ACT d'une part

-Articulation entre ProACT et les ressources déjà disponibles sur le centre de ressources de l'ADEME sur les Bilans GES : ne pas donner l'impression qu'il y a un éparpillement. Comment ProACT ramasse tout cela et comment tout cela contribue à ProACT ?

Est-ce que certaines caractéristiques de ProACT vous semblent devoir être éclaircies en priorité ?

R/V Entreprises

-Pour l'entreprise, est-ce qu'elle peut le faire toute seule ou est-ce qu'elle a besoin d'être accompagnée ? (Pour le R/V Entreprises)

-Si l'entreprise n'a pas vu le R/V Consultants, elle va se demander comment elle va faire (outils, solutions)

-Sur le R/V Entreprises, on voit qu'il y a une Grid et de l'auto-assessment mais on ne comprend pas comment et quand cela va être utilisé

R/V Consultants

-Quels outils ? Comme c'est porté par l'ADEME, comment (en France) je retrouve mes petits par rapport à ce que je connais. Et quels nouveaux outils ? Par exemple, il y a des recoupements avec le Bilan Carbone (training, plan d'action, objectifs). Les alimenter dans le carbon performance tool et strategy design toolbox ?

-Le online resource center sera-t-il le centre de ressources Bilan GES actuel ?

-Rôle du consultant

-C'est important de savoir que ProACT est la brique amont de ACT

Est-ce que certaines caractéristiques de ProACT vous semblent peu adéquates / décevantes ?

-Pas d'idée immédiate

-Ne pourrait-on pas ajouter qq part les mots supplier et client ? Les pictogrammes sont moins parlants même s'ils sont parlants – Peut-être ne pas mettre tous les mots-clés mais mettre les principaux.

-Auto-assessment : on ne comprend pas bien à quel moment on fait l'auto-assessment dans les 6 étapes

Vous semble-t-il opportun de fixer une durée standard de chaque étape et/ou du processus ?

-R/V Entreprises : mettre 6 months to 1 year comme dans l'autre R/V

-Avoir une flèche de retour en fin de processus pour montrer que c'est itératif (et que la deuxième fois, ça va plus vite)

-Donc : laisser de 6 à 12 mois mais ne pas détailler + pourquoi ne pas dire 2-3 years plutôt que 2 years ?

Pensez-vous que les preuves à fournir dans une perspective de reconnaissance puissent être anxiogènes ?

-Très proche de la philosophe du « airport carbon accreditation ». level 1 : carto des émissions ; level 2 : … ; level 3 :

-Pas mal le dispositif à 3 niveaux. Fait le lien avec Cit'ergie + avec les justificatifs que l'entreprise devra fournir pour ACT.

-Etre assez ferme et imposer le dispositif de reconnaissance : si tu t'engages dans ProACT, il faut jouer le jeu et se mettre au diapason de la rigueur demandée par ACT.

Quels sont les 3 principaux points forts de ProACT à valoriser à ce stade selon vous ?

-Les bénéfices et la visibilité publique sont paradoxalement moins présents dans le R/V Entreprises que dans le R/V Consultants

-Si on se dit qu'ACT va prendre de l'ampleur, c'est une réelle solution donnée à l'entreprise pour se préparer tout en étant valorisée : « je ne suis pas prêt mais je suis en chemin »

-C'est beaucoup plus marketable que le résultat d'un Bilan Carbone

-L'engagement du top management est clé, ce qui pousse à un engagement stratégique qui n'existait pas dans le BC

-Ne faudrait-il pas inverser les deux blocs Flexible + Robust + Pragmatic + … et benefits / visibility entre les deux R/V

Classez ces noms par ordre de préférence :

1. ACT-SBS 3 (on est pas loin de SBT donc confusion possible)
2. To ACT 2 (cf 2°)
3. ACT On 4
4. ProACT 1 (cf proactif)
5. Other PreACT

Autres

-A terme, mettre des liens ou des contacts (Pour en savoir + ; pour aller + loin ; etc.)

