



CO₂ MANAGEMENT PLAN

Colophon

Publisher

Netherlands Chamber of Commerce KVK, 31 August 2024

Content

Introduction	4	4. Steering cycle CO₂ management	13
1. CO₂ footprint	5	4.1 Responsibilities	14
1.1 Setting the boundaries of the organisation	5	4.2 Monitoring and measurement	16
1.2 CO ₂ footprint baseline year 2023	6	4.3 Adapting plans with corrective, and preventive measures	16
1.3 Details	7	4.4 Documentation system	16
1.4 Data and monitoring	7		
2. CO₂ reduction plan	8		
2.1 Objectives	8		
2.2 Level of ambition	8		
2.3 Measures	9		
3. Participation	12		
3.1 Inventory initiatives	12		
3.2 Participation initiatives	12		

Introduction

Whether big or small, every choice companies and organisations take affects the world around us. This also applies to the Netherlands Chamber of Commerce KVK. As a government organisation, it is our job to ensure that our influence is as positive as possible. Not only for entrepreneurs, but also for our clients, partners, suppliers, and employees. So, within our own sphere of influence, we are working towards climate-neutral business operations in 2030. This is in line with government-wide targets in the Netherlands.

To achieve this, we set clear goals and take concrete steps. For example, we are reducing our CO₂ emissions using the CO₂ Performance Ladder. This system helps organisations to reduce their CO₂ footprint. The CO₂ Performance Ladder has 5 levels. The first 3 levels deal with the organisation's own CO₂ emissions. Levels 4 and 5 also look at the emissions of suppliers and customers. KVK aims to be certified at level 3 of the CO₂ Performance Ladder in 2024.

In this CO₂ management plan, we provide an overview of our CO₂ emissions in 2023. We also describe the detailed measures and associated management cycle we will use to reduce our emissions over the next 3 years. In 2025, KVK will draw up a new action plan.

Date: 31 August 2024

1. CO₂ footprint

To realise our sustainability ambitions, it is important that we first map how much CO₂ we emit. So, calculating our CO₂ footprint is the first step towards an effective CO₂ management system.

