Module: Introduction

Page: Introduction

CC0.1

Introduction
Please give a general description and introduction to your organization.

Clicks Group is a retail-led healthcare group which has been listed on the JSE Limited since 1996. The Clicks Group has a combined footprint of 689 stores, including 36 stores in the neighbouring countries of Namibia, Botswana, Swaziland and Lesotho. Clicks Group includes market-leading retail brands such Clicks, The Body Shop, GNC, Claire's and Musica.

Clicks is South Africa's leading health and beauty retailer, offering value for money in convenient and appealing locations. Clicks has the largest retail pharmacy chain with 400 in-store pharmacies. Clicks also has one of the largest loyalty programmes in South Africa with over 6.1 million active ClubCard members which accounted for 77% of the brand's sales.

The Body Shop sells natural, ethically-produced beauty products and has been operated under a franchise agreement with The Body Shop International since 2001.

GNC is the largest global specialty health and wellness retailer, and has been operated under an exclusive franchise agreement for southern Africa since 2014. Claire's is one of the world's leading specialty retailers of fashionable jewellery and accessories for young women and girls, and the group concluded an exclusive franchise agreement in July 2015. Musica is the country's top entertainment retail brand which was acquired in 1992.

United Pharmaceutical Distributors (UPD) is South Africa's leading full-range national pharmaceutical wholesaler and the only one with a national presence. UPD fulfils the pharmaceutical supply needs of Clicks, major private hospital groups and over 1 200 independent pharmacies. UPD also provides bulk distribution services to pharmaceutical manufacturers.

The focus of Clicks Group's strategy is on the health sector, to create sustainable long-term shareholder value through a retail-led health, beauty and wellness offering. Energy is a small portion of the business however the Clicks Group remains committed to reducing energy consumption to ensure long term sustainability of the company.

CC0.2

Reporting Year
Please state the start and end date of the year for which you are reporting data.
The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.
We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year.
Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).

Enter Periods that will be disclosed
Tue 01 Sep 2015 - Wed 31 Aug 2016

CC0.3

Country list configuration

Please select the countries for which you will be supplying data. If you are responding to the Electric Utilities module, this selection will be carried forward to assist you in completing your response.

Select country
South Africa
Namibia
Swaziland
Lesotho
Botswana

CC0.4

Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

ZAR (R)

CC0.6

Modules
As part of the request for information on behalf of investors, companies in the electric utility sector, companies in the automobile and auto component manufacturing sector, companies in the oil and gas sector, companies in the information and communications technology sector (ICT) and companies in the food, beverage and tobacco sector (FBT) should complete supplementary questions in addition to the core questionnaire.
If you are in these sector groupings, the corresponding sector modules will not appear among the options of question CC0.6 but will automatically appear in the ORS navigation bar when you save this page. If you want to query your classification, please email respond@cdp.net.
If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below in CC0.6.

Further Information

Module: Management

Page: CC1. Governance

CC1.1

Where is the highest level of direct responsibility for climate change within your organization?

Board or individual/sub-set of the Board or other committee appointed by the Board

CC1.1a

Please identify the position of the individual or name of the committee with this responsibility

i). The highest level of direct responsibility for climate change within the Clicks Group is the Group Human Resources Director, Bertina Engelbrecht.

ii). Bertina's responsibility as the Group Human Resources Director includes overseeing all aspects surrounding Transformation (which includes CSI), Skills Development, Employee Rewards and Benefits, Recruitment, Payroll, and the Sustainability Strategy of the business which includes climate change. Bertina is a Clicks Group 3 board member of the Executive Committee and is a member of the Social and Ethics committee of the company. Bertina reports directly to the Clicks Group CEO David Kneale.

CC1.2

Do you provide incentives for the management of climate change issues, including the attainment of targets?

Yes

CC1.2a

Please provide further details on the incentives provided for the management of climate change issues

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
Board/Executive board	Monetary reward	Efficiency target	Achieving cost saving in the organisation through efficiencies, helps the board to lower Operating expenses in the organisation and achieving targets. This is then directly related to the Executive's performance bonus for the year.
Management group	Monetary reward	Energy reduction project	
Business unit managers	Monetary reward	Emissions reduction target	
Other: Environment/sustainability	Monetary reward	Emissions reduction project	

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
managers			
Facility managers	Monetary reward	Energy reduction target	

Further Information

Page: CC2. Strategy

CC2.1

Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities

Integrated into multi-disciplinary company wide risk management processes

CC2.1a

Please provide further details on your risk management procedures with regard to climate change risks and opportunities

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Comment
Annually	Board or individual/sub-set of the Board or committee appointed by	South Africa, Botswana, Swaziland, Namibia,	1 to 3 years	Risk management is embedded in the group's annual strategic business planning cycle. Each business unit reviews its risk register to determine the risks associated with the strategic & operational plans for the year ahead. This

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Comment
	the Board	Lesotho		includes a review of the previous year's risks, considering new risks; workshops with all levels of management are held. A risk framework sets out the risks that should be considered as part of the risk identification process. These potential risks are updated annually to ensure relevant industry issues are considered. The board is responsible for the oversight of the risk management process & delegates responsibility to the audit & risk committee. The committee is responsible for ensuring the implementation of an effective policy & plan for risk. The group executive is responsible for designing & implementing the risk management process & monitoring progress. The executive reviews the risks to ensure mitigation strategies are implemented by business units.

CC2.1b

Please describe how your risk and opportunity identification processes are applied at both company and asset level

The risks and opportunities at the company, divisional and asset (stores and brands) level are handled in the same way. The risks and opportunities are reviewed every year between February and June for each business unit. The review assesses reputational and physical risks and opportunities on the company level as well as on the asset level, which includes stores and brands, and the possible physical impacts on these assets. This includes the reviewing of the company's strategic and operational plans which include a review of their strategic and operational risk registers. The risk register is compiled and updated through:

- Review of the risks of the previous year (s);
- Facilitated workshops with all levels of management in each division;
- Understanding of the 3 year strategy and the current operational plan; and
- Discussion with external consultants on the current environment and market conditions.

When identifying risks, it is important to note that risks should be identified in three parts, the risk event, the risk causes or contributing factors and the event consequences which can be defined as the impact on the business. The risk event, risk cause and impact are explained in more detail below:

- The risk event can be defined as an occurrence or change in circumstances which could have a negative impact on the operations or the long term sustainability of the organisation.
- The risk cause can be defined as action or inaction that leads to a risk event. One risk event may potentially have multiple causes and similarly, a specific risk cause, may lead to any number of event consequences.

CC2.1c

How do you prioritize the risks and opportunities identified?

The Group Head of Internal Audit co-ordinates the final risk & opportunities documents. The closed loop process includes:
Risk Identification;
Risk Assessment;
Risk Response;
Risk Monitoring; and
Communication.

Risks are categorised into Strategic, Environmental (inclusive of direct & indirect climate change risk), Financial, Reputational, Regulatory, HR, Economy, Process/operational & Technology/Systems. The risk register is evaluated & each risk is assigned an impact & probability in line with the methodology. The probability & impact will determine the risk rating & significance. This rating will determine the significance of the risk to the business unit & Group. The risks & mitigations are reviewed quarterly through discussions with the Business Unit Managing Directors who are responsible for their continued management. Quarterly updates are provided to the Audit & Risk committee. The Group & business unit risks are considered in determining the annual risk based audit plan. The 4 main material issues are Financial, Compliance, Reputational and People. Risks are rated on a scale from 1 (insignificant) to 10 (catastrophic) & in this way prioritised according to impact. The impacts are calculated according to the budgeted net profit of the Group for the year– Quantitative measure. We also consider the Qualitative measure linked to compliance & reputation in determining the final impact assessments.

The current risk register contains a risk of extreme weather conditions that can destroy assets (stores, stock & distribution centres), influencing the sale and distribution of products. The risk received a rating of 3 (compared to the rating of 30 for the highest risk – economic losses). The GHG emissions risk is rated at 5. They are quantified as having a financial impact of R110,000 but could increase to R11million/yr after 2020 for Carbon Tax & R5.3billion for infrastructure & stock losses.

CC2.1d

Please explain why you do not have a process in place for assessing and managing risks and opportunities from climate change, and whether you plan to introduce such a process in future

Main reason for not having a process	Do you plan to introduce a process?	Comment

CC2.2

Is climate change integrated into your business strategy?

Yes

CC2.2a

Please describe the process of how climate change is integrated into your business strategy and any outcomes of this process

i.) Clicks Group's strategy is to create sustainable long-term shareholder value through a retail-led health, beauty & wellness offering. There are 4 focus areas a) Building a trusted, accessible healthcare network; b) Empowering motivated, passionate people; c) Sourcing products that uphold the integrity of our brand; d) Lightening our carbon footprint reduces climate change impacts on the Group. Emissions data is collected annually & compared to a 2008 baseline to track the company's emissions performance. The business strategy is linked to short & medium term emission reduction targets, one of which reduced upstream transportation emissions by 50% against base & target years of 2008 & 2016 respectively. The Board revisits the business strategy annually, with feedback loops on a company & asset level, to ensure the strategy is aligned & relevant to the risks/opportunities posed by climate change.

ii.) Clicks' business strategy has been influenced by the goal to create long-term sustainability. Examples include the adopted green packaging principles, as well as investigating & developing renewable energy projects & developing a greener product range. One of the most substantial business decisions made by the Group was to install solar PV on the roof of the head office in FY16 to reduce scope 2 emissions & assist with mitigating climate change. This business decision also assisted Clicks manage their reputational risk under climate change as it shows sustainable leadership. Similarly Clicks stocks a range of energy efficient products such as induction cookers, power banks, USB rechargeable products. Clicks encourages customers to be energy efficient by including energy tips on products. For example our private label kettle brands have cup sizes labelled on kettles to encourage customers to only fill the kettle to the number of cups needed for shorter boiling time.

iii.) The need for climate change adaptation within the communities in which we operate significantly influences our business strategy. Operating in the health care sector, we are continuously ensuring our customers & clinic specialists are aware & up to date with new & existing diseases/viruses which are prevalent. As temperatures increase due to climate change, so the spread of vector borne disease will change. Awareness campaigns are carried out to inform stakeholders. In FY16 Clicks Group hosted a health conference for employees, suppliers, pharmacy council & medical schemes. We are continually carrying out research to see how we can develop & deliver medication to customers through our in-store clinics & pharmacies.

iv.) Numerous climate change vulnerability assessments anticipate that rising global temperatures will increase the incidence of communicable diseases including vector-borne disease such as malaria. Climatic fluctuations have resulted in species moving into new environments allowing them to come into contact with completely new hosts. The Group's short term strategy (0-3 years) aims to source, research & develop medication & vaccines for diseases & viruses which are becoming more prevalent due to climate change.