-Le branding est insuffisant sur les R/V (mais c'est normal)

-Mission en cours d'IC&C sur un benchmark des méthodes d'évaluation du risque physique pour les entreprises, avec une perspective qui est la réflexion sur les dispositifs d'accompagnement que l'ADEME devrait mettre en œuvre sur le sujet => Chercher une compatibilité / harmonisation si l'ADEME envisage un dispositif d'accompagnement sur ProACT car ce sont à peu près les mêmes entreprises qui seraient ciblées.

Entretien #2 – Rémi-Pierre LAPPREND – Maisons du Monde

Zoom – 18/02 à 9h00

Questions de clarification - 15 min

Globalement assez clair

Méthode en 6 étapes structurée

Pas encore très clair sur les outils et l'accompagnement ? Quel est le soutien aux entreprises ?

Est-ce que certaines caractéristiques de ProACT vous semblent devoir être éclaircies en priorité ?

Quels sont les outils mis à disposition ?

Quel est le niveau d'accompagnement proposé ?

Quelles sont les cibles ? Débutants + Avancés

Montrer qu'il y a un référentiel commun et que toutes les entreprises s'engagent sur un niveau d'ambition qui est cautionné par l'ADEME (scénarios de transition).

Est-ce que certaines caractéristiques de ProACT vous semblent peu adéquates / décevantes ?

Pas du tout, la vision et la présentation sont claires et instinctives par rapport à la méthode ACT en général.

Vous semble-t-il opportun de fixer une durée standard de chaque étape et/ou du processus ?

3 ans ça devrait être le maximum. Potentiellement, ça peut même être plus rapide. Une évaluation ACT au bout de 3 ans.

Pensez-vous que les preuves à fournir dans une perspective de reconnaissance puissent être anxiogènes ?

Les deux approches, avec ou sans visibilité extérieure, devraient coexister. Quel est l'avantage pour l'entreprise de contribuer à la visibilité du dispositif ? Si je ne suis pas dans le format avec visibilité, qu'est-ce qui m'empêche de communiquer ma note ACT à la fin et d'obtenir aussi bien ?

L'accompagnement offert pourrait être moins intéressant par exemple. Peut-être que le format sans visibilité ne peut fonctionner qu'une fois.

Important que les deux coexistent pour ne pas décourager les plus frileux / débutants.

ACT n'est pas encore reconnu comme le CDP. Du coup, il faut trouver un autre moyen pour attirer les entreprises vers une plus grande transparence.

Quels sont les 3 principaux points forts de ProACT à valoriser à ce stade selon vous ?

Très bien structuré (sur vision, enjeux, etc.)

On est sûr que l'accompagnement est fait dans le bon cadre : la caution de l'ADEME est clé car elle assure qu'on travaille sur le bon sujet, avec le bon niveau

La vision module par module permet de bien structurer les choses – de s'assurer que les actions mises en place vont être intégrées à la stratégie, que la gouvernance est adéquate, etc.

Quels sont les points-clés (challenges) en matière de développement ?

La proposition de trajectoires adéquates pour tous les types d'acteurs => S'assurer que l'adaptation de l'ambition de l'entreprise est adéquate (MdM a fait le travail ACT RT, puis a fait un deuxième travail pour SBT permettant de réduire les émissions de GES)

Mettre en évidence les initiatives existantes – secteur par secteur – permettant de réduire les émissions dont on n'est pas dépendant. Permettra d'engager fournisseurs et clients sur leurs secteurs propres pour qu'ils s'engagent.

Classez ces noms par ordre de préférence :

1. ACT-SBS
2. To ACT 4
3. ACT On 5
4. ProACT 3
5. Other ACT Pas-à-Pas / ACT Step-By-Step 2 / ACT Progress 1

Est-ce que MdM serait intéressé pour s'engager dans ProACT ?

A priori, oui clairement, car ACT nous intéresse et ça peut nous intéresser que ça harmonise les accompagnements pour tout le monde. Travai

Autres

Il faudrait qu'il y ait un peu plus de détail sur les différents outils. La matrice de maturité ne dit pas grand-chose, c'est encore assez générique. Remettre le lien avec l'évaluation ACT dans le cycle ?

Entretien #3 – Arnold MONTAGNY + Christelle BELIN + Lucie-Combe CHAILAN – Vinci Immobilier

Zoom – 19/02 à 16h45

Questions de clarification - 15 min

Est-ce que certaines caractéristiques de ProACT vous semblent devoir être éclaircies en priorité ?

