NORR

Integrated Thinking.
Inspired Design.

AIA 2030 COMMITMENT
YEAR 4 REPORT



2026 Sustainability Action Plan

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On the cover:
Eureka! Restaurants, US

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1. COMPANY COMMITMENT

Our Journey to Net Zero

NORR is committed to supporting the transformation of the built environment from a major source of carbon emissions into a driver of climate action—across client engagements and our internal operations. We see decarbonization as a best practice, not an exception, and share the vision of the United Nations Sustainable Development Goals to strengthen common, global objectives.

La Popular Restaurants, US

Eight Commitments: One Objective

We are signatories to all AEC (Architecture, Engineering, and Construction) industry decarbonization initiatives, fostering a design culture in which every discipline within NORR is aligned and working toward a single objective: net zero emissions.

LEARN MORE →



Industry-led Initiatives Reducing Project Impacts

AIA 2030 Commitment
Since 2022
An initiative partnering with global AEC companies to achieve net zero emissions in all new buildings, developments, and major renovations by 2030.

A&D Materials Pledge
Since 2025
Encourages designers to improve human and planetary health outcomes through applying intentional materials specifications for products and finishes.

MEP 2040
Since 2025
A Carbon Leadership Forum initiative targeting net zero operational carbon emissions by 2030 and net zero embodied carbon emissions by 2040 for MEP components in buildings.

SE 2050 Challenge
Since 2021
A Structural Engineering Institute initiative targeting net zero embodied carbon for structural engineering components of a building by 2050.
Read the latest report.

Corporate Social Responsibility Reducing Our Footprint

EcoVadis
Since 2026
A procurement score, rank, and verification of the active role played in the greening of our supply chain while reducing our Scope 3 GHG emissions.

The Net-Zero Challenge
Since 2023
Gold Tier Member and signatory of federal program to develop and implement measurable strategies to transition facilities and operations to net zero emissions by 2050.
Read the latest report.

Positive Planet Certified
Pending, 2026
This accreditation recognizes responsible, progressive actions, and achievement in sustainability journeys of companies toward net zero emissions.
Read the article.

Carbon Literate Organization
Since 2025
Globally recognized as a Bronze Carbon Literate Organization by the Carbon Literacy Project, achieved through continuous employee training.
Read the article.



NORR Toronto Office, 2 Bloor St East

This project is a milestone for NORR. It represents a physical manifestation of our “Eight Commitments: One Objective” philosophy, by aligning our practice-based and CSR/ESG-based commitments into physical form. This project, upon completion will operate as a net zero carbon project, targeting Living Futures’ Zero Carbon Certification—one of only three projects in Canada targeting this objective. Certification requires 50% energy reduction, specification of low-embodied carbon materials, sub-metering, no new combustion, and carbon offsets to achieve net zero embodied and operational carbon—pending Preliminary Award in June 2026 and final certification in June 2027.

76%

Predicted Energy Use Reduction

80%

Embodied Carbon Reduction

Message from our Director, Sustainability

Prioritizing sustainability can feel like riding a swinging pendulum, where one moment is driven by bold vision and innovation, and the next by fiscal restraints and uncertainty.

In a world of abundance, why must sustainability and profitability be considered mutually exclusive, when both can coexist and reinforce one another? Rather than recalibrating our approach with every cycle of change, we believe in sustaining momentum—protecting investments that support both resilient communities and a healthy planet. For organizations of our scale, consistency is not just a strategy; it is a priority and a responsibility.

Institutions and businesses have an important role to play in maintaining this balance. While priorities and external conditions may evolve, a reactive approach can risk undermining long-term value–and values–in favor of short-term considerations. Our focus is on maintaining consistency, grounding decisions in performance, resilience, and outcomes that endure beyond any single cycle of change. Across the regions where we operate, shifting priorities have consequential impacts on air quality, building performance, and the infrastructure needed to support rapid urbanization and manage emissions responsibly—making thoughtful, integrated solutions more critical than ever. These are not abstract considerations; they directly impact the health, efficiency, and livability of the communities we help design.