In terms of mitigation the need to reduce the Company's GHG emissions & become more energy efficient has been the most important component of the short term strategy. This has led to significant changes in operational practices by re-looking at the process of distribution & ordering with the aim of reducing kilometres traveled. We are also reducing our carbon footprint by making responsible decisions through screening suppliers for low-carbon products. Additionally, reducing the weight of the packaging of Clicks private label brand reduces the carbon footprint in the production process.

v.) The most important components of Clicks Group's long term strategy (3-10 years) that has been influenced by climate change is the need to create sustainable long-term value in health & wellness offerings. There is a link between health & climate change & thus our long term strategy is to assist the communities in which we exist to be prepared to respond & be able to cope with the climatic health conditions. Our clinic & pharmacies aim to have the latest medication & skills to attend to customers with climate related health issues such as malaria, diarrhoea, heat stress, Ebola & malnutrition.

In addition, the need to ensure a sustainable business through reducing our GHG emissions & become more energy efficient is also important. This is done using medium-term targets that are set to reduce energy consumption within our buildings.

vi.) The Paris agreement will influence business both positively & negatively. A positive aspect is that government will be required consider cleaner technologies for grid electricity which will in turn reduce Clicks Group's carbon footprint. From an internal business strategy point of view, the Paris Agreement allows us to start thinking about the procedures within the group to change the technologies implemented & to follow procedures to become more efficient. The reporting of emissions data in order for the South Africa government to meet international reporting requirements will impact our internal capacity. Reporting emissions data to government will require extra capacity within in the organisation to be compliant with the legislation.

vii.) Our strategic motto "Building a trusted, accessible healthcare network" epitomises the opportunities we have to help people in the communities with diseases related to climate change that will become more frequent in the future. Increasing the number of stores, clinics & pharmacies in a low carbon economy will help us expand our health care industry & increase accessibility. We stand to gain a competitive advantage by being able to reach into areas that competitors are not present. The Group aims to be at the forefront of climate change related health issues. The chance to attract a set of more sustainable, environmental & climate change conscious customers creates a great opportunity for the Company.

The importance of screening of suppliers within Clicks' Private Label division has become a significant part of our business. A business decision made was to look at better, alternative local products to enhance local resources & to have better transparency regarding potential impacts on the environment. By screening suppliers, Clicks can identify opportunities for reductions & improvements related to products & raw materials. This process creates awareness amongst suppliers that the responsibility must be shared by all. Energy efficiency projects have been implemented & are showing results. The progress of the strategy of reducing energy usage is significant.

viii.) Currently the group is not looking at scenario planning for the industry or country.

CC2.2b

Please explain why climate change is not integrated into your business strategy

CC2.2c

Does your company use an internal price on carbon?

No, and we currently don't anticipate doing so in the next 2 years

CC2.2d

Please provide details and examples of how your company uses an internal price on carbon

CC2.3

Do you engage in activities that could either directly or indirectly influence public policy on climate change through any of the following? (tick all that apply)

Trade associations
Other

CC2.3a

On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution

CC2.3b

Are you on the Board of any trade associations or provide funding beyond membership?

Yes

CC2.3c

Please enter the details of those trade associations that are likely to take a position on climate change legislation

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?
The National Business Initiative (NBI)	Consistent	As one of the regional partners to the World Business Council for Sustainable Development (WBCSD), the NBI provides a platform for business leadership and a vision of how companies can contribute to shaping and achieving a sustainable society. The NBI facilitate workshops where new regulations are discussed with interested parties like The Clicks Group and the feedback given is communicated to the regulatory body of government. In this way the NBI plays a guiding role that assists industry in gearing up for any pending climate change legislation.	Clicks Group attended the forums and workshops that NBI have held with respect to the white paper, and Clicks also took part in a group submission in response to the government white paper on climate change. In this way Clicks Group has contributed in influencing the legislation.
Sustainability Retailer Forum	Consistent	The forum sees climate change as a real issue in terms of sustainability as a whole, and it aims to use collaboration in the retail sector to share information on climate-friendly, and emission reducing initiatives, so that retailers can be motivated into action.	The Clicks Group has attempted to influence the position of the Sustainability Retailer Forum through actively sharing information and communicating potential ways that retailers can reduce the company's carbon footprint. Clicks Group is sharing its best practices, and in the same way learning from other best practices. For example, one of the initiatives is the auditing and assessing of suppliers for procurement of products. A second example is the industry standards which are required to be followed in order to comply within the sector. Clicks is sharing its information and research on energy consumption initiatives on lighter and less packaging of products which all links to mitigation of climate change in terms of emission reductions.
Advisory Committee on Environment and Society	Consistent	This committee allows for companies to get together to discuss the latest trend in the climate change and environmental space and it informs and gives feedback on activities.	During the committee meetings the developments of carbon tax in South Africa, to be implemented in early 2018 are discussed along with the most recent carbon footprint auditing standards. In addition the most recent governmental documentation/papers on climate change and energy management plans are analysed. Clicks participates and attempts to influence in association's view through the commentary it delivers.

CC2.3d

Do you publicly disclose a list of all the research organizations that you fund?

CC2.3e

Please provide details of the other engagement activities that you undertake

The company attends the City of Cape Town Energy Efficiency Forum on a quarterly basis to understand what is happening in the energy industry and what new innovative products other businesses use that works. Accelerate Cape Town also hosts several events each year in partnership with KPMG on different sustainability topics which The Clicks Group attends. The engagements are based on attendance at forums and workshops, and are related to various environmental, and climate change topics. Clicks Group has implemented various awareness initiatives through WWF and internal engagements with employees. Through the above engagements the group has learnt a lot and implemented many of these activities including a rain-water harvesting system, on demand taps in bathrooms in Head Office, energy meters in stores, route optimization of distribution vehicles, purchasing of more energy efficiency trucks, heat pumps in the head office building, removal of all conventional geysers, installation of energy efficient LED lights and the installation of a Solar PV plant of 400 KW on the Group's Head Office building.

CC2.3f

What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

All policy engagement processes are reviewed at board meetings. The board meetings include those held by the Audit and Risk committee and the Social and Ethics committee. All the policies for the Group are reviewed every 3 years. Through these board meetings the Group's climate change strategy and position on related policies are discussed. The company members who attend the trade association meetings are employees of Clicks who either sit on the executive committee of the committees mentioned or report directly to the executive committee and/or board. These employees are thus fully aware of the climate change strategy of the Group and are directly involved in the company's position of the various climate change related policies.

CC2.3g

Please explain why you do not engage with policy makers

Further Information

Page: CC3. Targets and Initiatives

CC3.1

Did you have an emissions reduction or renewable energy consumption or production target that was active (ongoing or reached completion) in the reporting year?

Absolute target
Intensity target
Renewable energy consumption and/or production target

CC3.1a

Please provide details of your absolute target

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions covered by target (metric tonnes CO2e)	Target year	Is this a science-based target?	Comment
Abs1	Scope 2 (location-based)	100%	5%	2010	91098	2017	No, but we anticipate setting one in the next 2 years	This is an absolute target to reduce emissions from electricity consumption.

CC3.1b

Please provide details of your intensity target

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Normalized base year emissions covered by target	Target year	Is this a science-based target?	Comment
Int1	Scope 1+2 (location-based)	100%	10%	Metric tonnes CO2e per square meter*	2015	0.19	2020	No, but we anticipate setting one in the next 2 years	Clicks Group commits to reducing its Scope 1 and Scope 2 GHG emissions intensity by 10% per m2 by 2020. This target is relative to 2015 levels of 0.19 tCO2e/m2. The target would reduce GHG emissions to 0.171 tCO2e/m2. Assumptions: Floor area occupied by the Clicks Group increases by 5% annually, relative to 2015. Square meterage in 2015 amounted to 502,898 m2. With this assumption the square meterage of floor would have increased by 28% by 2020.

CC3.1c

Please also indicate what change in absolute emissions this intensity target reflects

ID	Direction of change anticipated in absolute Scope 1+2 emissions at target completion?	% change anticipated in absolute Scope 1+2 emissions	Direction of change anticipated in absolute Scope 3 emissions at target completion?	% change anticipated in absolute Scope 3 emissions	Comment
Int1	No change	0	No change	0	The Group commits to fixing its GHG emissions at 2015 levels, of around 93,500 tCO2e, through to 2020 whilst increasing its floor area by around 28%.

CC3.1d

Please provide details of your renewable energy consumption and/or production target

ID	Energy types covered by target	Base year	Base year energy for energy type covered (MWh)	% renewable energy in base year	Target year	% renewable energy in target year	Comment
RE1	Electricity production	2015	86939	0.13%	2020	1.5%	This is an energy production based renewable energy target. In the base year of 2015, the Clicks Group installed its first solar PV installation on its head office. The plant was operational for only 2 months of the year, producing about 110MWh of electricity in this period, which accounts for 0.13% of the base year energy generation. Assuming that the Group maintains a constant electricity consumption profile up to 2020, it is targeted that renewable energy (from solar PV installations) will account for around 1.5% of the Group's electricity requirements (around 1,310 MWh/yr generated from renewable energy). The Group has the target to double its renewable electricity generation capacity between 2015 and 2020.

CC3.1e

For all of your targets, please provide details on the progress made in the reporting year

ID	% complete (time)	% complete (emissions or renewable energy)	Comment
Abs1	86%	0%	Absolute emissions from electricity consumption have increased from 91,098 tCO_2e in 2010 to 92,560 tCO_2e in 2016.Clicks has to date increased its absolute scope 2 emissions compared to the base year by 1.6%. Clicks has implemented various energy efficiency measures in order to reduce its scope 2 emissions. These included the installation of

ID	% complete (time)	% complete (emissions or renewable energy)	Comment
			Solar PV panels, LED lighting replacing fluorescent lights, behavioural changes ensure air-conditioning and lighting gets switched off when not required, the replacement of old air-conditioning systems and removal of some units where not required, and the installation of energy metering. It is anticipated that further energy efficiency initiatives will be put in place to ensure a downward trend in grid electricity consumption and thus scope 2 emissions. The Group intends to meet this target and implements initiatives where possible to reduce the usage of electricity.
Int1	20%	40%	This is a short term target to reduce scope 1 and 2 emissions intensity per m2 by 10% over 5 years. The Group has reduced its scope 1 and 2 emissions intensity in the reporting year by 4% from the baseline of FY2015. The Group is thus 40% of the way towards reaching its 10% target by 2020.
RE1	20%	46%	In the reporting year Clicks generated approximately 655MWh of electricity from its solar PV installation at its head office. This accounts for 0.69% of the electricity consumed by Clicks. As such the Group is 46% towards achieving its target of producing 1.5% of its own renewable energy by 2020.

CC3.1f

Please explain (i) why you do not have a target; and (ii) forecast how your emissions will change over the next five years

CC3.2

Do you classify any of your existing goods and/or services as low carbon products or do they enable a third party to avoid GHG emissions?

