TBM COUNCIL

2025 Award Winner Case Study: **TBM Pioneer (EMEA)**

How NatWest Drove Measurable Sustainability with TBM

A NatWest Case Study

Executive Summary

NatWest Group was the award winner for the **TBM Council's 2025 Regional Pioneer Award (EMEA)** for transforming Technology Business Management (TBM) into a sustainability intelligence platform that enables climate-conscious technology decisions.

By extending TBM beyond cost transparency, NatWest delivered measurable environmental and cultural impact:

- **Integrated carbon metrics directly into TBM platforms**, enabling application- and infrastructure-level visibility into both cost and carbon for informed GreenOps decisions
- Achieved an **estimated 6% reduction** in Scope 1 and 2 IT emissions in one year, with individual applications reducing carbon footprints by up to **an estimated 33%**
- **Embedded sustainability into technology governance**, empowering business units to optimise infrastructure, workloads, and data practices using transparent carbon insights
- **Catalysed cultural and supplier engagement**, positioning TBM as a central enabler of NatWest's broader climate strategy and strengthening collaboration on Product Carbon Footprints (PCFs)

TBM COUNCIL AWARDS 2025 WINNER EST. 2013

TBM PIONEER (EMEA) TBM COUNCIL AWARDS

2025 TBM Council Awards Winner
TBM Pioneer (EMEA)

NatWest

Website
www.natwest.com

Founding Date
1968

Headquarters
Edinburgh, United Kingdom

Industry
Banking and Financial Services

Employees
67,000

> "The TBM program now stands as a central pillar of NatWest's climate strategy, providing the transparency and analytical power needed to make technology greener, smarter, and more accountable."

Business & Technology Context

Facing ambitious climate commitments – including **validated Science Based Targets**, a pledge to **halve operational emissions by 2025**, and long-term net-zero objectives – NatWest Bank recognised a critical gap: traditional IT l management lacked the environmental insight needed to drive meaningful sustainability action.

While TBM had already established strong **cost transparency**, leaders realised that **carbon transparency** was equally essential for accountable, climate-conscious technology decisions. This recognition led to the creation of a **Sustainable IT Fair**, bringing together suppliers, partners, and colleagues to collectively rethink how TBM could evolve into a driver of GreenOps and climate strategy.

The Fair revealed three major challenges: no real-time carbon visibility, weak links between cost and environmental data, and limited tools to support climate-aligned decision-making. Yet it also demonstrated a compelling opportunity: **TBM could become a sustainability intelligence platform**, enabling organisations to measure, manage, and reduce their technology carbon footprint with precision.

Before reimagining TBM for sustainability, several obstacles hindered progress:

No integrated cost–carbon visibility across IT services, making it difficult for business units to understand the environmental trade-offs associated with their decisions.

Fragmented environmental data, with no real-time carbon signals at the application or infrastructure layer.

TBM Benefits:

- Integration of carbon metrics into TBM platforms
- Estimated 6% reduction in Scope 1 and 2 IT emissions in one year
- Estimated 33% reduction in carbon footprint with individual applications
- Estimated 13% reduction in carbon footprint with large transaction monitoring applications

Lack of tools for climate-aware planning, preventing leaders from identifying decarbonisation opportunities or modelling the impact of greener choices.

Limited supplier engagement, particularly around upstream emissions such as Product Carbon Footprints (PCFs).

Cultural and knowledge gaps, with teams lacking the awareness or confidence to take action on sustainability insights.

The Sustainable IT Fair became the catalyst for overcoming these challenges and redefining TBM's role in environmental, as well as financial, governance.

TBM Solution

To address these opportunities, NatWest Bank showcased a series of sustainability-aligned TBM innovations through talks, demonstrations, and technical sessions delivered by internal teams and TBM customers such as Red Hat, Cisco, IBM, Microsoft, and Broadcom.

1. Integrating Carbon Data into TBM Platforms

NatWest demonstrated how carbon data was integrated into their TBM Platform ecosystem, using golden source data from ServiceNow,

infrastructure usage metrics, and emission factors and grid-specific Scope 2 calculations.