The challenge—and opportunity—is to stay focused on enduring value, even as the context shifts. Despite these setbacks, we are committed to taking the long view by anchoring our consulting services and business decisions with clear values, helping shape a stable and forward-looking built environment and ecosystem of likeminded partners across our supply chain. Retooling with every pendulum swing is neither sustainable nor responsible. Instead, we lead through consistent, values-based operations, charting a course that rewards integrity, attracts talent, clients, and partners, and fosters an ecosystem of responsible partnerships and businesses collaborating towards shared, future-focused goals that benefit all.



Sustainability and profitability are not mutually exclusive—together, they are stronger.

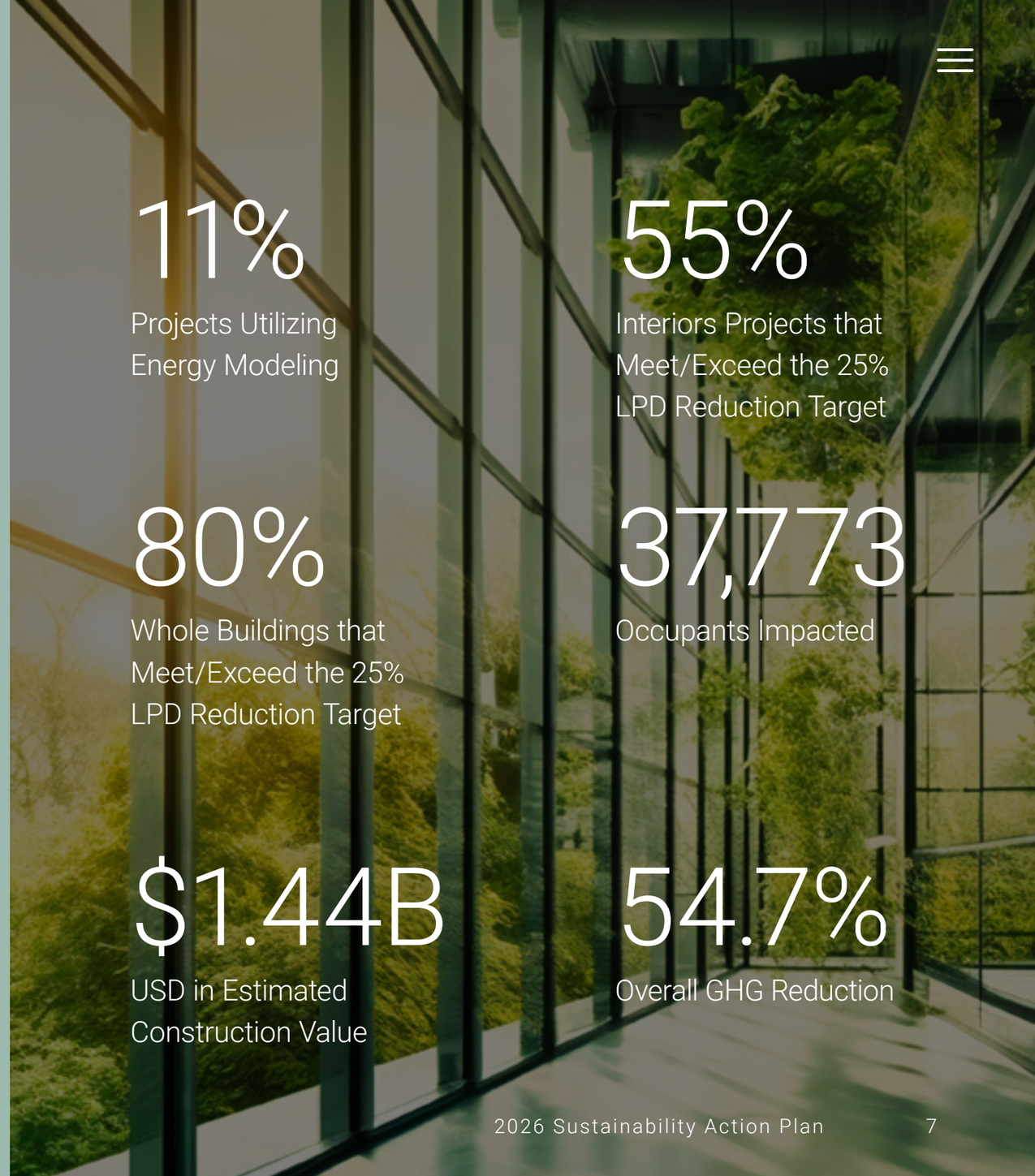
As a global A&E company, this means integrating sustainability into our practice and operations to strengthen our ability to deliver positive, effective solutions. Our values, codified in the AIA 2030 Commitment, align our disciplines and business activities around a single goal: decarbonization. This commitment helps us improve, innovate, and thrive competitively as industry leaders through consistent measurement, reporting, and transparency on our progress.