Yes

CC3.2a

Please provide details of your products and/or services that you classify as low carbon products or that enable a third party to avoid GHG emissions

Level of aggregation	Description of product/Group of products	Are you reporting low carbon product/s or avoided emissions?	Taxonomy, project or methodology used to classify product/s as low carbon or to calculate avoided emissions	% revenue from low carbon product/s in the reporting year	% R&D in low carbon product/s in the reporting year	Comment
Product	The Clicks stores stock induction cookers and USB power banks as part of their energy efficient range, allowing customers to purchase a product which will reduce the customers scope 2 emissions compared to the use of a conventional electrical stove.	Low carbon product	Low Carbon Investment (LCI) Registry Taxonomy	0.01%	Less than or equal to 10%	
Product	The Clicks Group is only selling energy efficient (CFL) light bulbs in its Clicks stores (incandescent light bulbs have been phased out completely). These reduce the electricity demand and thus scope 2 emissions of lighting for the consumers.	Avoided emissions	Low Carbon Investment (LCI) Registry Taxonomy			During the reporting year 17,756 CFL light bulbs were sold. CFLs use about a quarter of the energy of standard incandescent bulbs. This, combined with their longer lifespan, translates into significant cost savings. For example, a CFL bulb has a lifespan of approximately 10,000 hours. During that lifespan, it will use 140 kWh of electricity. To compare, an incandescent bulb will only last around 1,200 to 2,500 hours. If measured over the 10,000-hour lifespan of a CFL, incandescent bulbs will use around 600 kWh of electricity. The CFL will save 460 kWh of electricity over its lifespan. The 17,756 light bulbs sold could save 8,168 MWh over the lifespan of the bulbs, which translates to 8,168 tons CO2 saved (using the Eskom emission factor of 1kg CO2 per kWh).

CC3.3

Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and/or implementation phases)

Yes

CC3.3a

Please identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO2e savings

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	1	
To be implemented*	3	3003
Implementation commenced*	0	0
Implemented*	1	655
Not to be implemented	0	

CC3.3b

For those initiatives implemented in the reporting year, please provide details in the table below

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
Low carbon energy installation	In the reporting year the Clicks Group installed a The 402.38 kWp Solar PV (Photovoltaic) system on its head office building. This systems comprises of 1298 modules (310 Watt), which covers an area of 2519 square meter on the roof of the building. This is a grid-tied PV system, meaning it offsets the amount of electricity consumed from the utility (City of Cape Town). The system will produce 655 126 kWh of energy annually and results in a cost saving of around R660,000 annually.	655	Scope 2 (location-based)	Voluntary	663380	6873548	4-10 years	21-30 years	The Clicks Group plans to install similar such installations on their distribution centres in the near future.

CC3.3c

What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	When implementing new technology, The Group makes sure that it is in line with the proposed carbon tax regulations.

Method	Comment
Dedicated budget for energy efficiency	Budget has been allocated for energy meters, energy efficiency projects and consolidation of electricity feeds into the building.
Dedicated budget for other emissions reduction activities	Waste separation bins for the head office and waste recycling contracts to the distribution centres have been budgeted for and are being implemented.
Employee engagement	Continued communication to employees through the internal magazine, emails, environmental committee is carried out to ensure employees are conscious of energy consumption, and environmental aspects and impacts.

CC3.3d

If you do not have any emissions reduction initiatives, please explain why not

Further Information

Page: CC4. Communication

CC4.1

Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s)

Publication	Status	Page/Section reference	Attach the document	Comment
In mainstream reports (including an integrated report) in accordance with the	Complete	The Groups commitment to reduce its carbon footprint is mentioned on Page	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC4.1/Clicks Integrated Annual Report 2016.pdf	In mainstream financial reports in accordance with the CDSB Framework

Publication	Status	Page/Section reference	Attach the document	Comment
CDSB Framework		11		
In voluntary communications	Complete	Carbon Disclosure Project commitment mentioned on Page 1	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC4.1/Clicks Social and Ethics Report 2016.pdf	In voluntary communications
In voluntary communications	Complete	Pages 1 to 10 gives a breakdown of the Group's GHG emissions, along with its GHG emissions targets.	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC4.1/Corporate Sustainability - Carbon Footprint.pdf	The Clicks Group's Sustainability Report is presented on its website at http://www.clicksgroup.co.za/corporate-sustainability/index.html. This is an extract from the Sustainability Report.
In voluntary communications	Complete	An overview of the Group's environmental and climate change responses are reported on pages 1 and 2.	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC4.1/Corporate Sustainability - Environmental and Climate Change overview.pdf	The Clicks Group's Sustainability Report is presented on its website at http://www.clicksgroup.co.za/corporate-sustainability/index.html. This is an extract from the Sustainability Report.
In voluntary communications	Complete	Clicks Group's "Lightening our Footprint" Strategy is explained on Page 1	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC4.1/Corporate Sustainability - Lightening Our Footprint.pdf	The Clicks Group's Sustainability Report is presented on its website at http://www.clicksgroup.co.za/corporate-sustainability/index.html. This is an extract from the Sustainability Report.
In voluntary communications	Complete	Clicks Sustainability Indicators 2016 – overall carbon footprint (scope 1, 2, 3 and other) reported on Page 1	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC4.1/Clicks Sustainability Indicators 2016.pdf	In voluntary communications
In voluntary communications	Complete	Clicks Group's has been recognised for its initiatives to reduce its energy consumption, through installation of solar PV panels	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC4.1/Article - Commercial sector heavy-weights recognised for energy savings.pdf	In voluntary communications

Publication	Status	Page/Section reference	Attach the document	Comment
		– Page 1		
In voluntary communications	Complete	The Clicks Groups initiatives to combat climate change are presented on Page 1	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC4.1/Polar Bear day.pdf	In voluntary communications
In voluntary communications	Complete	The Clicks Groups water recycling initiatives are presented on Page 1	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC4.1/Water Week 2016.pdf	In voluntary communications
In voluntary communications	Complete	Clicks’ awareness of marine health is presented on page 1 with suggestions of how its employees can help to protect the marine life	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC4.1/Marine week.pdf	In voluntary communications
In voluntary communications	Complete	The importance of trees and Clicks’ awareness is presented on Page 1	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC4.1/National Arbor Week.pdf	In voluntary communications

Further Information

Details of our climate change strategy and policy can be found on our online sustainability report (http://www.clicksgroup.co.za/corporate-sustainability/assets/downloads/Climate-Change-Policy.pdf and http://www.clicksgroup.co.za/corporate-sustainability/environmental.html and http://www.clicksgroup.co.za/corporate-sustainability/carbon-footprint.html)

Module: Risks and Opportunities

Page: CC5. Climate Change Risks

CC5.1

Have you identified any inherent climate change risks that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

Risks driven by changes in regulation
Risks driven by changes in physical climate parameters
Risks driven by changes in other climate-related developments

CC5.1a

Please describe your inherent risks that are driven by changes in regulation

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Carbon taxes	The SA government has stated that the Carbon Tax will be introduced in early 2018. It is unlikely that the Clicks Group will be a direct payer of carbon tax on its scope 1 emissions. In addition, it was stated by National Treasury in the beginning of 2016 that Eskom may	Increased operational cost	1 to 3 years	Direct	Virtually certain	Medium	Post 2020 if Eskom is allowed to pass on its full burden of the carbon tax to its customers, it is estimated that the Clicks Groups' electricity costs will increase by approximately R4.44million annually. This is assuming the 60% threshold of the carbon tax remains, which is	The Clicks Group is constantly following the developments of the carbon tax. The Group is a member of the National Business Initiative (NBI) which hosts various workshops on climate change related activities, including the carbon tax. The Group attends these workshops	The cost of membership of the Group to the National Business Initiative is R60, 000 per year. Monitoring and verifying emissions by a 3rd party costs approximately R 50,000 per year. The costs of directly reducing emissions via the implementation of the solar PV

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	not pass through its carbon tax burden to customers up until 2020, thus Clicks won’t be affected in terms of its energy indirect (scope 2) emissions until this date. Thus the risk of the carbon tax is a long term risk which may affect the Group after 2020. However in the short term the Group will feel a direct impact of the carbon tax on the increased fuel prices which will be due to the carbon tax. It is estimated that the fuel price may increase by R0.13/litre at the pump.						also uncertain post 2020 as there is indication that the thresholds may change after this date. In the short term, as soon as the tax is implemented, the direct impact on the fuel price that the Group will experience is in the magnitude of around R103 000 per year.	and gives its commentary to the NBI, who in turn communicates the feedback to the regulatory body of government. Clicks has implemented a sophisticated internal emissions monitoring system to track its emissions annually and allows the Group to assess progress in reaching its targets. The Group implements emission reduction activities to reduce emissions each year and thus reduces the potential impact that the Group may feel due to the carbon tax. For example, in FY2016 the Group implemented a 400 KWp solar PV installation on its head office roof to reduce its	installation implemented in FY2016 cost Clicks approximately R 6.9 million for the year.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								electricity consumption from the grid. These projects are part of a suite of emission reduction initiatives implemented by Clicks. The solar PV installation reduced the Group's electricity emission by around 655 tCO2e in the reporting year and will continue to do so annually. This is in addition to the emission reduction initiatives implemented in the previous reporting year which save around 2,434 tCO2e on an annual basis. This significantly reduces the Groups exposure to the carbon tax.	
Emission reporting obligations	The South African Government is putting in place various	Increased operational cost	1 to 3 years	Direct	Likely	Medium	Reporting to the national framework will require	The Clicks Group manages this risk through the implemented	The monitoring and verification of the Groups GHG Inventory by a 3rd

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	mechanisms to transform the economy into a low carbon future. One of these mechanisms is the National Greenhouse Gas (GHG) Emissions Reporting Regulations which were published on 3 April 2017. Despite these regulations being finalised, a risk to the Clicks Group still remains. The Department of Environmental Affairs is currently finalising the Technical Guidelines and Reporting Guidelines that aim to support these Regulations. The reporting format and calculation methodology is still unclear. In addition the National Atmospheric						administrative burden – employing additional people to support the in-house data systems, these can be anticipated to be up to R250, 000 per annum, and in addition to this verification fees will be required. Penalties for a person convicted of an offence in terms of Regulations is liable in the case of a first conviction to a fine not exceeding R5 million, or imprisonment not exceeding 5 years. In the case of a subsequent conviction, the offender will be liable to a fine up to R10 million or imprisonment of up to 10 years.	sophisticated internal emissions monitoring and reporting system. The Group is continuously taking action to improve its GHG Inventory each year and ensuring the necessary data collection processes are in place. Once calculated the Group contracts external auditors who verify the Group's annual emissions inventory. Due to measuring the data of the Group on a monthly basis now, a faulty transformer was identified at one of our sites which resulted in an increase use of electricity of R500 000. To measure on a monthly basis, and to be able to identify this, the business	party costs approximately R 50,000 annually. The cost of remaining up to date with the regulations of the mandatory GHG reporting is covered through the Group's membership to the NBI, which amounts to around R60,000 annually.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	Emission Inventory System (NAEIS) which the Regulations specify should be used for reporting, is currently unable to meet the registration requirements. These uncertainties continue to pose a risk to the Clicks Group. In addition, Clicks has been reporting and verifying its GHG emissions profile, but the risk arises in the alignment of the Clicks GHG inventory to the reporting requirements of these regulations according to the 2006 IPCC Guidelines. Furthermore the Regulations specify that data providers could be subject to a fine or imprisonment if							was able to rectify the problem and to engage with the local council. The Group is further managing this risk by ensuring it remains updated with the regulations surrounding mandatory GHG reporting. This is ensured through its engagement with the National Business Initiative (NBI) and through workshop attendance hosted by the NBI. The NBI is a voluntary coalition of South African and multinational companies, working towards sustainable growth and development in South Africa and the shaping of a sustainable future through responsible business action. In the reporting	

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	false or misleading information is reported.							period the Clicks Group attended around 10 workshops hosted by the NBI where such topics and risks were addressed.	