>AM : est-ce réalisable sur 1 an ? Ca n'est pas forcément évident car il y a du travail à faire

>Il y a un côté business important, donc on ne voit pas comment un ProACT peut aller dans la finesse du business.

>Il y a nécessairement besoin d'outils plus aboutis que ceux qui seront proposés par ProACT, et donc de consultants pour avancer au-delà de ProACT.

>Ce qui est bien c'est qu'on utilise la même méthode pour tous, on est cadrés.

>Faire l'évaluation c'est bien, ça permet de préparer ACT en regardant les mêmes sujets.

>Ca ne nous apporterait pas forcément plus que nos réflexions à nous.

Est-ce que certaines caractéristiques de ProACT vous semblent peu adéquates / décevantes ?

>Nous, on aurait aimé connaître un peu plus les rouages des calculs de trajectoires. C'est notre retour d'expérience d'ACT. On n'a pas compris quelles étaient les données sources et on est limités si on décide de ne pas se faire accompagner : on a du mal à y voir clair.

>Tout dépendra de la forme que ça prend concrètement.

Vous semble-t-il opportun de fixer une durée standard de chaque étape et/ou du processus ?

>Ca devrait être indicatif ; il faudrait savoir pourquoi c'est 3 ans.

>Pour nous par exemple, ça dépend des sujets : toutes les thématiques n'avancent pas au même rythme. On a des cycles stratégiques, mais qui ne sont pas forcément liés au carbone.

Pensez-vous que les preuves à fournir dans une perspective de reconnaissance puissent être anxiogènes ?

>Les deux formats devraient être possibles. Ca pourrait être optionnel de fournir des éléments. Ca peut être contre-productif si la note ACT n'est pas bonne => ça peut donner lieu à des freins

>On parle de stratégie donc l'entreprise va vouloir communiquer – le sujet est d'actualité.

>Quelle est l'ambition d'ACT ? Aller au même niveau que le CDP ?

Quels sont les 3 principaux points forts de ProACT à valoriser à ce stade selon vous ?

>Pas d'effet 'Wouaouh' parce qu'on connaît déjà ces sujets

>C'est bien d'identifier les étapes à suivre quand on s'engage dans une stratégie environnementale

>Le côté benchmark est intéressant : si ACT devient une démarche reconnue, tout le monde va vouloir se caler sur la démarche et avoir le tampon ACT

>Cela permet de faire reconnaître les actions en éliminant en bonne partie le greenwashing et en se concentrant sur les résultats, au-delà des promesses

>On ira si on sent que ça devient un standard reconnu

Quels sont les points-clés (challenges) en matière de développement ?

>Concrètement, est-ce que ça va être un guide ?

>Il y a un côté méthodologie qu'il faut cadrer : sur les trajectoires, il faut que ce soit clair.

>Warning sur les outils : ils risquent d'être trop génériques par rapport à notre besoin.

Classez ces noms par ordre de préférence :

1. ACT-SBS	4
2. To ACT	3
3. ACT On	2
4. ProACT	1
5. Other	-

On ne voit pas trop la notion d'accompagnement dans ces propositions.

Autres

RAS

Intéressés pour continuer à participer, même en n'étant pas débutants.

Entretien #4 – Pau MADOZ – Ekodev

Zoom – 24/02 à 16h00

Questions de clarification - 15 min

Durée du process : mettre en adéquation le 1 an sur une brochure et 6 à 12 mois

Est-ce que certaines caractéristiques de ProACT vous semblent devoir être éclaircies en priorité ?

-Comment est utilisée la grille ProACT pendant le processus ?

-Quel rôle jouent les consultants vis-à-vis du dispositif ?

-Quelle est la visibilité publique de l'entreprise qui est dans ProACT ?

-A quel point est-ce qu'elle peut mettre en exergue son engagement sans avoir été agréée par ACT Initiative ?

Est-ce que certaines caractéristiques de ProACT vous semblent peu adéquates / décevantes ?

-Non à première vue

-Il y a peu de contrôle de la pertinence de ce qui se fait entre étapes 1 et 5.