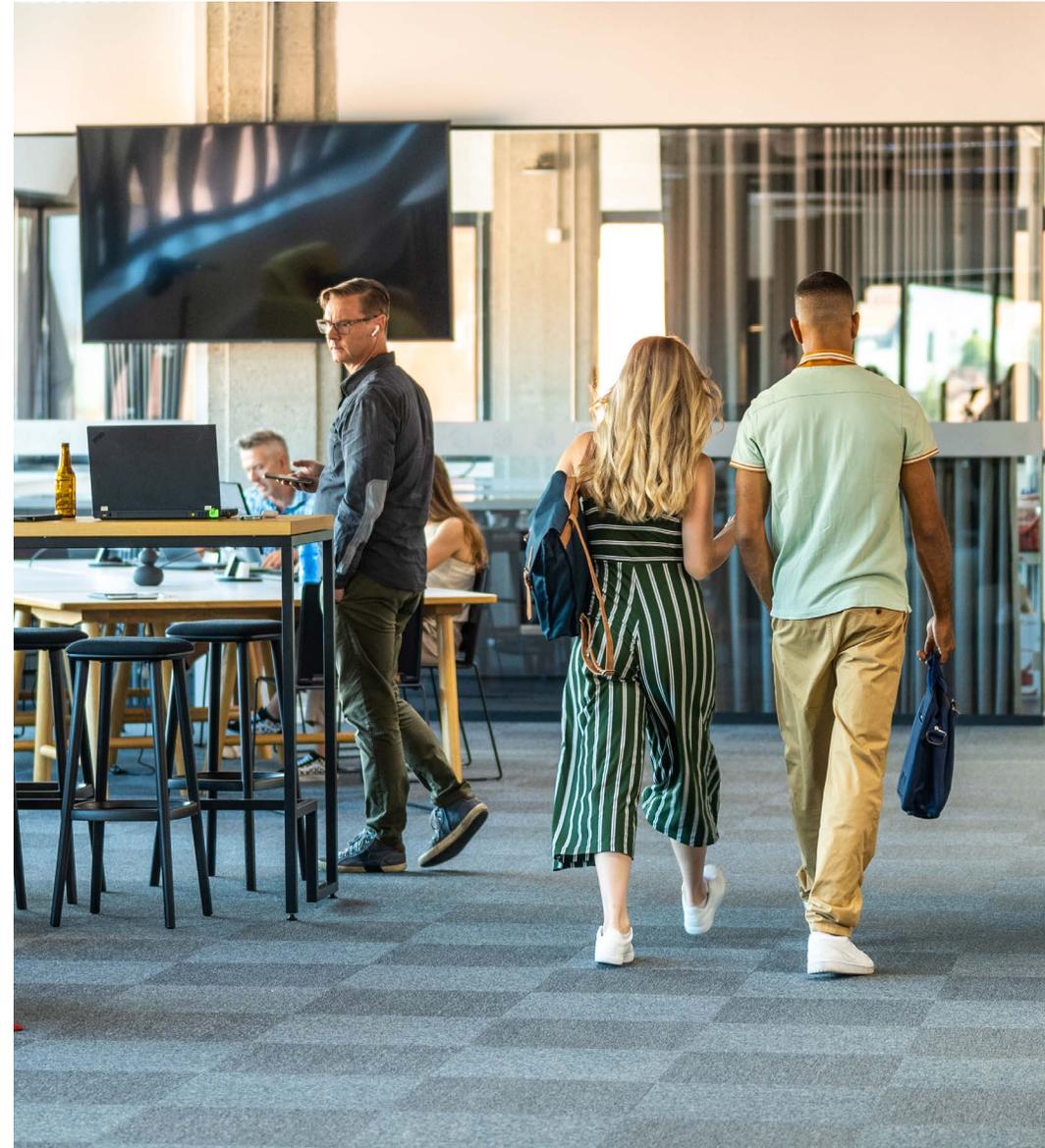
1.1 Setting the boundaries of the organisation

The CO₂ Performance Ladder focuses on the CO₂ emissions resulting from KVK's activities. To accurately calculate and manage KVK's CO₂ emissions, it is important to establish the exact boundaries of the organisation. Based on its own information recorded in the Business Register, we determined that all parts of the organisation, including all departments, groups, offices, and KVK Ondernemersplein locations, fall within the scope of the CO₂ Performance Ladder. In practice, or within operational limits, this involves the 17 KVK sites in operation in 2023, as shown in Table 1.

Table 1. Operational boundaries of KVK

KVK locations

1	Alkmaar	10	Groningen
2	Amsterdam	11	Leeuwarden
3	Apeldoorn	12	Middelburg
4	Arnhem	13	Roermond
5	Breda	14	Rotterdam
6	Den Bosch	15	Utrecht 300 (main office)
7	The Hague	16	Utrecht 6-8
8	Eindhoven	17	Zwolle
9	Enschede		



1.2 CO₂ footprint baseline year 2023

In 2024, for the first time, KVK established its carbon footprint for the previous year. We did this using the internationally recognised standards GHG Protocol and ISO 14064-1. This makes 2023 the baseline year. The GHG Protocol is the most widely used method worldwide to map organisations' emissions. ISO-14064-1 contains rules and requirements for measuring and reporting CO₂ emissions.

These methods divide CO₂ emissions into scope 1, 2, and 3. Scope 1 covers direct emissions caused by companies themselves, scope 2 deals with indirect emissions from purchased electricity used by companies, and scope 3 includes all other indirect emissions. These are the emissions caused by activities over which the company has no direct control but which it can influence. It includes all emissions throughout the chain. Since KVK is to be certified at level 3 of the CO₂ performance ladder, only the emissions from business travel of KVK employees need to be provided for scope 3.

