



Going Net Zero with our employees

BACKGROUND

JTI is Japan Tobacco International, a subsidiary of JT Inc. and a leading international tobacco and vaping company, with operations in over 70 countries and 48,000 employees globally. In the UK, there are over 500 employees across the head office, distribution centre and field-sales operations.

Sustainability is a key part of the decision-making and the way we behave as a business. Globally, we have committed to go Net Zero by 2050, starting with carbon neutral operations by 2030. In the UK, we have a Sustainability Team consisting of 5 employees to deliver our sustainability ambitions, covering environment, community and the embedding of sustainability as business as usual.

EMBEDDING RESPONSIBLE BUSINESS

Back in 2020, we carried out an employee survey, which highlighted our employees are keenly interested in the environment, with 85% stating that they wanted to work for an environmentally responsible business and expected the business to demonstrate this.

We were lucky that we didn't have to start from scratch and that, as a Sustainability Team, we already had great engagement with our employees since 2008, when the company's

community investment programme was set up and employees began to volunteer their time for charity. This employee commitment has been a great platform to develop our wider sustainability ambition, including emissions reductions.

We started by engaging with our employees through our annual conference, running workshops and developing new priorities. We worked 1:1 with colleagues, departments and senior management to understand what was important to them and how we could best align the right kind of environmental improvements and embed sustainability.

Although we have global targets on emissions and other impacts, we specifically developed something for the UK which would feel meaningful and tangible for our employees. It was signed off and is now governed by our senior management team, the target delivery is managed

through our Environmental Task Force and the actions themselves through the Task Force leads or relevant department. Having this sense of ownership and the governance around the delivery of the plan absolutely helps with making things happen.

Our UK Environmental Plan, covers emissions, energy, waste, water and engagement. Having a range of topics means that employees can focus on what matters to them or what they have control over – for instance, everyone can contribute to our recycling targets, but it will be mainly our field-sales advisers in control of how efficiently we drive our company cars.

COMMUNICATION TOOLS

Good communication is key to



delivering change, but it also has to be the right tool for the job. In order to deliver emissions reductions or other environmental improvements, we consider “what is the intended outcome?”. We use a number of ways to engage with our colleagues – examples in the graphic below - some communications will be simple updates, other educational, others on specific topics with key departments. We are also supported by networks such as our Sales Sustainability Champions

and departments who are critical to the delivery of our Environmental Plan through agreed specific actions which will reduce emissions, energy and waste. These departments are also represented on the Environmental Task Force which meets quarterly.

As a way of reaching out to all employees we provide updates on our intranet which highlight actions taken and recognises the positive steps taken. The communication has a distinct logo and branding so it's easily

specific sustainability plans. We also look to do the same with our wider chain, especially our suppliers in our effort to reduce our environmental footprint, including a workshop coming up on Zero Landfill.

BUDGET

The budget required for a behaviour change project will depend entirely on the different tools and work involved. You can aim to budget for a simple programme with a few inhouse images and intranet messages developed



and, with a champion for each of the teams, it really helps to get the word out to a geographically diverse division. We also make good use of digital communication, especially now that we work in a hybrid way, using internal emails and an intranet to get key messages out. In the past, we have even sent SMS messages to our remote teams to update them on the Environmental Plan achievements.

FOCUSING EFFORT

We try not to run one-off campaigns as this requires a lot of work and input for a short period of reward. Instead, we focus on working with key individuals

recognisable as being related to the UK Environmental Plan.

JTI also offers employees access to offers through their employee benefits package, such as leasing an EV through salary sacrifice or off-setting their personal carbon impact.

Each year, we create an annual celebration film, which covers all the great work done, from going paperless, to starting the hybrid company car roll-out, to the inclusion of ESG criteria in our tender process.

For areas which require more direct input from specific teams, we run educational workshops or develop

through a software programme like Canva or go for one which might involve, for example, something more complex such as a film of an employee talking about their contribution to emissions reductions or sustainable employee gifts such as a refillable water bottle to reduce waste.