Vous semble-t-il opportun de fixer une durée standard de chaque étape et/ou du processus ?

-Pour 3 ans max avec 1 an max pour étapes 1 à 5. Argument : il y a urgence et donc même si c'est + rapide que le cycle stratégique de l'entreprise, il faut le faire à cette vitesse.

Pensez-vous que les preuves à fournir dans une perspective de reconnaissance puissent être anxiogènes ?

-Si les preuves à fournir restent confidentielles, ça ne paraît pas du tout critique. Et il faut que cela ait une valeur.

Quels sont les 3 principaux points forts de ProACT à valoriser à ce stade selon vous ?

-J'aime bien le côté engageant dans le sens où le board est impliqué aux étapes-clés, et où c'est l'entreprise qui doit progresser réellement

-Si l'entreprise n'a pas une stratégie bien définie, c'est tout de suite compliqué de répondre à ACT, donc on comprend bien l'intérêt de ProACT : on donne vraiment les moyens à l'entreprise de s'emparer de sa stratégie carbone

-Le côté prise en main simple mais qui vous en même temps va vous amener loin

Quels sont les points-clés (challenges) en matière de développement ?

-Le côté simple à prendre en main est essentiel pour bien le différencier de l'évaluation

-Des outils simples d'utilisation, pertinents et adaptés à la méthodo : ce sera vraiment compliqué

Classez ces noms par ordre de préférence :

1. ACT-SBS 4
2. To ACT 2
3. ACT On 1
4. ProACT 3

5. Other A venir si idées

Autres

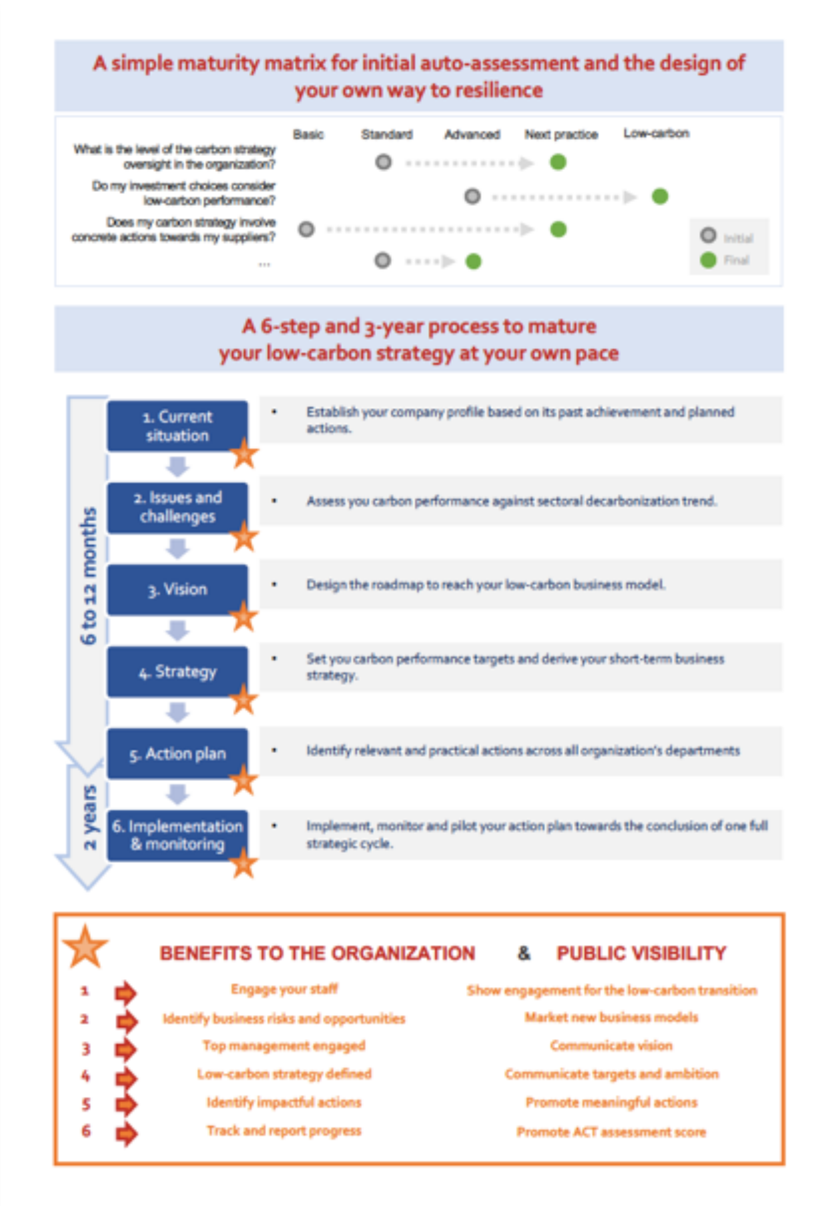
-Le consultant joue-t-il un rôle-clé dans le dispositif ?