Table 2. CO₂ footprint KVK 2023

Scope	Number	Unit	CO ₂ emissions (tonnes)	Share
Scope 1				
Heating locations - natural gas	149,962.16	m ³	250.41	13.9%
Heating locations - district heating	3,161.00	GJ	141.56	8.9%
Fuel consumption lease cars - petrol (hybrid)	11,878.00	litres	33.51	2.1%
Fuel consumption lease car - petrol	159.94	litres	0.45	0.1%
Fuel consumption commercial vehicles - diesel	678.88	litres	2.21	0.1%
Scope 2				
Electricity consumption locations	2,785,560.88	kWh	1,108.54	64.4%
Electricity consumption lease car	7,136.25	kWh	3.25	0.1%
Scope 3				
Business trips (private cars)	572,754.43	km	110.54	6.4%
Public transport trips	5,941,496.11	km	47.09	2.7%
Air travel	128,735.98	km	21.25	1.2%
Chauffeur services	10,960.90	km	2.33	0.1%
Total CO₂ emissions (tonnes)			1,721	

KVK's footprint in 2023 was 1,721 tonnes of CO₂, placing the organisation in the 'medium' category of the CO₂ Performance Ladder. The carbon footprint includes all emissions from the organisation's own fuel consumption, heating, electricity consumption, and business travel (excluding commuting) within KVK's operational boundaries (see Table 1).

The calculations show that our electricity consumption is the biggest source of our environmental burden. It is responsible for 64.4% of our total CO₂ emissions. This includes lighting, ventilation, and all ICT equipment at KVK sites. Heating follows with 22.8% of total emissions. Our locations mainly use natural gas for heating, with 3 sites using district heating or electric heating.

Business travel accounts for 12.8% of our CO₂ emissions. Of this, most comes from travel by private car, as shown in the table above. Public transport accounts for 2.9% of the total, fuel consumption by company cars 0.1%, and by leased cars 2.3%. Business air travel by KVK employees causes 0.1% of total emissions. According to the collective labour agreement for Dutch government organisations (CAO Rijk), employees are only allowed to fly if the journey by train would be more than 8 hours, or if the train journey is more than 1.5 times as long as the air journey.

1.3 Details

There are 3 things to note concerning the collection of consumption data from KVK:

1. The electricity and heating consumption of some KVK locations is based on the total number of rented square metres of the location, or estimated via Stimular key figures. In addition, electricity and heating consumption data from 2022 is used for a few locations. This is pending the finalisation of service charge statements. Once these are available, the 2022 data will be replaced with 2023 data.
2. For public transport consumption data, all trips were included, with no distinction made between commuting and business trips. KVK offers its staff the Shuttel mobility card, which did not distinguish between these types of trips in 2023.
3. Business trips declared were not recorded by type of means of transport and mileage. A sample showed that train trips were the most declared business trips in 2023. Therefore, all business trips declared were categorised as train trips. In addition, total costs were converted to kilometres, based on a ratio defined by the Netherlands Enterprise Agency (RVO).

1.4 Data and monitoring

From 2024, we are updating our carbon footprint data every 6 months, as best we can. While updating the footprint, we will also measure progress against targets ([section 2.1](#)). The results will be recorded in a progress report every 6 months.

2. CO₂ reduction plan

The Netherlands aims to be climate neutral by 2050. The central government is setting an example by itself becoming climate neutral by 2030. In line with the government-wide targets, KVK is working within its own sphere of influence towards climate-neutral business operations in 2030. We have set specific targets for 2025 for this purpose.

2.1 Objectives

By 2025, we aim to have more sustainable operations by reducing our CO₂ emissions by at least 7%. We will achieve this with clear targets and concrete steps.

1. By 2025, natural gas consumption at KVK locations will be reduced by 20% compared to 2023.
2. By 2025, electricity consumption at the locations will be reduced by 6% compared to 2023.
3. By 2025, we will have a more detailed understanding of the types of business trips made by employees, allowing us to take specific measures to reduce their emissions and make them more sustainable.