In 2026, this commitment entered the mainstream of our global practice. For the first time, a majority of our projects (63%) were reported by a majority of our teams (69%). This milestone demonstrates the Commitment's impact on our culture, providing a clearer picture of our portfolio-wide performance, independent of the pendulum's swing.

Join us in celebrating these outcomes and stay engaged as we continue to implement climate action through our practices and progress with the Commitment. More than ever, 2030 is now.



Blake Jackson AIA, LEED Fellow, WELL Faculty, CPHC, ENV SP
Director, Sustainability
NORR



11%
Projects Utilizing Energy Modeling

55%
Interiors Projects that Meet/Exceed the 25% LPD Reduction Target

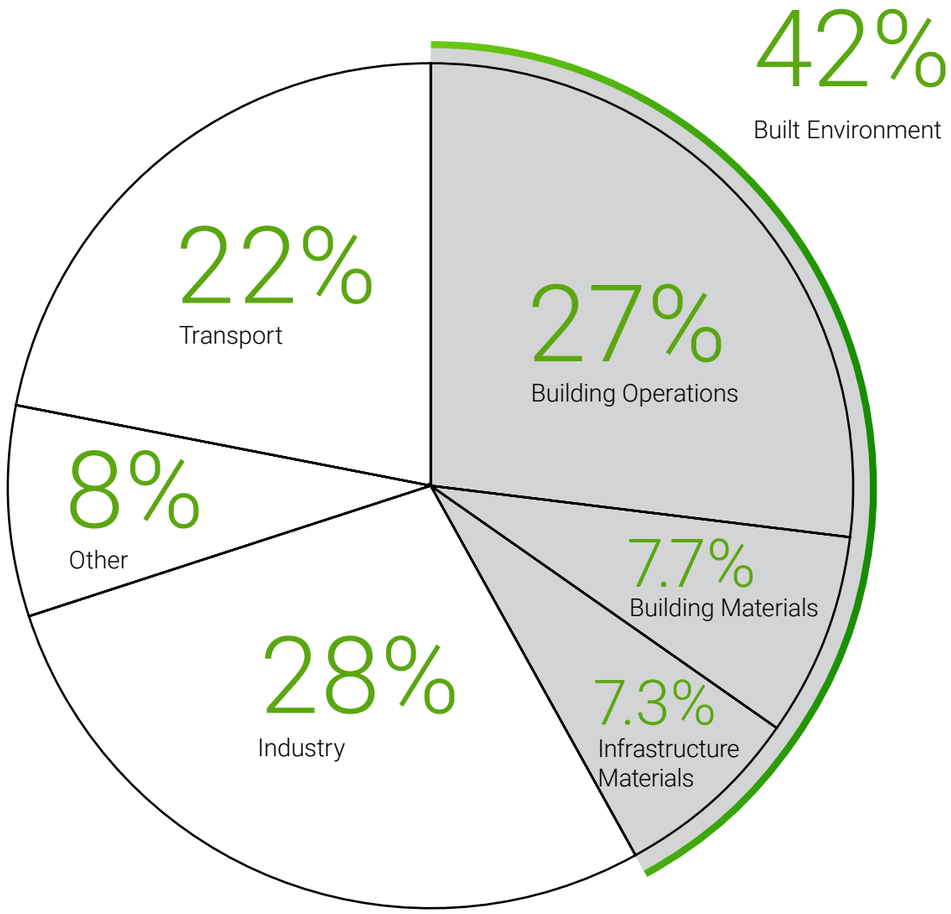
80%
Whole Buildings that Meet/Exceed the 25% LPD Reduction Target