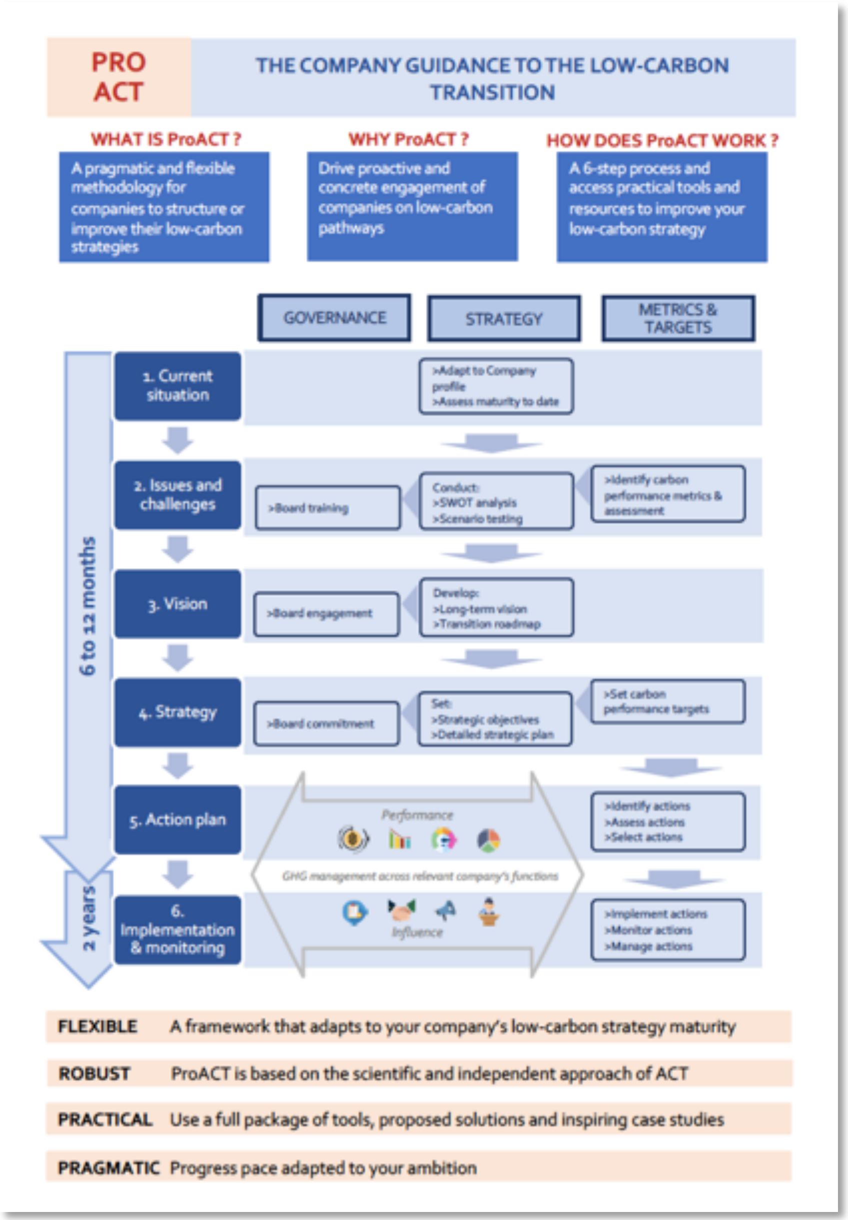
-A quel horizon l'ADEME envisage-t-elle de déployer 'ProACT' ?

