

The ICE Group Carbon Management Plan

Executive summary



April 2025

[ice.org.uk](https://www.ice.org.uk)



Contents

01 Demonstrating leadership in carbon management	3
02 Aligning with the PAS 2080 decarbonisation standard	3
03 Developing the Carbon Management Plan	4
04 The group's organisational boundary	5
05 Spheres of control and influence	6
06 The group's base-year carbon impact	7
07 Science-based targets	8
08 Decarbonisation action areas	9
09 Strategic aims	10
10 Implementation	12

01 Demonstrating leadership in carbon management

The ICE Group has put itself at the forefront of climate action with its efforts to hasten the built environment's decarbonisation. It is pursuing this goal through a multifaceted programme of original research, member training, policy advocacy and international collaboration.

Embedding carbon management in infrastructure is an integral part of the ICE's mission to ensure that "the world has the engineering capacity and infrastructure systems it needs to enable our planet and our people to thrive".

Alongside this globally significant work, the group is also seeking to show leadership in carbon management within its own operations. Laying the foundations for ambitious climate action, it appointed sustainability consultancy Useful Projects in 2024 to develop the first ICE Group Carbon Management Plan (CMP).

The CMP is for internal use. This document is the publicly available executive summary.

02 Aligning with the PAS 2080 decarbonisation standard

Disseminating [PAS 2080:2023 \(Carbon Management in Buildings and Infrastructure\)](#) and aiding the construction industry's uptake of this standard has been key to the ICE's efforts to hasten the whole sector's decarbonisation. Embedding the standard's principles in an entity's operations can potentially deliver efficient carbon management at the organisational level too.

The five guiding principles of PAS 2080 that have informed the institution's CMP are:

- Systems thinking
- Demonstrating leadership
- Integrating carbon management into decision-making
- Applying the carbon reduction hierarchy
- Pursuing continual improvement

03 Developing the Carbon Management Plan

The CMP has been formulated using a four-stage process, summarised in figure 1 below.