37,773
Occupants Impacted

$1.44B
USD in Estimated Construction Value

54.7%
Overall GHG Reduction

Buildings are the largest emitters of GHG emissions globally

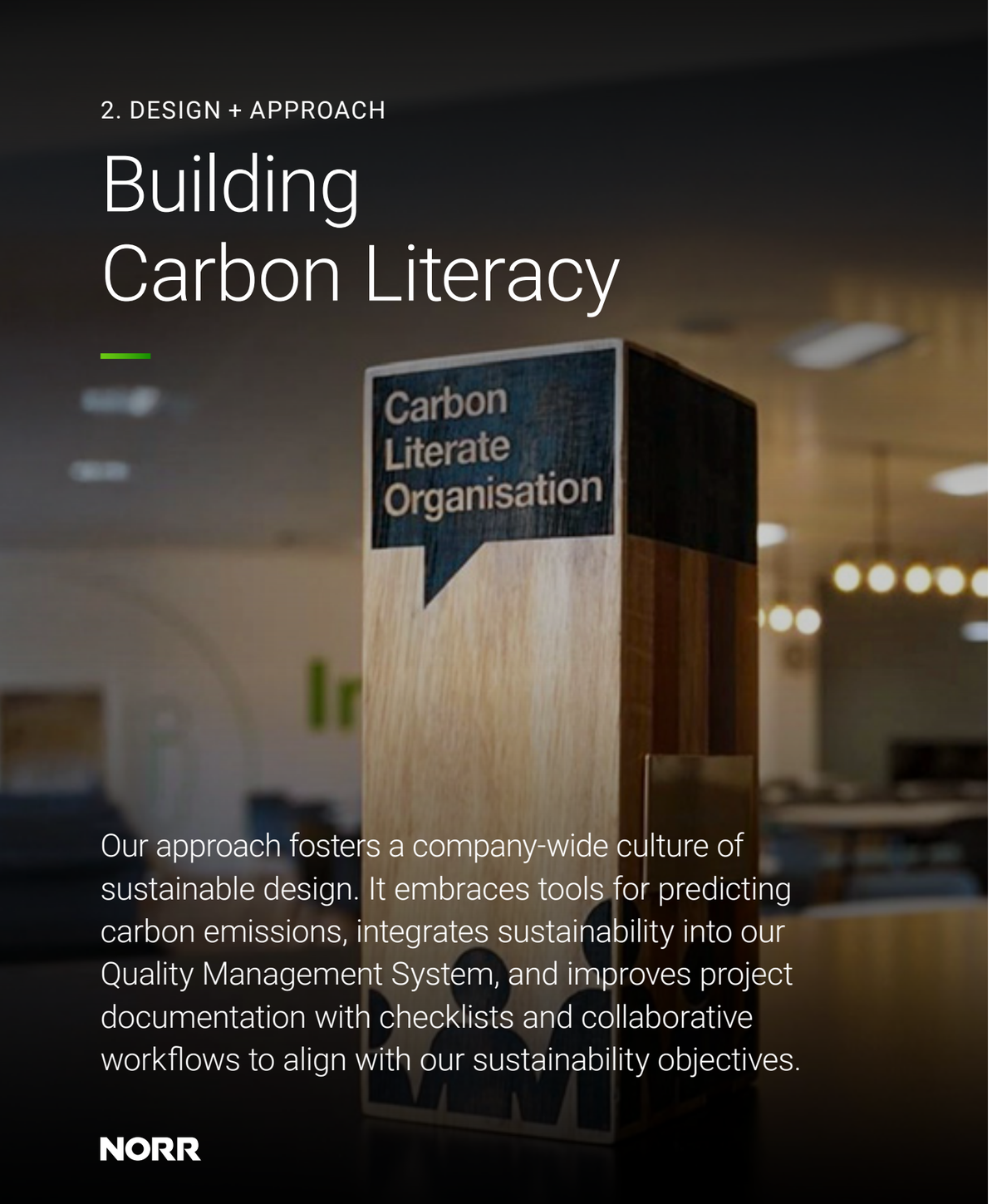


Source: © Architecture 2030. All Rights Reserved.
Analysis + Aggregation by Architecture 2030 using data sources from IEA + Statista.

2,954

The 211 projects (237 buildings) we have monitored (63% of our active projects) have led to a decrease in greenhouse gas emissions equivalent to the removal of 2,954 cars from the road, annually. As we continue to monitor additional projects, this number will grow and the carbon literacy we are creating through the Commitment will have an even wider impact.

Building Carbon Literacy



Our approach fosters a company-wide culture of sustainable design. It embraces tools for predicting carbon emissions, integrates sustainability into our Quality Management System, and improves project documentation with checklists and collaborative workflows to align with our sustainability objectives.

Objectives

People

Develop a culture of sustainable design through clearly defined business imperatives:

- Endorse SAP with a Board-level mandate and executive sponsor
- Embed SAP goals and programs into annual business plans
- Incentivize and recognize employees for approach and effort to advance SAP goals
- Add sustainability criteria to hiring practices and grow our internal Sustainability services team

Practice

Leverage new and existing tools and enterprise platforms to advance sustainable design:

- Adopt tools that can predict and monitor operational and embodied carbon emissions throughout the lifecycle of a building
- Build sustainability measures into our Quality Management System
- Encourage cross selling of services to promote better outcomes through integrative design

Projects

Enhance project delivery documentation to support SAP goals:

- Create checklists and data sheets for all disciplines to integrate sustainability measures into project delivery phases
- Develop integrated workflows for multi-disciplinary teams to achieve best outcomes