Appendix 6: communication brochures and FAQ

1. Brochure for companies
2. Brochure for consultants
3. Frequently Asked Questions (FAQ)


PRO ACT
YOUR COMPANY GUIDE TO NAVIGATE THE LOW-CARBON TRANSITION SUCCESSFULLY
WHAT IS ProACT ?
A pragmatic and flexible methodology to structure or improve your company low-carbon strategy
WHY ProACT ?
Support proactive companies' engagement and provide accountability to their climate actions
HOW DOES ProACT WORK ?
A 6-step process and access practical tools and resources to improve your low-carbon strategy
PRO ACT
puts you on track to
ACT
1. EVALUATE SITUATION
2. IDENTIFY ISSUES
3. DEVELOP VISION
4. DEVELOP STRATEGY
5. SET ACTION PLAN
6. IMPLEMENT ACTIONS
START LOW-CARBON TRANSITION
A 4-level approach to consider all dimensions of the company strategy
Governance
Strategy
LCT Management
Metrics and Targets
Governance
The organization's governance around the company's low-carbon transition
Strategy
The actual and potential impacts of the company's low-carbon transition on the organization's businesses, strategy and financial planning.
Low-Carbon Transition Management
The process used by the organization to enable action, and to assess and manage low-carbon transition.
Metrics and Targets
The metrics and targets used to assess and manage carbon performance
Address your business risks and opportunities
Demonstrate commitment to climate action
Become part of a group of innovative climate leaders


A simple maturity matrix for initial auto-assessment and the design of your own way to resilience
Basic
Standard
Advanced
Next practice
Low-carbon
What is the level of the carbon strategy oversight in the organization?
Do my investment choices consider low-carbon performance?
Does my carbon strategy involve concrete actions towards my suppliers?
...
Initial
Final
A 6-step and 3-year process to mature your low-carbon strategy at your own pace
6 to 12 months
2 years
1. Current situation
• Establish your company profile based on its past achievement and planned actions.
2. Issues and challenges
• Assess you carbon performance against sectoral decarbonization trend.
3. Vision
• Design the roadmap to reach your low-carbon business model.
4. Strategy
• Set you carbon performance targets and derive your short-term business strategy.
5. Action plan
• Identify relevant and practical actions across all organization's departments
6. Implementation & monitoring
• Implement, monitor and pilot your action plan towards the conclusion of one full strategic cycle.
BENEFITS TO THE ORGANIZATION & PUBLIC VISIBILITY
1 Engage your staff Show engagement for the low-carbon transition
2 Identify business risks and opportunities Market new business models
3 Top management engaged Communicate vision
4 Low-carbon strategy defined Communicate targets and ambition
5 Identify impactful actions Promote meaningful actions
6 Track and report progress Promote ACT assessment score



PRO ACT

THE COMPANY GUIDANCE TO THE LOW-CARBON TRANSITION

WHAT IS ProACT ?

A pragmatic and flexible methodology for companies to structure or improve their low-carbon strategies

WHY ProACT ?

Drive proactive and concrete engagement of companies on low-carbon pathways

HOW DOES ProACT WORK ?

A 6-step process and access practical tools and resources to improve your low-carbon strategy

	GOVERNANCE	STRATEGY	METRICS & TARGETS
1. Current situation		>Adapt to Company profile >Assess maturity to date	
2. Issues and challenges	>Board training	Conduct: >SWOT analysis >Scenario testing	>Identify carbon performance metrics & assessment
3. Vision	>Board engagement	Develop: >Long-term vision >Transition roadmap	
4. Strategy	>Board commitment	Set: >Strategic objectives >Detailed strategic plan	>Set carbon performance targets
5. Action plan	Performance		>Identify actions >Assess actions >Select actions
6. Implementation & monitoring	GHG management across relevant company's functions Influence		>Implement actions >Monitor actions >Manage actions