Figure 1: the CMP’s development and its alignment with external frameworks



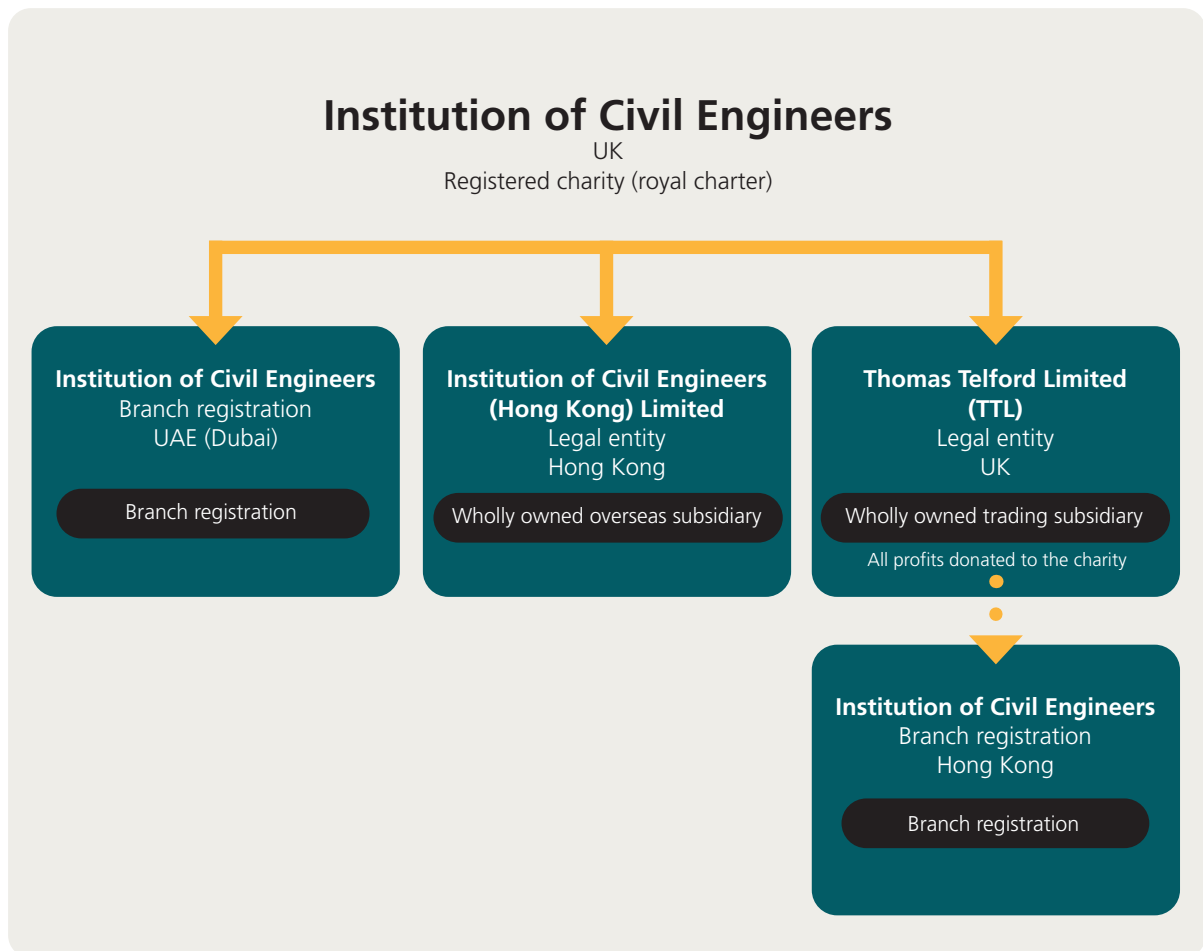
04 The group’s organisational boundary

The Greenhouse Gas (GHG) Protocol requires organisations to be clear about what is and isn’t covered by their carbon impact analyses and reduction plans.

Figure 2 below shows the entities that comprise the ICE Group. The carbon impacts of these organisations are under the group’s control, falling within the boundaries of its carbon accounting and this CMP.