2.2 Level of ambition

KVK aims to further increase its impact on CO₂ reduction. We see plenty of opportunities to develop and reach a higher level on the CO₂ Performance Ladder. We are currently focusing on achieving level 3, with an emphasis on reducing CO₂ emissions within the organisation. We will do this by critically evaluating and optimising our energy consumption at KVK locations, our vehicle fleet, and our business travel.

There are two main dependencies that affect KVK's CO₂ reductions. Because KVK does not own its own premises, we depend on landlords and property owners for certain reduction measures. In addition, KVK is bound by the CAO Rijk. This means that our policy is partly determined by central government guidelines. For example, with business travel. We will therefore focus first on exploring reduction opportunities within KVK's direct sphere of influence. Specific measures have been drawn up for this purpose.

2.3 Measures

KVK's Annual Plan 2024, relevant legislation, and the National Climate Agreement of the Netherlands were used as the basis for formulating and determining these measures. The measures are divided into locations, IT, and business travel.

Measures for locations

In 2024, KVK launched a new programme: HIT The Road (HIT stands for *Huisvesting in de Toekomst*, or 'locations of the future'). This programme includes activities at almost all KVK locations, ranging from relocation and refurbishment to closure. HIT The Road will also implement various measures to reduce energy consumption and make the premises more sustainable. Table 3 lists these measures.

Table 3. Measures for locations

Measure	Details	Implementation	Department or team	Who is responsible?	
1	Performing energy scans	At some sites where renovation is planned, we carry out energy scans. This allows energy-saving measures to be included in the renovation plans.	2024	Facilities, Housing & Procurement (FHI)	Housing project manager
2	Implementation of energy saving measures at Rotterdam and Utrecht 300	At the Rotterdam and Utrecht 300 sites, based on the energy scans carried out earlier, we are adapting lighting to LED lighting wherever possible.	2024		Director FHI
3	Insight into consumption when searching for new locations	In all searches for new locations, we consider the need to understand energy consumption.	Q2 2024		
4	Use smart submeters at KVK sites	1. At all sub-locations, we are investigating the possibility of installing smart submeters to gain insight into actual energy consumption. 2. At all rental and sub-locations that have smart submeters, we are investigating the possibility of accessing these to gain insight into actual energy consumption.	Q3 2024		
5	Draw up workplace strategy Utrecht 300 and Utrecht 6-8	For the Utrecht 300 and Utrecht 6-8 sites, we are drawing up a workplace strategy to use both buildings effectively and efficiently. This will contribute to lower energy consumption.	Q3 2024 to Q4 2024		
6	Communicate energy-conscious behaviour to employees	To increase and encourage energy-conscious behaviour among employees, we communicate tips via our intranet.	Q3 2024	CSR	CSR programme manager

Measures for IT

The energy scan showed that for the Utrecht 300 and Rotterdam sites, the IT process has a significant negative impact on CO₂ emissions. We will therefore introduce 2 measures in 2024, as described in Table 4.

Table 4. Measures for IT

Measure	Details	Implementation	Department	Who is responsible?	
1	Sustainable printing at KVK locations	To reduce printing by employees - and thus reduce the impact on energy consumption - we are placing 18% fewer printers at various KVK locations.	Q3 2024	Solide Fundament (Solid foundation)	Product owner Modern Workplace
2	Purchasing efficient hardware	When buying electronics, such as laptops, desktop computers, and monitors, only products with the EPEAT silver or gold label are eligible.	Q2 2024		

Measures for business travel

Business travel consists of 3 components: the business use of private cars (declared kilometres), public transport trips, and air travel. In 2024, the largest emissions in business travel came from the business use of private cars. However, the data is not yet fully available, as explained in [section 1.3](#). Hence, KVK aims to gain more detailed insight into business travel. This will enable us to take targeted energy saving measures. Table 5 lists the measures to achieve that goal.