CC5.1b

Please describe your inherent risks that are driven by changes in physical climate parameters

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Change in precipitation extremes and droughts	Climate change predictions from the IPCC Fifth Assessment Report are that extreme precipitation events will become more intense and frequent	Reduction/disruption in production capacity	3 to 6 years	Direct	About as likely as not	Medium	Extreme weather related incidences, the Group would be impacted through the loss of sales. If one distribution centre were to be damaged, the cost of the stored products damaged in the	The Clicks Group is managing the risk through implementing the Business Impact Analysis and a Risk Assessment study. This process is initiated to analyse possible physical risks on the business. The planning allows the	Undertaking Business Impact Analysis and a Risk Assessment study to better understand the impacts of such event cost the Group approximately R450,000. The

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	in many regions. In addition, climate projections suggest that periods between precipitation events are expected to be prolonged. Usually dry periods are expected to be drier and wet periods wetter, with prolonged periods between the two. Such predications may result in flooding, inland water shortages and increased incidence of water scarcity. Increased floods and droughts will impact on						centre would cost the Group approximately R550 million to replace. Storm related costs can range well above R 1 billion to replace. There will also be an impact on employee and customer well-being which cannot be quantified financially.	Group to assess alternative routes for all main distribution routes currently used in the event of damaged/disrupted routes. In addition, this process allows the Group to assess contingency planning for extreme events at specific locations, and assessing new store acquisitions more carefully to mitigate risks. The Group is managing the risk to damaged goods in the distribution centres by taking out insurance on the goods within the storage facility annually. This is an example of this management method.	preparation for the extreme weather conditions will also have a financial implication on the business, these have not been quantified. The cost of commissioning a study on the climate impact on the health care sector is estimated at about R 200,000. The cost to replace all of the Group's distribution centres, for just the infrastructure is around R 2 billion.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	the Clicks Group's supply chains and on the customers getting to stores. This will negatively effect on sales. In addition, such events could also negatively impact and damage the Group's assets, such as stores, head office and vehicles which will result in increased costs to repair damages.								
Induced changes in natural resources	Crop failures as a result of shifting climatic zones, can result in a decrease in	Reduction/disruption in production capacity	>6 years	Direct	About as likely as not	Medium	Reduced natural resources could lead to a reduction in pharmaceutical and other	Clicks continuously investigate new and alternative products with a sustainable aspect that do not depend on resources that are	There is no direct cost on Clicks for new product development, as these would be incurred by

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	available resources such as materials used in the manufacture of products that the Clicks Group sells. The supply chain might not be able to supply certain packaging or certain products due to the natural resources not being available. This poses an associated risk to the Group's ability to do business, as the product range of the Group and revenue potential may be diminished. In addition						products, and a loss in market share. The exact financial implication of this potential risks has not been quantified explicitly. However a 1% loss in market share, could result in a reduction of around R 320 million for the Clicks Group.	susceptible to climate risk. Clicks ensure that the products supplied are sustainable and that other alternatives of natural resources are always explored. Clicks continuously engage with suppliers for new products, and supports research into new products as opportunities are presented. Clicks screen its suppliers to ensure they are aligned to the Group sustainability drives on an annual basis. This is an example of this management method.	Clicks' suppliers. The cost of screening the Group's suppliers amounts to around R200,000 annually.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	the Group may not be able to stock previously high in demand products, which could result in a reduction of its customer base.								

CC5.1c

Please describe your inherent risks that are driven by changes in other climate-related developments

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Reputation	Clicks stands to suffer reputational risk should it be seen as a company that has little or no concern for the environment or that it is doing little or nothing	Reduced demand for goods/services	1 to 3 years	Direct	More likely than not	Medium-high	If investors and “aware” customers were to move their funds out of the Clicks Group, every 0.05% drop in share price would reduce the market	The Group is managing this risk through continuously creating awareness amongst employees & customers to communicate what the business is doing in terms of climate change. The Group uses our ClubCard	It is difficult to assess the potential costs spent on marketing of Clicks as a "climate-friendly" company, as opposed to regular marketing costs.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	in response to climate change. The risk is a decrease in consumer and investor confidence and brand value if it is perceived as failing to address climate change risks adequately. The company may also suffer a loss of reputation risk amongst other stakeholders such as the financial sector, existing landlords, property developers, investors, governments, employees and the media. In addition, climate change is increasing the prominence of vector borne diseases in areas where they weren't prominent						capitalisation of the Group by R 160 million. Clicks also risks losing employees due to reputation.	magazine to communicate with customers on our climate change response. In FY16 the Group implemented an in store education campaign, to educate employees and customers by disseminating "climate - friendly" tips and ideas through instore TV adverts, posters & emails. Clicks has also developed an in-house staff retention & up-skill program for pharmacy staff. The Group is responding to the diseases/illnesses which are becoming more prevalent & pronounced due to climate change. These include malaria (which is a specific vector borne disease which is becoming more prevalent in SA due to climate change), flu (which is linked to	However, it costs Clicks R12.6 mil annually to send out 5 issues of its ClubCard magazine. Retaining employees costs Clicks R13.9 mil annually for special pharmacy staff retention programs. Retaining the pharmacy staff assist in building private sector competency within healthcare in the communities & improved response to health needs in communities. The active Clicks Helping Hands Programme includes a child vaccination programme, improving resilience in communities. It

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	previously. A change in the climate could increase the geographical distribution of malaria in South Africa. Illnesses such as flu and diarrhoea are becoming more prominent and worse with the changing climatic seasons and the impacts on water quality and shortages in the region. According to the Department of Health, climate change (particularly flooding) could have negative impacts on maternal and child mortality. Flooding can pose an increased risk of contamination of water supplies with disease-causing agents. It is thus							the changing seasons &climate and the effects becoming stronger) & diarrhoea (which is linked to water quality and quantity which is affected by droughts and floods). The Group ensures that it administers the correct medication & gives advice to patients through the pharmacy and Clinic platforms. “Clicks Helping Hands” Programme has opened all clinic doors for Moms & Babies services, offering free consultations. Babies are often more susceptible to the illnesses such as diarrhoea and flu (Department of Health, 2014). In addition the Clicks Group supports the national healthcare agenda of making medicine more affordable and accessible for all	costs over R4,500 to vaccinate a child for the first 18 months of its life. In FY16 2,736 “Baby well” consultations were carried out & 2479 consultations with immunization. This cost Clicks a total of R220,000 in the year. This is lower than the previous year due to the relationship formed with government to assist reaching communities with vaccines given by government.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	important that the Clicks Group, as part of the health sector is seen to be responding to the increase in these diseases and illnesses, creating awareness and assisting in improving the resilience of communities.							South Africans.	
Other drivers	Supply chain: In South Africa Clicks purchases electricity from Eskom – the national utility. Water is essential input for electricity generation. Eskom reports that 1.44m3 of water is required for every MWh of electricity it generates. Thus if there is water scarcity due to drought and the effects of climate	Increased operational cost	3 to 6 years	Direct	More likely than not	Medium	As energy security becomes a more serious national issue and the pressures of climate pose an increasing threat on water supply, it is likely that more power-outages will occur. This could result in stores having to close as they cannot operate without electricity. A full day closure can cost up to R	The Clicks Group is managing this risk through reducing its dependence on the national utility of South Africa. In FY2016 Clicks completed the feasibility study for the installation of permafrost on the air-conditioning of the head office building.. In addition, Clicks is currently investigating the installation of solar PV facilities on the roofs of the various distribution centres,	The cost of the installation of the solar PV facility at the head office cost around R6.9million. The cost of UPS in stores and buildings are R1.3 million per year to keep up to standard. The cost of fuel to run generators for all the facilities of the group cost R0.6 million.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	change, this could impact on Eskom's ability to produce the required amount of energy to meet the demands of the country. Thus water shortages may also impact on the electricity supply for the Clicks Group. Energy security is essential for the Clicks Group's business continuity. One of the Group's major risks which have been included in the risk register in FY2015 is the risk relating to the group's inability to trade during periods of Eskom electricity power disruptions.						80,000 per store per day. Clicks has estimated that in total during the reporting year 0.15% trading time was lost due to load shedding in all stores. Clicks lost approximately 8.94% of trading hours due to load shedding during the year in the 217 affected stores.	specifically Montague Gardens, Centurion and UPD Lea Glen centres. The installation of solar PV has resulted that Clicks Group is not as dependent on the national utility as previously. In addition the Group is investing in numerous energy efficiency technologies to reduce its reliance on electricity. In FY2016 the Group implemented a 400 kW solar PV plant on the roof of the head office building The installation of Uninterruptable Power Supply systems and backup generators have being investigated and installed for the Head Office and the stores. All group distribution centres and information technology systems are covered by existing back-up	

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								power supply.	