The ICE Benevolent Fund and specialist knowledge societies are excluded, because they are separate charities.

Figure 2: entities under the ICE Group’s control (their combined carbon impact comprise the boundary of the group’s carbon impact and its CMP)



05 Spheres of control and influence

The GHG Protocol organisational boundary

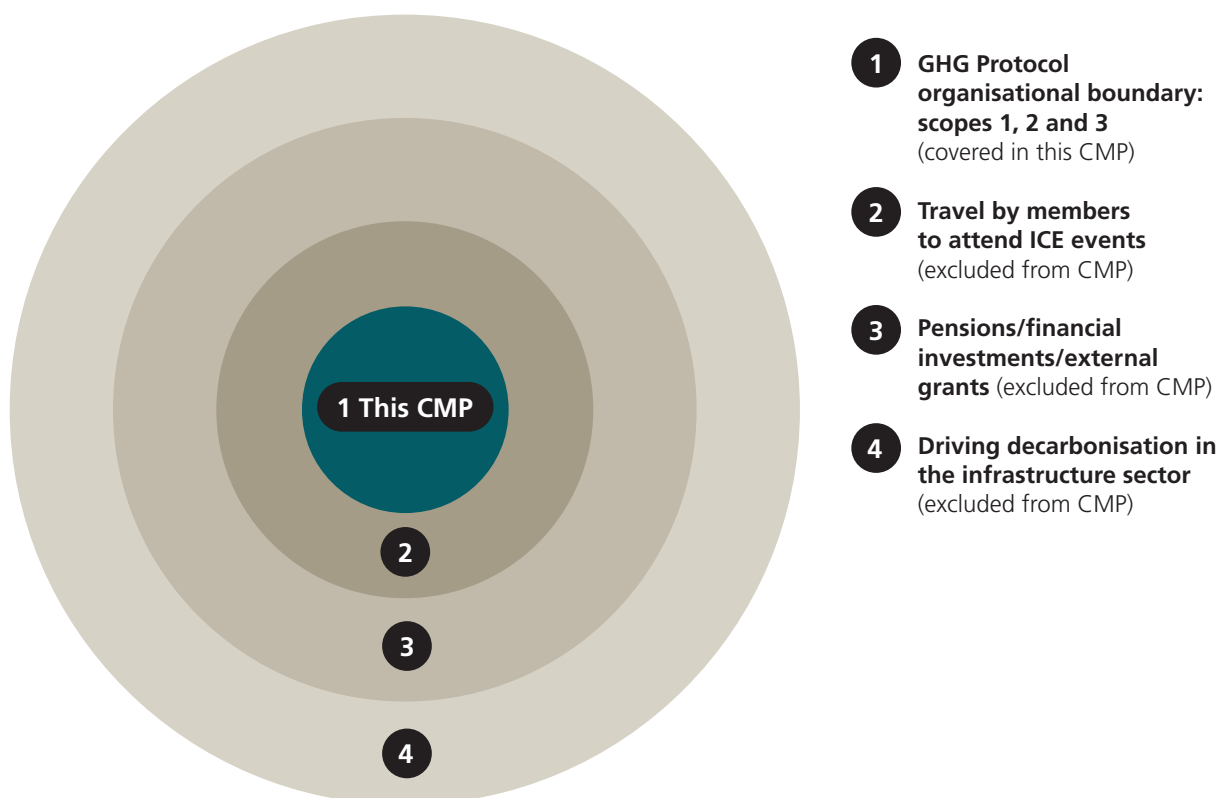
This CMP focuses on the ICE Group's scope 1, 2 and 3 emissions from its operations and supply chain that are under its direct control and influence, in line with the GHG Protocol.