Table 5. Business traffic measures

Measure	Details	Implementation	Department	Who is responsible?	
1	Inventory of charging stations at Utrecht 300	To be able to replace the vehicle pool and lease cars at the Utrecht 300 location with electric cars, after depreciation. We are investigating the possibility of installing additional charging stations.	Q2 2024	Facility, Housing & Procurement (FHI)	Facility coordinator
2	Encouraging fuel-efficient driving in lease car	To encourage lease drivers to drive more economically, we make available a monitoring app that gives users insight into their fuel consumption.	Q3/Q4 2024		
3	Commercial vehicle sales	We are selling our 2 company cars because of new laws and regulations (zero-emission zones) and high maintenance costs.	At next inspection in 2024		
4	Sustainable transport policy	We are drafting a new KVK transport policy, based on the principle that employees come to the office by public transport, bicycle, or on foot as much as possible.	Q3 2024	Human Resource Management (HRM)	HRM adviser
5	Redesign of the Youforce claims system	We are redesigning our Youforce declaration system so that we can gain detailed insight into business travel and thus CO ₂ emissions.	Q3 2024		
6	Shuttel app campaign	To distinguish between different travel purposes, we are launching an email campaign in collaboration with Shuttel. This campaign will encourage employees to indicate their travel purpose in the Shuttel mobility app, such as commuting or business.	Q3 2024		

3. Participation

At level 3, the CO₂ Performance Ladder requires participation in a sector or chain initiative. This means that KVK must be aware of the initiatives within its chain and also actively participate in at least one of them.

3.1 Inventory initiatives

Based on information from SKAO (*Stichting Klimaatvriendelijk Aanbesteden & Ondernemen*, The Foundation for Climate Friendly Procurement and Business), an inventory list of ongoing sector or chain initiatives and programmes in the field of CO₂ reduction was created. The list is also based on the initiatives and programmes in which other government bodies participate. The list is updated annually and discussed in periodic consultations with the CSR team.

3.2 Participation initiatives

In 2024, KVK is participating in 2 programmes on CO₂ reduction and sustainability. These are briefly explained below.

Community of Practice (CoP) CO₂ - Performance Ladder Ministries

KVK has participated in the Community of Practice (CoP) CO₂ Performance Ladder for Dutch government ministries since January 2024. The CoP was established by PIANOo (the Dutch Public Procurement Expertise Centre) in March 2021. Several ministries and other government institutions exchange knowledge and experiences with each other monthly. The aim is to learn how to implement the CO₂ Performance Ladder within their own organisations. The programme is run by and for the members, each of whom contributes to it.



Participation in the CoP helps KVK keep up to date with the latest developments around the CO₂ Performance Ladder. In addition, this participation provides new insights into how challenges in implementing the CO₂ Performance Ladder can be addressed.

Government-wide benchmark group CSR learning platform

In November 2023, KVK became an active member of the CSR learning platform of the government-wide benchmark group *Rijksbrede Benchmark Groep* (RBB). RBB launched this learning platform for CSR advisers in 2021. The platform brings CSR advisers together to exchange knowledge, support each other, and make concrete progress on climate and human resources policy. CSR advisers meet regularly to discuss current sustainability issues.

By participating in this learning platform, KVK strengthens its professional CSR network. Moreover, this participation ensures a more intensive exchange of knowledge and experiences with other CSR advisers, especially in the field of CO₂ reduction.

4. Steering cycle CO₂ management

At KVK, we are always working to improve our performance on CO₂ reduction. Using the PDCA cycle, we ensure that we make continuous progress.

PDCA stands for 'Plan, Do, Check, and Act' and is a method to drive continuous improvement. In this, plans are made, implemented, checked, and adjusted. The cycle is then repeated to continuously improve and ensure the quality of processes. Table 6 shows an overview of the different phases and associated activities. The CSR project manager is responsible for going through this cycle periodically and keeping all associated documents up to date.