CC5.1d

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC5.1e

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC5.1f

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Further Information

Page: CC6. Climate Change Opportunities

CC6.1

Have you identified any inherent climate change opportunities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

Opportunities driven by changes in regulation
Opportunities driven by changes in physical climate parameters
Opportunities driven by changes in other climate-related developments

CC6.1a

Please describe your inherent opportunities that are driven by changes in regulation

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Other regulatory drivers	Carbon offsets: The draft carbon tax bill mentions various relief mechanisms which provide companies with opportunities to reduce their carbon tax liability. One of these relief mechanisms is the allowance of carbon offsets to	Increase in capital availability	3 to 6 years	Direct	About as likely as not	Medium	Over the first 5-year phase of the carbon tax, there will be a market for carbon credits at under R 120 per tonne CO2e. Viable projects for Clicks would be in the renewable energy space. With the installation of the	Clicks is managing this opportunity through the installation of its first renewable energy project, a 400kWp solar PV facility on the roof of the head office. In addition the Group is currently investigating further such	The cost of installing the solar PV array at head office cost the Group R6.9 million. A carbon feasibility study would cost in the region of R 70,000 and should this be successful, the registration and verification

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	reduce the carbon tax exposure of a company by up to 10%. The Draft Carbon Offset Regulations were published in June 2016. This therefore creates an opportunity for the Clicks Group to develop carbon reducing projects that result in emission reductions that can be sold to other companies that are subject to the carbon tax.						Clicks solar PV facility at its Head Office and the investigation of further potential solar PV facilities at its distribution centres in Montague Gardens and Centurion, there is the potential for the Group to generate carbon credits. The 400kW solar PV facility at the head office could produce about 655 carbon credits per year. With an estimated carbon offset price of around R100/tCO2e, this could amount to addition revenue for the company of R65,500 in sales of credits per year.	facilities at its distribution centres, including Montague Gardens, Centurion and Lea Glen to start with. For the new solar PV projects under investigation, Clicks will explore the registration of the development of carbon credit projects around these future PV projects or if other carbon reduction projects are implemented.	costs of developing this project as a carbon credit project could cost around R 1.4 million per project.
Fuel/energy taxes and	In 2013 South Africa published	Reduced operational	1 to 3 years	Direct	About as likely as	Medium	Electricity costs Clicks about R	Clicks is setting an energy	The costs of electronic

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
regulations	the Section 12L regulations of the Income Tax Act. The regulation provides a once off tax incentive for the implementation of energy efficiency projects which deliver an energy saving. In February 2015 the tax incentive was increased from R 0.45/kWh to R 0.95/kWh. The opportunity exists for Clicks to leverage the regulation to make increased savings. The regulation increases the deductions on taxable income which in turn increases net after tax revenue. This creates an opportunity for Clicks to further	costs			not		144 million per year. Current costs of fuel are at R1.1/kWh, and R12.9/litre. Every kwh of electricity and litre diesel saved may yield an additional tax rebate opportunity if the projects are eligible and put forward for such a rebate. The tax relief would be a R0.95/kWh, of energy saved in the first year of the projects implementation and operation, deduction on taxable income.	reduction strategy that will lead to a decrease in consumption and therefore a decrease in both direct cost as well as an opportunity for tax incentives. Clicks is managing this opportunity by investigating various energy efficiency activities across all its facilities and has implemented various initiatives already. Energy efficiency audits and lighting retrofits have been carried out. Energy meters are being rolled out, making electricity monitoring more accurate. During the implementation of these energy	metering systems are R 850,000 per annum.

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	reduce its operational cost.							efficiency initiatives Clicks is assessing the viability of claiming a tax rebate on these projects through the 12L incentive programme. During the reporting year Clicks approached a measurement and evaluation specialist with costing.	

CC6.1b

Please describe your inherent opportunities that are driven by changes in physical climate parameters

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Change in precipitation extremes and droughts	With the climatic conditions changing, and the droughts becoming more prolonged and	Increased demand for existing products/services	1 to 3 years	Direct	Very likely	Medium	If Clicks is able to increase its sales (of diarrhoea medication and bottled water) the Group could	Clicks in managing this opportunity through ensuring its stores are	The cost of training pharmacists in the reporting year was R 4.1 million

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	drier, various opportunities exist for Clicks to offer medication and products to its customers in order to deal with these circumstances. In many cases the products are ones that the Clicks stores already stock, but the demand thereof is increasing in towns with no or restricted water availability due to the extreme droughts in the area. The main products ranges affected are bottled mineral water, waterless hand sanitisers, waterless beauty products, and diarrhoea medication. Waterless products are becoming increasingly popular as						increase revenue by approximately R60million per year.	stocked with the necessary products, not just to treat the illness, such as diarrhoea, but also associated preventative products. In addition education of its nurses and pharmacists are provided to ensure the necessary skills are available to treat and support patients and their families. Clicks is expanding its water-less product range, which currently includes waterless hand sanitizers and dry shampoo products. The stocking of bottled water is becoming a product in high demand due to increased awareness of	spent on pharmacy bursaries by the Group. This is 0.09% of the total operating expenses of the group for the year.

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	people become more aware of their water consumption usage or due to their lack of water availability. The opportunity exists for the Group to stock a wider range of waterless products to fill this gap in the market.							contaminated tap water which is causing sicknesses such as diarrhoea.	
Induced changes in natural resources	Changes in climate zones may result in increased yields in plant-derived pharmaceutical products. The opportunity exists for the Clicks Group to research and utilize the plants which have optimised yields due to the changing climate. This opportunity could allow the Group to develop new products to be brought to the	New products/business services	3 to 6 years	Direct	About as likely as not	Low-medium	New pharmaceutical products can generate a significant amount of revenue depending on the product requirement and up-take by the consumer. It is difficult to quantify exactly how much revenue can be generated. However if the Group is able to increase its revenue by 0.1%,	Clicks continuously engage with suppliers for new products, and will support research into new products as opportunities are presented. Once the legislation changes for a medication when the patent expires, Clicks applies to list the specific medication on generics of the private label	The estimated cost to develop a generic medicine in South Africa is around R3 million, and can take up to 2 years. To register this it could take up to 7 years at a cost of R100 000.

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	market. This in turn will give us an advantage over our competitors if we are the first movers to the market. Assessing how the changing climate affects plants species used for the derivation of pharmaceutical products, allows Clicks to have the opportunity to see which products will reduce and which will increase in yield. This will allow Clicks to optimise its product base to be aligned with the available resources.						through the additional sales of new pharmaceutical products, this could result in an increase in revenue of R22.1million.	products that makes the medication more affordable and accessible to customers.	

CC6.1c

Please describe your inherent opportunities that are driven by changes in other climate-related developments

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Reputation	Reducing emissions and acting against climate change can enhance Clicks' reputation amongst customers, investors and employees. Although our customers are mostly driven by price, we are seeing that some consumers are starting to make environmentally conscious decisions. Clicks therefore has an opportunity to benefit from increased reputation value, and increased levels of brand loyalty, as well as enjoy an increased market share of new environmentally conscious	Increased demand for existing products/services	1 to 3 years	Direct	More likely than not	Medium-high	Customer research indicates that there is indeed a growing awareness of climate change issues. There is a growing market of climate aware consumers. Although difficult to measure the scale of this market, and the share that Clicks can capture, a 0.1% of growth increases revenue with ZAR22.1 Million. The financial implications of retaining staff are difficult to quantify. Retaining staff will save Clicks money in terms of training and recruitment costs.	Clicks is managing this opportunity through various channels of engagement with its employees, customers and investors in order to showcase the work the Group is doing to respond to climate change and create awareness on this front. Initiatives in communication are key to managing this reputation opportunity. Clicks is making use of its internal communications channels (radio and newsletters) as well as in-store materials to better communicate and interact with customers and	Although exact communications and media costs cannot be disclosed due to competitive nature, Clicks does spend a significant amount of money on communications. (in the millions of Rands annually). It is however difficult to separate climate change communications as opposed to normal marketing communications. Pharmacy staff retention programs cost up to R13.9 million. The cost of the Clicks conference in FY2016 cost the Group around R 7.1 million. Responding to the CDP costs the Group around R50,000 in FY2016.

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	consumers. Moreover a better reputation will lead to job satisfaction and prolonged retention of Clicks employees (over 18000 full and part time). The opportunity surrounding reputation of the Group allows Clicks to promote itself as an investment of choice compared to its competitors.							employees at the store level and head office. Clicks is using these channels to communicate all the achievements in energy efficiency, energy saving, and waste management. In addition, through the Clicks ClubCard magazine, the Group communicates to its customers on environmental and climate change related issues, as well as advertising its energy efficiency products, thus attracting a more carbon and environmentally conscious customer. The Group’s Body Shop brand is	

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								built on ethical sourcing and improving the lives of small communities throughout the world. In FY2016 Clicks hosted a health conference to “Share the Vision of being the customer’s first choice health and beauty retailer in South Africa”. The aim of the conference was to educate the attendees on the work Clicks is doing in the healthcare sector, including presenting the product range and training programmes. This conference gave Clicks the opportunity to educate and create awareness of its products and potential	

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								research areas.	
Other drivers	Increased vector borne diseases and illnesses due to changing climatic conditions: Changes in climatic weather conditions may result in the spread of vector borne and other diseases that were previously not susceptible in certain areas. Such diseases include malaria which is spreading to areas where it previously wasn't prevalent. In addition, the symptoms of illnesses such as flu and diarrhoea are strengthening or the effects thereof more prominent. According to the	Wider social benefits	1 to 3 years	Direct	About as likely as not	Medium-high	Although difficult to quantify the direct financial implications, it is likely that should there be uptake of the clinic facility by the broader community, the same people will also make purchases in the stores, and thereby increase market share. These financial implications may be negligible as compared to the wider social benefits. However even 0.2% increase in revenue from such a speculative market may result in R44.2 Million per annum.	Clicks Group managing this opportunity by investigating the potential diseases that may be associated with Climate Change in the area in which it operates. Clicks Group is also exploring the training of clinic personnel so that they can deal with climate health impacts. The Group trains its employees, pharmacists and clinic nurses to show customers how to live a health life and look after themselves during illness. In addition, the Group administers free vaccines and consultations	The costs of opening in-store clinics are estimated at R97,000 per store, and it costs ZAR640,000 per pharmacist and up to R330,000 per nurse annually. The cost of the free vaccinations and consultations through the Helping Hands Programme costs R220,000 in FY2016 due to the increase of partnerships with government.

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	Department of Health (National Climate Change & Health Adaptation Plan 2014 – 2019), the capacity of hospitals and health facilities needs to be strengthened. Particularly addressing disease outbreaks resulting from extreme weather events. Clicks has the opportunity to use its existing infrastructure to support areas that may be prone to the spread of vector-borne diseases such as malaria. We can open up in-store clinics with qualified nurses that can administer medication, and provide life-saving support.							through its “Helping Hands” Programme to ensure healthy babies. Such consultations include vaccinations and advice on flu which is seen to be shown as a stronger strain, as well as medical advice on diarrhoea.	

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	Clicks Group may have clinics in these areas, and has the opportunity to adapt its existing infrastructure to offer the medical support in treating such diseases. The opportunity exists for Clicks to engage with people on the same way we are engaging on family planning, by using the same channels with the department of health, should any climate induced health issues arise on a large scale, in areas that do not have the financial means to deal with such disaster.								
Changing consumer behavior	Change in the behaviour of its customers, to a	Wider social benefits	1 to 3 years	Direct	Likely	Medium	With the attraction of new customers	Clicks is managing this opportunity	It costs Clicks ZAR 12.6million in FY16 to send

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	more environmentally conscious and climate change aware customer will provide an opportunity for the Group to provide more low-impact, and climate friendly products. There is therefore an opportunity to stay ahead of the curve and investigate new technologies and systems which can be stocked in the Clicks stores. Providing energy efficient and environmentally friendly products could lead to an increase in market share, as consumers switch from substitute products to our products. The						to the Clicks Group, due to the drive of attracting more “aware” and environmentally conscious customers, the Group can increase its market share. If the Group is able to increase its revenue by 0.1%, through the additional sales of energy efficient products, this could result in an increase in revenue of R 22.1 million.	through various awareness raising campaigns both with its employees and customers. These campaigns are carried out through the in-store TV advertisement systems, via posters and emails as well as through the ClubCard Magazine. Such campaigns in FY16 included the awareness raising on National Energy Week, Earth Day & Earth Hour. The posters shared tips on how to reduce their energy consumption and carryout steps for the good of the environment in terms of energy,	out 5 issues of its ClubCard magazine in the year. The cost of awareness raising through posters and emails are carried in house.