The group owns and manages two listed buildings in central London: One Great George Street (OGGS) and 8 Storey's Gate (8SG). OGGS is the group's headquarters. It comprises offices, catering facilities and venues used for ICE training and external events, while 8SG comprises office facilities for staff and external tenants. All of the other offices it uses are rented.

Wider spheres of influence

Certain activities fall outside the scope of the group's GHG Protocol organisational boundary but are substantial and important to acknowledge (see figure 3 below). The group can influence these and may decide to include them in future iterations of its CMP.

Figure 3: spheres of control and influence for the ICE Group



06 The group's base-year carbon impact

Calculated in accordance with the GHG Protocol's corporate accounting and reporting standard, the group's base-year carbon impact is approximately 5,336tCO₂e.

Figure 4 below provides a breakdown of the group's calculated emissions by category and table 1 gives an overview of its emissions by scope.

Figure 4: base-year carbon impact breakdown by emission category

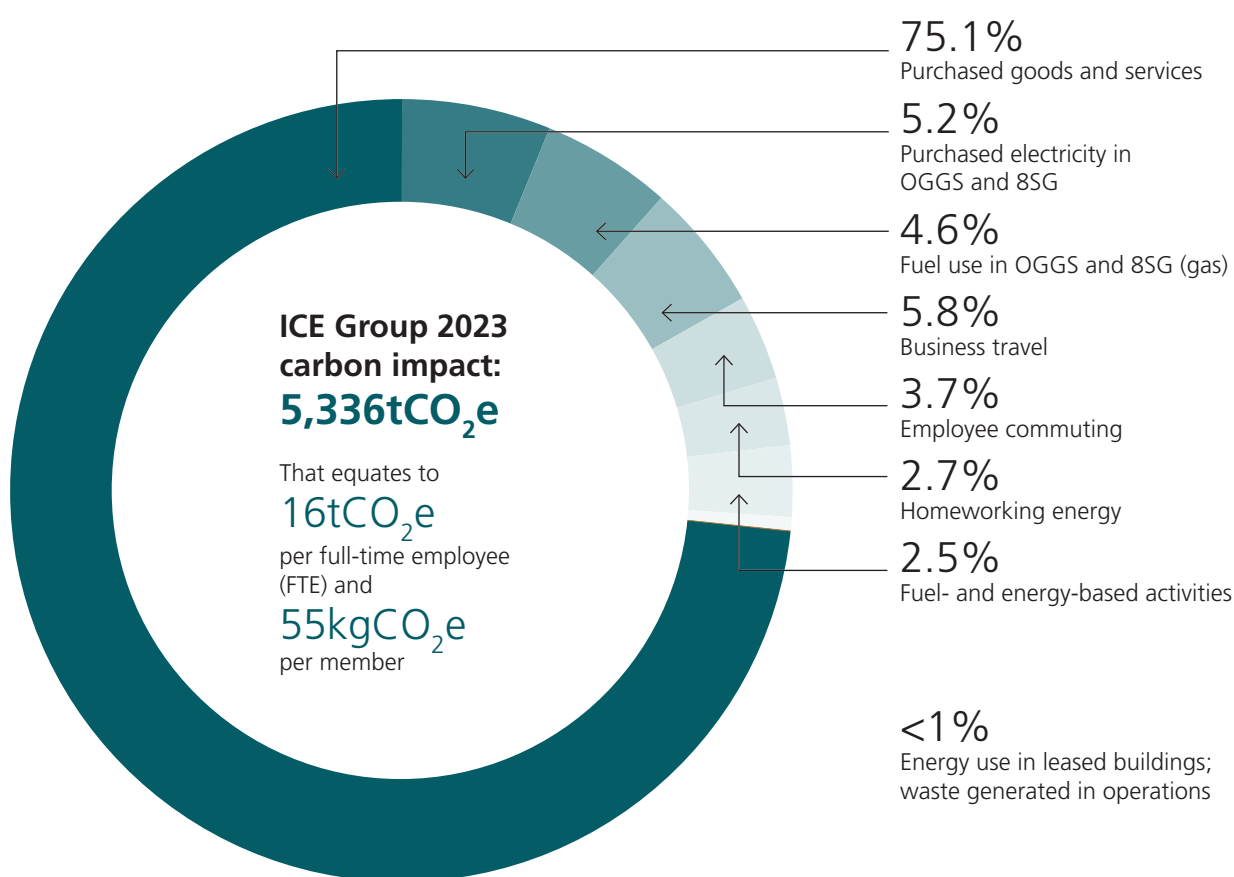


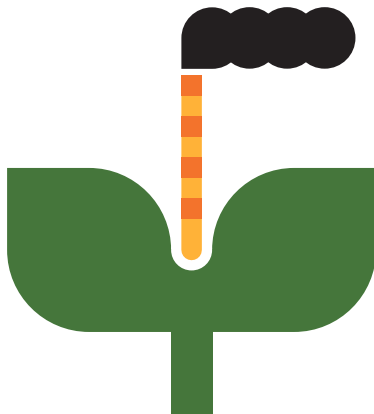
Table 1: the ICE Group's base-year carbon impact – overview by scope

Emissions scope	tCO ₂ e	tCO ₂ e per FTE	% of footprint
Scope 1: gas use in OGGs and 8SG	245	0.7	4.6
Scope 2: electricity use in OGGs and 8SG	279	0.8	5.2
Scope 3: value chain indirect	4,812	14.5	90.2
Carbon impact across all scopes	5,336	16.0	100.0

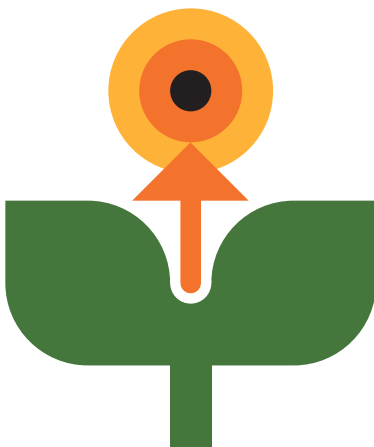
07 Science-based targets



The ICE Group is aligning with guidance from the Science Based Targets initiative (SBTi) on setting decarbonisation objectives. The SBTi focuses on achieving drastic emission reductions in the short term and net zero in the longer term.



The CMP sets the group up to attain net zero for scope 1 and 2 emissions by 2032 (compared with the buildings sector 1.5C pathway target of 2040). The group will achieve this through further energy-efficiency measures; the move to a high-quality renewable-energy tariff; and heat decarbonisation for its owned buildings. This will help to position the organisation as a leader in the net zero transition.