6 to 12 months

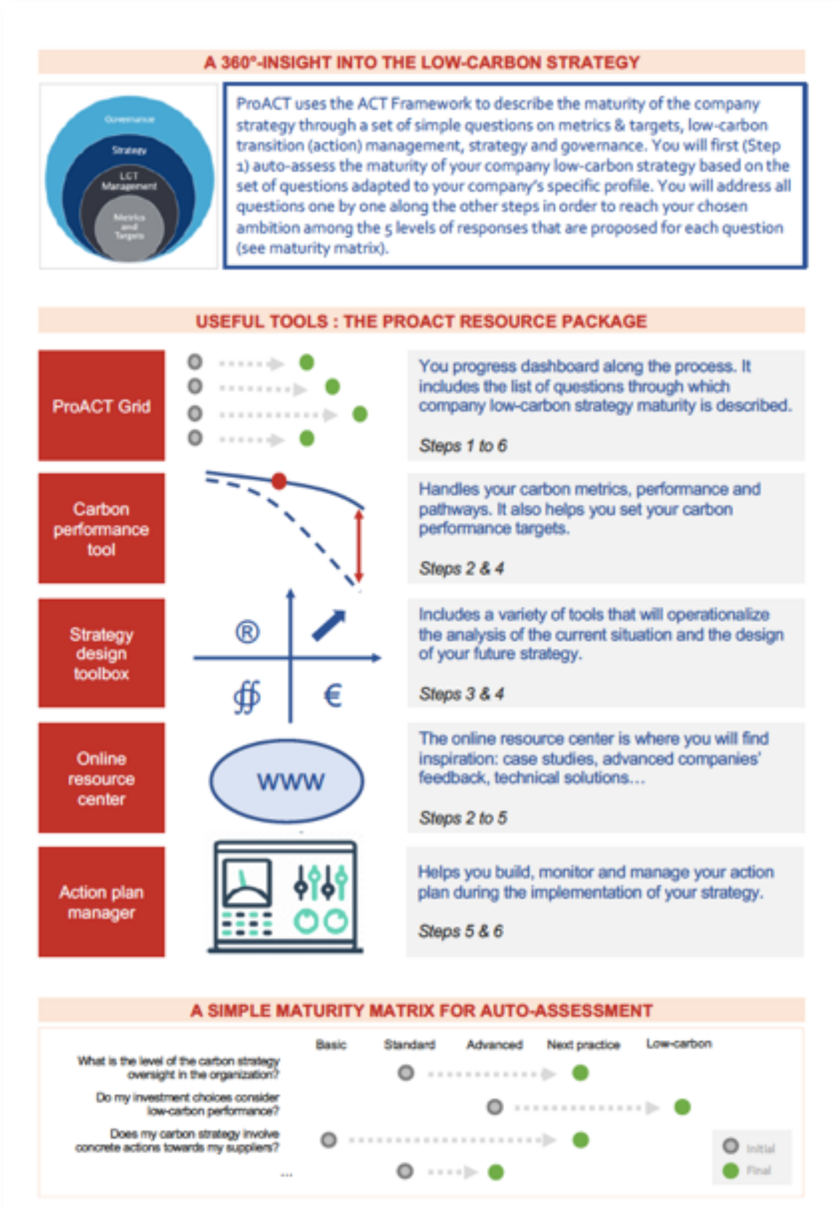
2 years

FLEXIBLE A framework that adapts to your company's low-carbon strategy maturity

ROBUST ProACT is based on the scientific and independent approach of ACT

PRACTICAL Use a full package of tools, proposed solutions and inspiring case studies

PRAGMATIC Progress pace adapted to your ambition



A 360°-INSIGHT INTO THE LOW-CARBON STRATEGY

ProACT uses the ACT Framework to describe the maturity of the company strategy through a set of simple questions on metrics & targets, low-carbon transition (action) management, strategy and governance. You will first (Step 1) auto-assess the maturity of your company low-carbon strategy based on the set of questions adapted to your company's specific profile. You will address all questions one by one along the other steps in order to reach your chosen ambition among the 5 levels of responses that are proposed for each question (see maturity matrix).