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	opportunity exists for the Clicks Group to attract a more environmentally conscious customer through the products that our stores stocks. For example stocking energy efficient appliances which will become more popular as energy prices increase and more and more people become aware of the effects of their daily lives on the environment. Through these products Clicks may become the supplier of choice to new customers and thus the company will increase its turnover at a							water & waste. The Group is sourcing & stocking sustainable products as well as energy efficient products. In FY16 the Group completely phased out stocking any incandescent light bulb (energy inefficient lighting) and is now only stocking energy efficient CFL bulbs. The stores are stocking induction cookers which are part of their energy efficient range. The Group is actively looking at increasing its energy efficient product range to sell a wider range of such products to its	

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	higher rate than its competitors, therefore increasing its market share.							customers.	
Other drivers	Development of renewable energy projects: Clicks has the opportunity to capitalise on climate change related projects, such as the development of renewable energy facilities. For example, Clicks has implemented solar PV panels at the head office. Clicks anticipate excess electricity will be produced at the head office, which could be sold back to Eskom or another buyer.	New products/business services	1 to 3 years	Direct	Very likely	Low	Clicks anticipate excess electricity will be generated by the PV at its head office. It is estimated that Clicks may generate an excess of some 10000kWh every month in the future. At a cost of ZAR1.1 per kWh, Clicks could generate about ZAR132000 per year from the sale of electricity.	Clicks is ensuring that when Solar PV is installed at the head office, that the local municipality and Eskom are engaged in ensuring that the excess electricity can in fact be supplied back into the grid at a selling price.	These costs are part of the Solar PV installation costs of ZAR6.9 million.

CC6.1d

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC6.1e

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC6.1f

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Further Information

Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading

Page: CC7. Emissions Methodology

CC7.1

Please provide your base year and base year emissions (Scopes 1 and 2)

Scope	Base year	Base year emissions (metric tonnes CO2e)
Scope 1	Sat 01 Sep 2007 - Sun 31 Aug 2008	5255
Scope 2 (location-based)	Sat 01 Sep 2007 - Sun 31 Aug 2008	86811
Scope 2 (market-based)	Sat 01 Sep 2007 - Sun 31 Aug 2008	0

CC7.2

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

Please select the published methodologies that you use
ISO 14064-1
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

CC7.2a

If you have selected "Other" in CC7.2 please provide details of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

n/a

CC7.3

Please give the source for the global warming potentials you have used

Gas	Reference
CO2	IPCC Fourth Assessment Report (AR4 - 100 year)
CH4	IPCC Fourth Assessment Report (AR4 - 100 year)
HFCs	IPCC Fourth Assessment Report (AR4 - 100 year)
N2O	IPCC Fourth Assessment Report (AR4 - 100 year)
Other: HFC-134a	IPCC Fourth Assessment Report (AR4 - 100 year)
Other: R410A	IPCC Fourth Assessment Report (AR4 - 100 year)
Other: R507	IPCC Fourth Assessment Report (AR4 - 100 year)
Other: R404a	IPCC Fourth Assessment Report (AR4 - 100 year)
Other: R407C	IPCC Fourth Assessment Report (AR4 - 100 year)

CC7.4

Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data at the bottom of this page

Fuel/Material/Energy	Emission Factor	Unit	Reference
Liquefied petroleum gas (LPG)	1.5050	kg CO2e per liter	DEFRA Factors 2016, Department of Energy and Climate Change, UK Government, GHG Conversion Factors for Company Reporting: Methodology Paper for Emission Factors
Motor gasoline	2.3025	kg CO2e per liter	DEFRA Factors 2016, Department of Energy and Climate Change, UK Government, GHG

Fuel/Material/Energy	Emission Factor	Unit	Reference
			Conversion Factors for Company Reporting: Methodology Paper for Emission Factors
Diesel/Gas oil	2.6762	kg CO2e per liter	DEFRA Factors 2016, Department of Energy and Climate Change, UK Government, GHG Conversion Factors for Company Reporting: Methodology Paper for Emission Factors
Electricity	1	metric tonnes CO2e per MWh	South African grid electricity emission factor – Eskom 2016
Electricity	0.0574	metric tonnes CO2e per MWh	Namibia grid electricity emission factor – Ecometrica emission factors
Electricity	1.4638	metric tonnes CO2e per MWh	Botswana grid electricity emission factor - Ecometrica emission factors
Electricity	0.597	metric tonnes CO2e per MWh	Swaziland grid electricity emission factor - Ecometrica emission factors
Electricity	0.597	metric tonnes CO2e per MWh	Lesotho grid electricity emission factor - Ecometrica emission factors

Further Information

Page: CC8. Emissions Data - (1 Sep 2015 - 31 Aug 2016)

CC8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

CC8.2

Please provide your gross global Scope 1 emissions figures in metric tonnes CO2e

2147

CC8.3

Please describe your approach to reporting Scope 2 emissions

Scope 2, location-based	Scope 2, market-based	Comment
We are reporting a Scope 2, location-based figure	We are reporting a Scope 2, market-based figure	The Clicks Group acquired renewable energy through a solar PV installation. There is no double counting and it is only used by the Clicks Group. It is generated and sourced within the FY16 period and is based in the same geographical location and grid boundary as which the Group operates in.

CC8.3a

Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e

Scope 2, location-based	Scope 2, market-based (if applicable)	Comment
92560	0	The Clicks Group acquired renewable energy through a solar PV installation. There is no double counting and it is only used by the Clicks Group. It is generated and sourced within the FY16 period and is based in the same geographical location and grid boundary as which the Group operates in.

CC8.4

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

CC8.4a

Please provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure

Source	Relevance of Scope 1 emissions from this source	Relevance of location-based Scope 2 emissions from this source	Relevance of market-based Scope 2 emissions from this source (if applicable)	Explain why the source is excluded
The following Clicks' entities were excluded from the above disclosure: Kalahari Direct and Musica Distribution	Emissions are not relevant	Emissions are not relevant	No emissions from this source	Emissions from Kalahari Direct and Musica Distribution, were considered to be immaterial. The portion of emissions which they represent are much smaller in comparison to the overall Groups emissions. This is due to shared distribution centres with other retailers. There are no scope 2 market-based emission areas that have been excluded.

CC8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 1	More than 10% but less than or equal to 20%	Data Gaps Data Management	Clicks used DEFRA emission factors for stationary and mobile fuel use. These emission factors may not apply to the specific fuels used by Clicks with 100% accuracy. The Clicks Group is still implementing and improving data management systems with respect to refrigeration gases. There were some data gaps reported in the mobile fuel combustion emissions calculation.
Scope 2 (location-based)	More than 5% but less than or equal to 10%	Extrapolation Metering/ Measurement Constraints	A percentage of Scope 2 purchased electricity emissions are based on averaged data and are subject to inherent inaccuracy.
Scope 2 (market-based)	Less than or equal to 2%	Metering/ Measurement Constraints	The uncertainty of scope 2 market based emissions is related to the inaccuracy of electricity meters, which have on average less than 2% inaccuracy.

CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

Third party verification or assurance process in place

CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)
Annual process	Complete	Limited assurance	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC8.6a/Clicks_GHG_Verification_Statement_20161215.pdf	Pages: 1 -3	ISO14064-3	100

CC8.6b

Please provide further details of the regulatory regime to which you are complying that specifies the use of Continuous Emission Monitoring Systems (CEMS)

Regulation	% of emissions covered by the system	Compliance period	Evidence of submission

CC8.7

Please indicate the verification/assurance status that applies to at least one of your reported Scope 2 emissions figures

Third party verification or assurance process in place

CC8.7a

Please provide further details of the verification/assurance undertaken for your location-based and/or market-based Scope 2 emissions, and attach the relevant statements

Location-based or market-based figure?	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 2 emissions verified (%)
Location-based	Annual process	Complete	Limited assurance	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC8.7a/Clicks_GHG_Verification_Statement_20161215.pdf	Pages: 1 -3	ISO14064-3	100
Market-based	Annual process	Complete	Limited assurance	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC8.7a/Clicks_GHG_Verification_Statement_20161215.pdf	Pages: 1 -3	ISO14064-3	100

CC8.8

Please identify if any data points have been verified as part of the third party verification work undertaken, other than the verification of emissions figures reported in CC8.6, CC8.7 and CC14.2

Additional data points verified	Comment
Year on year change in emissions (Scope 2)	n/a

CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

CC8.9a

Please provide the emissions from biologically sequestered carbon relevant to your organization in metric tonnes CO2

Further Information

Verification by the Clicks Group of both scope 1 and scope 2 emissions are carried out bi-annually (twice yearly)

Page: CC9. Scope 1 Emissions Breakdown - (1 Sep 2015 - 31 Aug 2016)

CC9.1

Do you have Scope 1 emissions sources in more than one country?

No

CC9.1a

Please break down your total gross global Scope 1 emissions by country/region

Country/Region	Scope 1 metric tonnes CO2e

CC9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

By business division
By GHG type
By activity

CC9.2a

Please break down your total gross global Scope 1 emissions by business division

Business division	Scope 1 emissions (metric tonnes CO2e)
Clicks	784
Musica	121
Bodyshop	7
Head Office	53
Distribution Centres	73
CDM	0
UPD	1109

CC9.2b

Please break down your total gross global Scope 1 emissions by facility

Facility	Scope 1 emissions (metric tonnes CO2e)	Latitude	Longitude

CC9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 emissions (metric tonnes CO2e)
CO2	1907
CH4	3
N2O	9
HFCs	229

CC9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 emissions (metric tonnes CO2e)
Company owned vehicles	1780
Fugitive emissions	229
Stationary fuel combustion	138

Further Information

Page: CC10. Scope 2 Emissions Breakdown - (1 Sep 2015 - 31 Aug 2016)

CC10.1

Do you have Scope 2 emissions sources in more than one country?