The group also aspires to align with the SBTi guidance for scope 3 target-setting. Its approach will be informed by the upcoming revision of this guidance and formalised in parallel with the development of detailed action plans and feasibility studies undertaken by the organisation's various departments.

08 Decarbonisation action areas

Five decarbonisation action areas have been determined on the back of a carbon hotspot analysis. Four of these cover specific activities across the group's operations that contribute most to its carbon impact, while the fifth addresses organisation-wide "enablers".



Owned assets – scope 1 and 2 emissions

This area addresses energy consumption in OGGs and 8SG, outlining a trajectory to net zero for scope 1 and 2 emissions. It also seeks to implement new processes for responsibly managing material resource usage and the embodied emissions of building works such as refurb.



Procurement – scope 3

This area addresses the largest hotspot: purchased goods and services, which account for about 75% of the group's base-year carbon impact. It focuses on integrating carbon management (and broader sustainability objectives) in supply management and procurement decision-making.



Hospitality – scope 3

The hospitality business that TTL runs is a significant part of the group's operations, constituting a key income stream. This area looks more broadly at embedding environmental best practice in event management while integrating carbon management in procurement decision-making.



Business travel – scope 3

This area addresses the carbon impacts from the travel of staff and members that are under the group's control. It also encourages practices that enable further carbon savings to be made from the travel choices of candidates and members that are under the group's influence.



Enablers – scope 1, 2 and 3

This area addresses the group-wide mechanisms required to enable and embed carbon management across the organisation. It encompasses recommendations concerning governance and employee engagement.

09 Strategic aims

Strategic aims have been defined for each action area, with corresponding actions grouped into categories. Table 2 below provides a summary of these. Specific actions with short- and mid-term schedules, along with the teams responsible for them, are outlined in the full CMP.

The actions were co-developed, and key responsibilities were agreed, with the group's internal stakeholders at engagement sessions held during the CMP's development.

Table 2: summary of the action areas, strategic aims and action categories

Action area	Strategic aim	Action category
1 Owned assets	Decommission gas and achieve net zero in operations (scope 1 and 2) by 2032	Decarbonising heat
		Energy efficiency
		Energy management
	Embed the carbon reduction hierarchy and adopt circular approaches to minimise whole-life impacts of building works	High-quality renewable energy procurement
		Setting targets
		Building works delivery processes
2 Procurement	Share lessons from the ICE Group's listed-buildings decarbonisation process with the industry	Embodied carbon
	Prioritise low-carbon materials, products and services wherever that is economically feasible	Collaboration and communication
2 Procurement	Engage with suppliers to reduce emissions and improve procurement data quality	Procurement emission hotspots
		Procurement policy
		Data quality improvement
		Supplier engagement