- Increase the percentage of our portfolio reported upon for AIA 2030 and support the continued growth of our internal Sustainability service

Progress + Actions in 2025-2026

The following actions were taken to meet the objectives:

- Global Sustainability Committee qualified 337 projects for inclusion in the 2026 grouping
- Collection of project data was assigned across sector leadership and Project Managers
- The presentation AIA 2030 Year 4 was given to all staff on Earth Day and recorded
- Top performing projects from Years 1, 2, and 3 were shown and discussed
- Follow up meetings will be conducted with stakeholders starting in September for Year 5
- NORR is increasing its internal team's use of COVE, One Click LCA, and IES-VE
- We collected/reported data on 63% of our active, qualifying projects
- 69% of Project Managers submitted all of their active, qualifying projects this cycle

Penn Medicine Lancaster General Health, US
The University of Pennsylvania Health System is a multi-hospital health services network and is one of the world's leading academic medical centers, combining patient care, biomedical research, and medical education. NORR is working across several campuses in Pennsylvania to support the meeting of the client's rigorous push for both operational and embodied carbon reduction targets through the use of energy models, Life Cycle Assessments, and Life Cycle Cost Analyses. Currently, NORR is undertaking a series of phased renovations, of various sizes, utilizing integrated project delivery, at their regional hub at Lancaster General Hospital.

6,179
Occupants

1.5M
Gross Square Feet



3. GOAL SETTING + EVALUATION

Continuous Improvement

Since appointing a Director, Sustainability in 2022, our internal Sustainability services team has grown to three full-time staff, supporting all markets and sectors, as well as sharing internal knowledge across the entire company to elevate technical staff's carbon literacy. Greater reach and support strengthens our alignment with the Commitment and drives positive outcomes for projects.