Yes

CC10.1a

Please break down your total gross global Scope 2 emissions and energy consumption by country/region

Country/Region	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
South Africa	91300	0	91300	0
Botswana	694		474	0
Namibia	149		2592	0
Swaziland	375		628	0
Lesotho	42		71	0

CC10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

By business division
By activity

CC10.2a

Please break down your total gross global Scope 2 emissions by business division

Business division	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)
Clicks	70707	
Musica	5666	
Bodyshop	1303	
Head Office	2981	0
Distribution Centres	6508	
CDM	0	
UPD	5396	

CC10.2b

Please break down your total gross global Scope 2 emissions by facility

Facility	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)

CC10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)
Electricity consumption	92560	0

Further Information

In questions CC10.1a, CC10.2a and CC10.2c the Clicks Group acquired renewable energy through a solar PV installation. There is no double counting and it is only used by the Clicks Group. It is generated and sourced within the FY16 period and is based in the same geographical location and grid boundary as which the Group operates in

Page: CC11. Energy

CC11.1

What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

CC11.2

Please state how much heat, steam, and cooling in MWh your organization has purchased and consumed during the reporting year

Energy type	MWh
Heat	0
Steam	0
Cooling	0

CC11.3

Please state how much fuel in MWh your organization has consumed (for energy purposes) during the reporting year

7402

CC11.3a

Please complete the table by breaking down the total "Fuel" figure entered above by fuel type

Fuels	MWh
Diesel/Gas oil	3342
Motor gasoline	3916
Liquefied petroleum gas (LPG)	144

CC11.4

Please provide details of the electricity, heat, steam or cooling amounts that were accounted at a low carbon emission factor in the market-based Scope 2 figure reported in CC8.3a

Basis for applying a low carbon emission factor	MWh consumed associated with low carbon electricity, heat, steam or cooling	Emissions factor (in units of metric tonnes CO2e per MWh)	Comment
Off-grid energy consumption from an	655	0	The Clicks Group acquired renewable energy through a solar PV installation.

Basis for applying a low carbon emission factor	MWh consumed associated with low carbon electricity, heat, steam or cooling	Emissions factor (in units of metric tonnes CO2e per MWh)	Comment
on-site installation or through a direct line to an off-site generator owned by another company			There is no double counting and it is only used by the Clicks Group. It is generated and sourced within the FY16 period and is based in the same geographical location and grid boundary as which the Group operates in.

CC11.5

Please report how much electricity you produce in MWh, and how much electricity you consume in MWh

Total electricity consumed (MWh)	Consumed electricity that is purchased (MWh)	Total electricity produced (MWh)	Total renewable electricity produced (MWh)	Consumed renewable electricity that is produced by company (MWh)	Comment
95720	95065	655	655	655	Clicks installed a 400kW solar PV plant on the roof of its Head Office in November 2015. The solar PV plant supplies electricity to the Clicks' Head Office.

Further Information

Page: CC12. Emissions Performance

CC12.1

How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?

Increased

CC12.1a

Please identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year

Reason	Emissions value (percentage)	Direction of change	Please explain and include calculation
Emissions reduction activities	0.7	Decrease	In the financial year 2016 Clicks implemented a solar PV installation on its head office, this resulted in a decrease of the Group's emissions by 655 tCO2e in the reporting year. The emissions of Clicks' scope 1 and 2 emissions in the previous reporting year amounted to 93,288 tCO2e. Thus the change in emissions in this reporting year due to emissions reduction initiatives is equivalent to a decrease of 0.7%, calculated as ([655 / 93288] x 100).
Divestment	0	No change	No divestments in the reporting year
Acquisitions	0	No change	No acquisitions in the reporting year
Mergers	0	No change	No mergers in the reporting year
Change in output	3.16	Increase	The Clicks Group grew in the reporting year by an average of 3.24% when looking at floor space, this can directly be related to an increase in scope 2 emissions. When assessing this increase over total scope 1 and 2 emissions, it is calculated that this increase in floor space resulted in 3.16% of the increase in overall emissions.
Change in methodology	0.99	Decrease	The emission factor for Eskom changed from 1.01 kg CO2e per kWh to 1 kg CO2e per kWh. With the South African scope 2 amounting to the largest portion of scope 2 emissions, the overall emissions decreased by 0.99%.
Change in boundary	0.17	Increase	In this reporting year, the electricity based emissions from the GNC and Claire's stores were included in the calculation. This increased the Group's emissions by 0.17%.
Change in physical operating conditions	0	No change	No change in physical conditions impacted on the Clicks operations.
Unidentified	0.11	Decrease	Clicks' overall scope 1 and 2 emissions decreased by an additional 0.11% for unidentified reasons.

Reason	Emissions value (percentage)	Direction of change	Please explain and include calculation
Other	0	No change	No change in other emissions.

CC12.1b

Is your emissions performance calculations in CC12.1 and CC12.1a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

CC12.2

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per unit currency total revenue

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator: Unit total revenue	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
0.00000392	metric tonnes CO2e	24171000000	Location-based	7	Decrease	This is mainly due to an increase in revenue of 10%. Overall emissions increased slightly by 1.5%. However Clicks installed a solar PV plant at its head office, which resulted in an emission reduction of 0.7% in the reporting year, this has contributed to the decrease in the emission intensity in this reporting year. Clicks continues to drive efficiencies in its operations and has over the

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator: Unit total revenue	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
						years implemented various emission reductions projects to reduce the Group's emissions, whilst the company continues to grow.

CC12.3

Please provide any additional intensity (normalized) metrics that are appropriate to your business operations

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator	Metric denominator: Unit total	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
0.1824	metric tonnes CO2e	square meter	519169	Location-based	2	Decrease	Emission reduction projects implemented within the reporting year reduced the absolute scope 1 and 2 emissions by 0.7%. The Group's floor square meterage increased in the reporting year by 3%. Clicks continues to drive efficiencies in its operations and has over the years implemented various emission reductions projects to reduce the Group's emissions, whilst the company continues to grow.

Further Information

Page: CC13. Emissions Trading

CC13.1

Do you participate in any emissions trading schemes?

No, and we do not currently anticipate doing so in the next 2 years

CC13.1a

Please complete the following table for each of the emission trading schemes in which you participate

Scheme name	Period for which data is supplied	Allowances allocated	Allowances purchased	Verified emissions in metric tonnes CO2e	Details of ownership

CC13.1b

What is your strategy for complying with the schemes in which you participate or anticipate participating?

CC13.2

Has your organization originated any project-based carbon credits or purchased any within the reporting period?

No

CC13.2a

Please provide details on the project-based carbon credits originated or purchased by your organization in the reporting period

Credit origination or credit purchase	Project type	Project identification	Verified to which standard	Number of credits (metric tonnes CO2e)	Number of credits (metric tonnes CO2e): Risk adjusted volume	Credits canceled	Purpose, e.g. compliance

Further Information

Page: CC14. Scope 3 Emissions

CC14.1

Please account for your organization's Scope 3 emissions, disclosing and explaining any exclusions

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Purchased goods and services	Relevant, calculated	15150	Clicks identified four purchased goods from which to calculate its scope 3 emissions. These goods were; nappies, bottled water, sun care products and sanitary towels. Activity data: The number of items sold for each product were sourced from sales records. Emissions factors. The Emissions factors and their respective sources are provided below: Nappies; 0.1kg CO2e/item (JRC Scientific and Technical Reports; Development of EU Ecolabel Criteria for Sanitary Products) Bottled Water; 82.8 gCO2e/bottle (http://elua.com/wp-	100.00%	The emissions from the products evaluated by Clicks do not account for all the possible emissions from this source. Emissions embedded in all other purchased goods would contribute significantly to

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
			content/uploads/2013/08/Elua-Bottled-Water-and-Our-Environment.pdf) Sun care Products 3.194 tCO2e/tonne HDEP plastic (DEFRA 2016) Sanitary Towels 0.02 kg CO2e/item (JRC Scientific and Technical Reports; Development of EU Ecolabel Criteria for Sanitary Products) GWP values: Carbon dioxide = 1. Methodology: For nappies, bottled water and sanitary towels the number of items sold was multiplied by the respective emissions factor to yield a total emissions from the goods. The emission from suncare products were calculated by multiplying an emission factor for the plastic of the bottle to the expected mass of the bottle and then multiplying by the number of items sold. The calculations were carried out as per the ISO 14064 Part 1 and The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Assumptions: It was assumed that the average mass of the suncare bottles were 55g and that they were made from HDEP plastics. It was also assumed that there were 10 sanitary towels per unit/pack and 42 nappies per unit/pack.		Clicks' scope 3 emissions. However due to complexity of such LCA based data, Clicks has not managed a complete calculation at this stage. Clicks hopes to include more data in this scope 3 emission source in the future.
Capital goods	Not relevant, explanation provided				Capital goods are not an inherent part of Clicks' business as it does not have significant manufacturing facilities. The capital goods that are owned by Clicks, such as forklifts, are not material and therefore cannot be influenced by the company.
Fuel-and-energy-related activities (not	Not relevant, calculated	14119	The upstream emissions associated with the extraction, production and transportation of fuel used by Clicks (electricity, diesel, petrol, LPG) in the reporting year was calculated. This was carried out by multiplying the	100.00%	n/a

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
included in Scope 1 or 2)			quantity of fuel consumed by the emission factor associated with the extraction, production, and transportation of that fuel. The quantity of electricity purchased was multiplied by the transmission and distribution emission factor of the South African electricity grid. Calculations were performed in accordance with ISO 14064 Part 1, The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard and the GHG Protocol Scope 2 Guidance following the location-based methodology for the scope 3 emissions from electricity. Emissions factors. The Emissions factors and their respective sources are provided below: Diesel = 0.00055 tCO2e/litre (DEFRA 2016) Petrol = 0.00045 tCO2e/litre (DEFRA 2016) LPG = 0.000189 tCO2e/litre (DEFRA 2016) It was assumed that the South African transmission and distribution emission factor was relevant for all other countries, as they are all on the Southern African Power Pool grid network. The calculations were carried out as per the ISO 14064 Part 1 and The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard.		
Upstream transportation and distribution	Not relevant, calculated	7569	All 3rd party distribution from distribution centres to all stores country-wide was included in this calculation. The total km travelled and tonnes transported were collected for the various types of road vehicles. Freighting emissions factors were sourced from DEFRA 2016. The specific tonne.km emission factor for each vehicle in the category was allocated then multiplied to its respective load distance (tonne.km). All distribution data used was primary data (in tonne.km) with only the emission factors being sourced from DEFRA databases which are based on assumptions and assumed vehicle fuel consumption rates. The calculations were carried out as per the ISO 14064 Part 1 and The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard.	100.00%	n/a
Waste	Not	748	The activity data used was the number of fulltime and part time	50.00%	n/a