USEFUL TOOLS : THE PROACT RESOURCE PACKAGE

ProACT Grid — You progress dashboard along the process. It includes the list of questions through which company low-carbon strategy maturity is described. *Steps 1 to 6*

Carbon performance tool — Handles your carbon metrics, performance and pathways. It also helps you set your carbon performance targets. *Steps 2 & 4*

Strategy design toolbox — Includes a variety of tools that will operationalize the analysis of the current situation and the design of your future strategy. *Steps 3 & 4*

Online resource center — The online resource center is where you will find inspiration: case studies, advanced companies' feedback, technical solutions… *Steps 2 to 5*

Action plan manager — Helps you build, monitor and manage your action plan during the implementation of your strategy. *Steps 5 & 6*

A SIMPLE MATURITY MATRIX FOR AUTO-ASSESSMENT

	Basic	Standard	Advanced	Next practice	Low-carbon
What is the level of the carbon strategy oversight in the organization?		Initial		Final	
Do my investment choices consider low-carbon performance?			Initial		Final
Does my carbon strategy involve concrete actions towards my suppliers?	Initial			Final	
…		Initial	Final		

Initial
Final

ProACT

Frequently Asked Questions

• **Who are the target users of ProACT?**	Any type of organization. ProACT is relevant both to beginners and to organizations that already have a low-carbon strategy. The former will use ProACT to structure their low-carbon strategy, the latter will use ProACT to improve it. In both cases, ProACT will also be useful for an organization to prepare for an ACT assessment.
• **How does an organization engage into ProACT**	For an organization to engage into ProACT, the Board has to send a sign in letter to the secretariat of the ACT Initiative. It is important that an organization that engages into ProACT assigns a project manager who has competencies in climate-related issues and specifically GHG management.
• **How is the ProACT grid used along the process?**	The ProACT auto-assessment grid is to be used all along the 6 steps: • Step #1: the grid is set up for the organization (not all questions apply to all companies) + a full initial auto-assessment is carried out • Steps #2 to #5: o While entering into a given step, each question and the initial response given by the organization is considered, and an objective of a higher response level is set o A response corresponding to this level is built by the organization for the question during the rest of the step • Step #6: the organization implements climate action; it may choose to use the ProACT grid as one of the tools to monitor progress Hence the ProACT grid is a key thread in ProACT that will be used all along the process for the organization auto-assessment, guidance and progress monitoring.
• **How do ProACT and ACT articulate?**	For the companies that are interested, ProACT is the relevant preparatory process to an ACT assessment. It will maximize the benefits a company can retrieve from ACT. ProACT relies on the principles, criteria and philosophy of the ACT Framework to support the definition and implementation of a robust low-carbon strategy.
• **Is there any public visibility for an organization engaged with ProACT?**	ProACT uses a 3-level visibility system for the companies: • Level #1: it has engaged into ProACT (for 1 year after engagement). • Level #2: it has developed and adopted a low-carbon strategy (for 2 year after strategy adoption). • Level #3: it has published the results of an ACT assessment carried out at the end of the ProACT process (for 1 year). The ACT Initiative encourages the organizations to communicate about their engagements into ProACT to galvanize the implementation of low-carbon strategies. This is why ProACT rewards the engaged companies with public visibility. However, a company may also decide to engage into the process with no public visibility.
• **What is the cost for an organization that engages into ProACT?**	The genuine engagement of an organization into ProACT is free from charge. Costs will only be associated to additional benefits for the organization (public visibility, toolkit access…). Another potential source of cost is the support from a consultant, which will typically represent an average of 8-12 days per year for 3 years.
• **Is the support of a consultant mandatory?**	The support of a consultant is not mandatory: a company may decide to carry out the process on its own. The role of the consultant is to facilitate the whole ProACT process for the company, as it is the case for any corporate management process. In practice, the consultant support will consist of various aspects: • Technical expertise: ProACT process, GHG management, carbon performance metrics, pathways and targets, feedback experience on climate solutions… • Source of solutions: feedback from similar experience, benchmarking, sector-specific climate actions… • Process animation: project management, facilitation of group sessions… • And an external point-of-view: the consultant is an independent third party who will express alternate points-of-view to those elaborated and expressed within the organization, thereby adding value to the strategic process.
• **Will there be any incentive or support for the organizations to engage into ProACT?**	The ACT Initiative is engaging with relevant partners to develop supporting schemes. At an international level, the ACT Initiative also encourages business unions and governments to support front-runner organizations that commit to structure their low-carbon strategies using ProACT.