Table 6. PDCA cycle

Activity	Document to be delivered
Plan	
Define organisational and operational boundaries	Boundaries of the organisation
Establish carbon footprint and emissions inventory	Emissions inventory
Carry out energy assessment	Energy assessment
Set objectives	Energy management action plan
Select and draft reduction measures	SKAO measures list
Draw up a communication plan	Communication plan
Explore possible new initiatives	Initiatives inventory
Do	
Implement reduction measures	Plan of action
Implement communication actions	Evidence of communications
Participate in initiatives	Evidence of participation in initiatives
Check	
Conduct independent internal audit	Independent internal audit report
Conduct internal audit	Internal audit report
Act	
Conduct management review	Management review report
Adjust based on progress	Progress report

4.1 Responsibilities

Table 6 shows that the CO₂ Performance Ladder requires the delivery of several documents. Table 7 describes these documents, including who is responsible for creating them and when they need to be updated. The CSR project manager is responsible for collecting and updating the documents and monitoring the effects of the measures taken.

The implementation of the reduction measures takes place within the various departments of KVK, under the direction of the designated responsible persons, as indicated in [section 2.3 Measures](#). The CSR project leader regularly consults with both the departments and the responsible persons on the progress of the measures. In doing so, if necessary, the CSR project leader contributes ideas on possible improvements or alternative approaches to reduce CO₂ emissions.

Table 7. Overview of responsible parties per document

Document	Content	Who is responsible?	Update due	In the month	
General					
1	Boundaries of the organisation	Overview of organisational and operational boundaries and organisational size	CSR project manager	year	January
2	Internal audit	Monitor whether the system and implementation meet requirements, identifying opportunities for improvement	Audit, Risk & Compliance Department	year	July
3	Management review	Input: the periodic reports, internal audit Output: possible adjustment of the energy management programme	CSR project leader Board of Directors	year	August
Angle of attack A – Insight					
A1	Methodology for emissions inventory	Procedures voor opstellen emissie-inventaris	CSR project manager	year	February
A2	Emissions inventory	Energy flows, CO ₂ footprint	HRM adviser Facility coordinators Facility service desk employee	6 months	March and September
A3	Energy assessment	Analysis of current and historical energy consumption, inventory of energy consumers, progress, and possible reduction measures	CSR project manager	year	April

Document	Content	Who is responsible?	Update due	In the month	
Angle of attack B - Reduction					
B1	Plan of action	Reduction measures for current year, intended contribution of each measure to main target, and persons responsible per measure	CSR project manager	6 months	May
B2	Energy management action plan/CO ₂ management plan	Targets, reduction measures, responsible parties, participation in initiatives	CSR project manager	year	May
B3	List of measures	Completed SKAO measures list and ambition level	CSR project manager	year	May
B4	Progress report	Description of trends, progress, and analysis	CSR project manager	6 months	May and October
B5	Internal independent audit	Verification of emissions inventory, energy assessment, and energy management action plan	Financial controller	year	June
Angle of attack C - Transparency					
C1	Communication plan (internal and external)	Stakeholder analysis, communication goals, planning, and resources	Communications advisers	year	March
Angle of attack D - Participation					
D1	Inventory chain initiatives	Longlist of possible initiatives	CSR project manager	year	January
D2	Memo on participation in chain initiatives	Choice of participation initiatives	CSR project manager	year	February
D3	Burden of proof participation in chain initiatives	Minutes, registration confirmations	CSR project manager	year	February

4.2 Monitoring and measurement

As part of the steering cycle, twice per year (in March and September) the necessary data is collected to compile the emissions inventory and determine the carbon footprint. This data is used for periodic reports, communication statements, internal audits, and the management review. Document A1 'Methodology for emission inventory' (see [Table 7](#)) describes the methodology for drawing up the emission inventory. In addition, twice a year the progress on the reduction measures and the achievement of the targets is monitored, as described in document B4 'Progress report' (see [Table 7](#)).

4.3 Adapting plans with corrective, and preventive measures

Based on the periodic documents and the internal audit, the necessary corrective and preventive measures are proposed to achieve the objectives and meet the requirements of the CO₂ Performance Ladder. These measures are evaluated and, if necessary, added to during the management review. Each year, the steering cycle is reviewed and assessed and, if necessary, tightened or adjusted.

4.4 Documentation system

The documents listed in Tables 6 and 7 are managed and digitally maintained by the CSR project manager.

Visit:
[KVK.nl/en](https://www.kvk.nl/en)