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
generated in operations	relevant, calculated		employees. The amount of waste generated per person in the reporting year estimated on this basis from data provided by the Institute of Waste Management South Africa which states that a person in South Africa produces on average 0.255 tonnes waste per year. The emissions factors was 0.17 tCO2e/tonne waste as per the US Environmental Protection Agency. GWP values for carbon dioxide = 1. The estimated tonnage of waste generated per person was multiplied by the number of full and part time employees and then with the emission factor. The calculations were carried out as per the ISO 14064 Part 1 and The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard. It was assumed that the average waste generated per employee was 0.7kg per day. (Institute of Waste Management Southern Africa, http://www.enviropaedia.com/topic/default.php?topic_id=239).		
Business travel	Not relevant, calculated	1532	Business travel compiled of air travel and rental vehicles. All flights were recorded by Clicks travel agents, and DEFRA (2016) emission factors for short and long haul flights was used, differentiating between economy and business class. An uplift factor of 9% was included to all distances. Radiative forcing was included in estimating these emissions. For rental vehicles, vehicles were classified as small, medium or large petrol engines, and the DEFRA emission factors were applied. All flight and taxi data used was primary data (in km travelled). However emission factors were from DEFRA databases, based on assumptions and assumed vehicle fuel consumption rates. The calculations were carried out as per the ISO 14064 Part 1 and The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard.	100.00%	n/a
Employee commuting	Not relevant, calculated	9044	In 2016 an employee commute survey was again undertaken to determine the modes of transport and distances travelled by employees. Leave days and holidays were omitted, and results were extrapolated	50.00%	n/a

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
			across all full time employees to obtain the totals of kms travelled by each mode. DEFRA (2016) emission factors were multiplied to the kms travelled by each transport mode to yield total emissions. 30% of staff responded to the survey. These included a combination of office staff and store based staff. The results were extrapolated across all staff, which may result in an over-estimation of emissions. Office staff tends to drive single occupancy privately owned cars, as opposed to employees at shops and distribution centres who may rely more on more efficient public transport modes. The calculations were carried out as per the ISO 14064 Part 1 and The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard.		
Upstream leased assets	Not relevant, explanation provided				Clicks do not have any upstream leased assets.
Downstream transportation and distribution	Relevant, calculated	57508	Activity data: The recorded number of sales in the reporting year was used as the activity data, this is linked to the active Clicks ClubCard members. Emissions factors. Lower medium car with unknown fuel type = 0.17319kgCO2e/km (DEFRA Factors 2016; Department of Energy and Climate Change, UK Government) GWP values: Carbon dioxide = 1. Methodology: The total number of transactions made by Clicks ClubCard members was used to assume the number of trips that customers make to transport the products to their homes for use. The number of trips was then multiplied by the assumed distance that a customer travels to the Clicks store, which was then multiplied by the emission factor for the vehicle type. The calculations were carried out as per the ISO 14064 Part 1 and The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Assumptions: It was assumed that the average return distance for a customer to travel to a Clicks store was	10.00%	n/a

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
			5km. It is assumed that all customer purchases were transported via a lower medium sized vehicle as per Defra's classifications. It is assumed that each transaction required a vehicle trip to the Clicks stores.		
Processing of sold products	Not relevant, explanation provided				There is no processing required on the products that the Clicks Group sell.
Use of sold products	Relevant, calculated	297153	Clicks identified two sold products from which to calculate its scope 3 emissions for use of sold products. These goods were; CFL lightbulbs and kettles. Activity data: The recorded number of sales of CFL light bulbs and kettles in the reporting year was used as the activity data for this emissions calculation. The lifespan of the lightbulbs were sourced from the EnergyStar website. The lifespan of CFL lights are 10,000hours each. Emissions factors. Eskom electricity consumption emission factor = 1 tCO2e/MWh (South African electricity emission factor – Eskom 2016) GWP values: Carbon dioxide = 1. Methodology: The total number of CFL light bulbs sold was multiplied by their lifespan of 10,000hours and by the assumed rating of the light bulb. This calculated the total electricity consumed by all the lights during their use. Similarly the total number of kettles sold in the reporting year were multiplied by their rating, by the operating hours of a kettle per day (assumed to be 0.5hours, operating at full capacity), then multiplied by the lifetime of the kettle (assumed to be2 years). This calculated the total electricity consumed by all the kettles sold during their lifetime. The total MWh of electricity consumption was multiplied by the Eskom grid emission factor to calculate emission produced throughout the lifetime of the sold products, of kettles and lightbulbs. The calculations were carried out as per the ISO 14064 Part 1 and The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Assumptions: It was assumed that	50.00%	The emissions from the products evaluated by Clicks do not account for all the possible emissions from this source. This category of scope 3 emissions will be improved on in future.

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
			the lightbulbs were all a rating of 15W and that the kettles all had a rating of 2kW. It was assumed that the kettles operate at full capacity for 30 minutes every day of their life, and that the lifetime of the kettle is 2 years.		
End of life treatment of sold products	Not relevant, calculated	4456	Clicks Group identified two sold products from which to calculate its scope 3 emissions for end of life treatment of sold products. These goods were; nappies and sanitary towels. Activity data: The number of items sold for each product were sourced from sales records. Emissions factors. The Emissions factors and their respective sources are provided below: Nappies; 0.031kg CO2e/item (JRC Scientific and Technical Reports; Development of EU Ecolabel Criteria for Sanitary Products) Sanitary Towels 0.0065 kg CO2e/item (JRC Scientific and Technical Reports; Development of EU Ecolabel Criteria for Sanitary Products) GWP values: Carbon dioxide = 1. Methodology: For nappies and sanitary towels the number of items sold was multiplied by the respective emissions factor to yield a total emissions from the sold product. The calculations were carried out as per the ISO 14064 Part 1 and The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Assumptions: It was assumed that there were 10 sanitary towels per unit/pack and 42 nappies per unit/pack.	100.00%	The emissions from the products evaluated by the Clicks Group do not account for all the possible emissions from this source. The disposal of purchased goods by Clicks customers could account for significant emissions. However due to complexity of such LCA based data, Clicks has not managed a complete calculation at this stage. Clicks hopes to include more data in this scope 3 emission source in the future.
Downstream leased assets	Not relevant, explanation provided				Clicks Group do not have any downstream leased assets.
Franchises	Not relevant, explanation provided				Clicks Group do not franchise any outlets.
Investments	Not				Investment is not a core

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
	relevant, explanation provided				function of the Clicks Group.
Other (upstream)	Not relevant, explanation provided				Clicks Group does not have any other upstream sources of emissions.
Other (downstream)	Not relevant, explanation provided				Clicks Group does not have any other downstream sources of emissions.

CC14.2

Please indicate the verification/assurance status that applies to your reported Scope 3 emissions

Third party verification or assurance process in place

CC14.2a

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 3 emissions verified (%)
Annual process	Complete	Limited assurance	https://www.cdp.net/sites/2017/60/13060/Climate Change 2017/Shared Documents/Attachments/CC14.2a/Clicks_GHG_Verification_Statement_20161215.pdf	Pages: 1 -3	ISO14064-3	4

CC14.3

Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?

Yes

CC14.3a

Please identify the reasons for any change in your Scope 3 emissions and for each of them specify how your emissions compare to the previous year

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
Purchased goods & services	Change in output	11	Increase	Emissions from purchased goods and services in the reporting year increased, due to an increased amount of purchased goods and services acquired in the year.
Fuel- and energy-related activities (not	Change in output	3.5	Increase	Emissions from the fuel and energy related activities (not included in scope 1 and 2) increased due to an increase in electricity consumption over the period, despite a

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
included in Scopes 1 or 2)				decrease in fuel consumption. Electricity consumption in the reporting year increase due to organic growth in the company, with Clicks occupying more floor space than the previous reporting period
Fuel- and energy-related activities (not included in Scopes 1 or 2)	Change in methodology	17	Increase	Fuel and energy related emissions increased by 17% due to the emission factor for electricity consumption changing from 0.123 tCO_2e/MWh to 0.144 tCO_2e/MWh.
Fuel- and energy-related activities (not included in Scopes 1 or 2)	Emissions reduction activities	0.8	Decrease	In the reporting year Clicks installed a solar PV installation on the roof of its head office, this reduced its scope 3 emission related to fuel-and-energy related activities by 0.8% from the previous reporting year.
Upstream transportation & distribution	Change in output	8	Increase	Distribution emissions increased 8% from the previous financial year. The increase reflects the increased frequency of loads on certain routes.
Waste generated in operations	Change in output	15	Increase	Emissions from waste generated in operations increased, due to the overall employees (full time and part time) increasing by 15% in the reporting year.
Business travel	Change in output	9	Increase	Business travel emissions increased 9% from previous financial year, largely driven by a 10% increase in air travel emissions. This increase reflects an increase in the volume of international air travel. While car hire emissions reduced 1%, they only make up 4% of business travel emissions and hence the reduction has little overall impact.
Employee commuting	Change in output	30	Decrease	The employee commuting emissions decreased in 2016 due to a decrease in the number of employees at the Clicks Group in the year as well as due to changes in the categorisation of permanent employees.
Downstream transportation and distribution	Change in output	12	Increase	Downstream transportation and distribution in the reporting year increased due to increased number of transactions by registered ClubCard members.
Use of sold products	Change in output	18	Increase	Use of sold products emissions increased in the reporting year as sales of kettles increased.
End-of-life treatment of sold products	Change in output	11	Increase	Emissions from end of life treatment of sold products increased in the reporting year, due to an increased amount of products sold.

CC14.4

Do you engage with any of the elements of your value chain on GHG emissions and climate change strategies? (Tick all that apply)

Yes, our customers

CC14.4a

Please give details of methods of engagement, your strategy for prioritizing engagements and measures of success

Method of Engagement:
We engage with our customers in two ways:
1. in our communications and messaging in stores, and
2. via our extended off site communication in the form of the ClubCard magazine which reaches 500 000 people.

When Clicks launched the "Sensitive Range" and the "My Earth range" of products, we informed customers about the climate benefits of this product. We label all carrier bags and all our Click private label goods on the shelf with information on the packaging materials and recyclability.

Strategy for prioritization:
Clicks prioritized its engagements with customers and employees as these are the people in which Clicks can drive the most amount of change. Through advertising of energy efficient products and driving change through the implementation of energy efficient initiatives, these tasks will create an environmentally aware and conscious customer/employee.

Measure of success:
We intend to measure the success of this engagement by the number of responses we have by customers (articles, emails, phone calls etc.) as well as by the rate of increase in sales of our low-carbon range of products.

CC14.4b

To give a sense of scale of this engagement, please give the number of suppliers with whom you are engaging and the proportion of your total spend that they represent

Type of engagement	Number of suppliers	% of total spend (direct and indirect)	Impact of engagement

CC14.4c

Please explain why you do not engage with any elements of your value chain on GHG emissions and climate change strategies, and any plans you have to develop an engagement strategy in the future

Further Information

Module: Sign Off

Page: CC15. Sign Off

CC15.1

Please provide the following information for the person that has signed off (approved) your CDP climate change response

Name	Job title	Corresponding job category
Bertina Engelbrecht	Group HR Director	Board/Executive board

Further Information