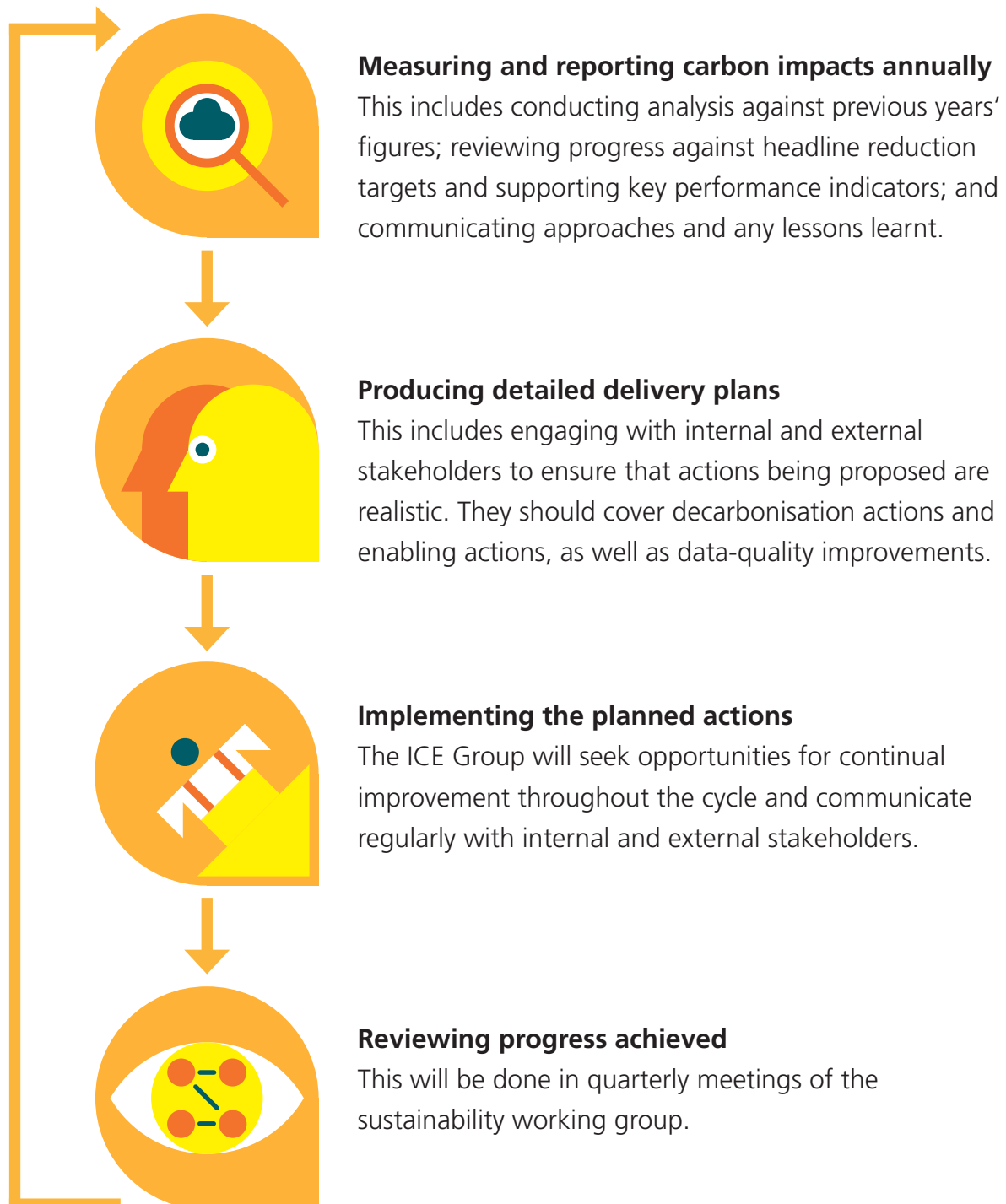
Table continues on next page

Table 2 continued

3 Hospitality	Integrate carbon and wider sustainability performance considerations in hospitality procurement and delivery	Data and reporting
	Become one of the leading sustainable events providers in London, making sustainability central to the value proposition	Event management Sustainability standards Sustainability as a revenue generator
4 Business travel	Reduce the ICE Group's reliance on international flights	Flights Taxis
5 Enablers	Implement effective governance processes to ensure the CMP's successful execution	Decision-making
		Leadership
		Monitoring, reporting and communication
		Roles and responsibilities
	Engage, educate and empower employees to identify and deliver carbon reductions	Culture Employee commuting Homeworking People plan Training

10 Implementation

The CMP will be implemented in a continuous cycle that includes the following:



The Institution of Civil Engineers (ICE) is a 97,000-strong global membership organisation with more than 200 years of history. It is a centre of engineering excellence, qualifying engineers and helping them to maintain lifelong competence, assuring society that the infrastructure they create is safe, dependable and well designed. Its network of experts offers trusted, impartial advice to politicians and decision-makers on how to build and adapt infrastructure to create a more sustainable world.

Follow us on LinkedIn:
bit.ly/FollowICELinkedIn



The Institution of Civil Engineers is a registered charity in England and Wales (no 210252) and Scotland (SC038629)

ICE
One Great George Street
Westminster
London SW1P 3AA

For more information
please contact:
E: gary.payne@ice.org.uk
W: ice.org.uk

Produced with the support of
usefulprojects
part of the Useful Simple Trust