ENVIRONMENTAL IMPROVEMENTS ACHIEVED

Much of our heating controls and lighting are automated, so the ask of our employees was never going to be a standard “switch off the light”, but over the last few years we have achieved

Moved to green electricity and committed to green gas supply

Developed Scope 3 emissions footprint across whole value chain

Committed to go EV for company cars, starting with hybrid roll-out and home charging points

Installation of new EV charging points and 97% lighting is LED at distribution centre

Created working party with logistics provider to establish vehicle replacement options and schedules

New office location close to public transport and downsizing for hybrid working

much – examples of our emissions actions are included above.

FUTURE PLANS

We will continue to support our global efforts to reduce emissions, including assessing our emissions footprint. The next step is to engage with key areas in the business and in the wider value chain to set improvement action plans.

We will also be providing eco-driver training for our company car drivers to ensure they make the best use of the hybrid cars, including charging them up overnight and driving with greater efficiency.

We have some critical building projects coming up, including moving our head office this year to London, which will mean a smaller building footprint and better use of public transport. Our distribution centre will go through a greenfurb, changing the outstanding older lighting, introducing a new

heating system and future solar panels.

Finally, we'll keep the engagement going by working with the different teams across the business, keeping an open door for any ideas and suggestions, leading on key projects and supporting others where needed.

Author's profile:

Kirsty is a sustainability professional with experience of developing strategic direction, delivering practical solutions and providing day-to-day advice. Her previous experience is across commercial, public body and charity sectors. Kirsty's role at JTI UK includes the development and delivery of an Environmental Plan, embedding environmental sustainability and ensuring compliance with environmental legislation. She is a qualified Low Carbon Assessor, ESOS Lead Assessor and PRINCE2 Project Manager.

LEARNINGS – OUR TOP 5

- Recognise that everyone has a day job to do and sustainability can sometimes feel like an extra ask for others even you may feel it isn't. Understanding of others' commitments and business priorities, a flexible approach and tying in sustainability so that it is meaningful to colleagues' day jobs will help.
- As professionals, the world of energy and sustainability can seem easy, but it can be a complex area and the terminology not easily understandable to all. Using different language and adapting to your audience will gain quicker buy-in and result in change.
- Be really clear about what action your colleagues can do to make change happen. What are the top 5 things they can do, how can they do this and what support will they get?
- Sometimes the changes people are most interested in are those most visible to them (e.g., waste), but these may have little carbon impact compared to something else (e.g., reducing mileage) – however, working together on areas of interest can open the door to wider discussions.
- Clear responsibility gets things done - ensure accountability for delivery of the targets sits with the senior management team and that delivery of the actions sits with the most appropriate department.



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Practical Guide for Energy Management Professionals

NET ZERO

- CHAPTER 1: INTRODUCTION TO NET ZERO
- CHAPTER 2: CARBON EMISSIONS
- CHAPTER 3: POLICY – FORMULATION AND CREATION
- CHAPTER 4: STAKEHOLDER ENGAGEMENT
- CHAPTER 5: MAKING A BUSINESS CASE AND SECURING FUNDING
- CHAPTER 6: NET ZERO STRATEGY
- CHAPTER 7: NET ZERO ENERGY PROCUREMENT
- CHAPTER 8: NET ZERO STRATEGY IN PRACTICE
- CHAPTER 9: DATA COLLECTION AND ANALYSIS
- CHAPTER 10: MONITORING & REPORTING PROGRESS
- CHAPTER 11: DECARBONISATION OF HEAT
- CHAPTER 12: RENEWABLE ELECTRICITY GENERATION
- CHAPTER 13: DECARBONISATION OF TRANSPORT
- CHAPTER 14: BEHAVIOUR CHANGE
- CHAPTER 15: CARBON OFFSETTING
- CASE STUDIES