This allowed carbon footprints to be assigned to individual business applications, giving colleagues — for the first time — dual visibility of cost and carbon.

2. Enabling GreenOps and Carbon-Optimised Infrastructure Decisions

Broadcom's session on rightsising showcased how cloud optimisation can reduce both carbon and cost. The TBM Office demonstrated rightsising carbon insights on the Climate Dashboard, automated carbon savings calculations fed back into Cloudability, and combined views showing the impact of optimisation on cost and carbon.

This positioned TBM as a core enabler of GreenOps.

3. Embedding Sustainability into TBM Dashboards

NatWest Bank presented its award-winning Digital X Sustainability Dashboard, which visualises application-level carbon impact, infrastructure carbon intensity and consumption patterns tied to green KPIs.

This empowered business units to take climate-conscious actions backed by transparent data.

4. Improving Upstream Emissions Data via Supplier Collaboration

The Fair facilitated stronger supplier partnerships to collect Product Carbon Footprint (PCF) files, ensuring stronger Scope 3 emissions coverage across hardware and software supply chains.

5. Challenging Conventional Practices That Drive Hidden Emissions

Sessions encouraged questioning outdated policies – like data retention requirements – that drive unnecessary storage and emissions. Teams began rethinking legal and regulatory constraints, storage consumption, and archiving practices with a share goal: reducing carbon, cost, and consumption.

6. Education and Culture Building

Fireside chats and training sessions offered practical guidance on Green coding, responsible AI, and sustainable data practices.

The Fair helped build a community of sustainability-aware practitioners.

7. Aligning TBM with Broader Climate Strategy

Each session demonstrated how TBM fit into NatWest Bank's broader digital climate strategy, transforming it from a financial tool into a strategic enabler of sustainable transformation.

Value Achieved

The Sustainable IT Fair delivered tangible, measurable impact across cost, carbon, behaviour, and strategy.

1. Significant Carbon Reductions at the Application Level

After the Fair encouraged business units to actively explore Apptio's carbon insights. One major transaction monitoring application reduced its footprint by an estimated 13%. Another large data application achieved an estimated 33% reduction.

Teams were inspired to migrate workloads, optimise hosting locations, and adopt high-efficiency infrastructure.

2. Enhanced Technology Climate Tools

NatWest Bank expanded its Technology Climate Tool to include EPC-style energy ratings for IT services—scheduled to integrate with Apptio later this year. This helped teams contextualise the carbon impact of different technology choices.

Combined with other initiatives, NatWest Bank achieved an estimated 6% reduction in Scope 1 and 2 IT emissions in a single year.

3. Cultural Transformation and Deepened Engagement

More than 1,000 colleagues attended the Fair. Engagement with sustainability data in Apptio surged, and the success of the event led to plans for a customer-focused Sustainable IT Fair in November.

4. Strong Supplier Partnerships and Better PCF Data

Suppliers such as IBM, Microsoft, AWS, Cisco, and Red Hat recognised NatWest Bank's leadership in GreenOps, and collaboration improved the quality and availability of PCF data.

5. Reinforced Importance of Data Quality

The Fair highlighted the need for continuous work on Carbon model accuracy, Infrastructure metadata, Supplier-provided emissions data and Cross-functional governance.

High-quality data became a shared organisational priority.

Conclusion

The Sustainable IT Fair became a powerful catalyst for transforming TBM into a **sustainability intelligence platform** that supports both financial governance and climate action.

The TBM program now stands as a central pillar of NatWest's climate strategy, providing the transparency and analytical power needed to make technology greener, smarter, and more accountable.

NatWest provides a fascinating and excellent example of extending TBM metrics into sustainability and carbon cost.

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Join the TBM Council

Founded in 2012, the Technology Business Management (TBM) Council is a nonprofit business entity dedicated to advancing the discipline of TBM through education, standards, and collaboration. Governed by an independent board of global business technology leaders, the Council represents innovative companies across all sectors. The TBM Council provides best practices for leaders to leverage so they can react quickly to changing market dynamics and optimise cloud and agile strategies to deliver on business objectives.

Learn more and become a member at **tbmcouncil.org**

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