Objectives

People

Lead a transition to a carbon free future by engaging and empowering employees:

- Continue to grow our internal Sustainability services team members with sector-specific knowledge
- Train employees on sustainability design technology software tools and systems
- Educate employees about best practices, research, and data to build knowledge and capacity
- Engage staff often around the drivers for compliance with AIA 2030 reporting and mandates

Practice

Take a holistic and data-driven approach to design:

- Collect and use data to measure impact to continually improve results
- Participate in industry research to inform sustainability best practices
- Align practice with the goals established by the United Nations framework for Sustainable Development
- Continue to engage the Project Management group within the roll out of AIA 2030 Commitment, reporting annually

Projects

Reduce carbon and energy usage to net zero through:

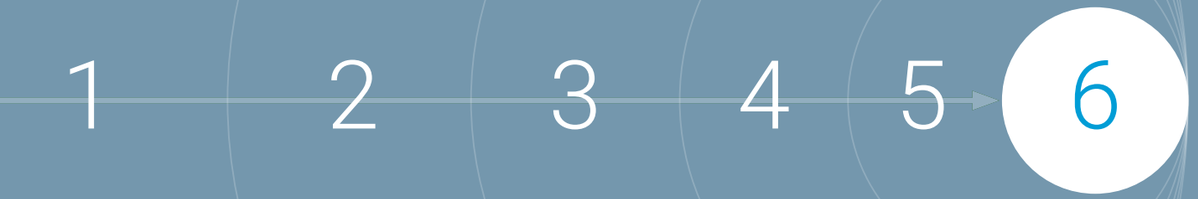
- Benchmark analysis
- Energy intensity targets
- Overall energy usage
- Design optimization tools
- Lighting power density reduction
- Further inclusion of renewables
- Strategic electrification
- Adaptive reuse
- Setting embodied carbon targets for whole building Life Cycle Assessments (LCAs)

Progress + Actions in 2025-2026

The following actions were taken to meet the objectives:

- Maintained a full-time team of three dedicated Sustainability professionals
- Added MEP and A&D Materials Pledge to our list of firmwide commitments
- Launched Mindful Materials within Chicago, Ottawa, Toronto, and the UK.
- Increased our Year 3 AIA 2030 Commitment project number by 242% over Year 3
- SE 2050 Year 5 report completed and uploaded in 2025
- Larger team will allow for more staff training of COVE and One Click LCA

Carbon Neutral Building Design Process



This approach engages the entire team throughout the design process to cost-effectively reduce emissions, enhance resilience, improve comfort, reduce noise, and support long-term operational savings—all aligned with the AIA 2030 Commitment.

STEP 1
Determine the Project's Baseline Load and Design Parameters

Defining the building area, functions, and applicable codes works to establish legal performance levels, minimum project cost, and allowable utility cost/GHG emissions. This collaborative effort involves the client, Architect, Engineer, and consultants.

STEP 2
Reduce Load Through Passive Design

Leverage passive design, based on location and climate, to lower energy use. These strategies, such as daylighting and natural ventilation, influence architectural choices. Involving all stakeholders is essential, as architecture significantly affects building performance, embodied carbon, and will have long-lasting impact.

STEP 3
Reduce Load Through Active Systems

Efficient HVAC&R systems can be added to reduce the building's energy use beyond the baseline. This phase is primarily led by the Mechanical Engineer but impacts other disciplines, underscoring the value of an integrated design approach.

STEP 4
Reduce Load Through Renewables

When finalizing project designs, prioritize maximizing onsite renewables like solar and wind for resilience, cost parity, and achieving or surpassing net zero status. Additionally, it is important to factor in the cost difference between utility energy and the more stable cost of renewable energy in business models.

STEP 5
Ongoing Life Cycle Assessment (LCA)

Leverage Type-III Environmental Product Declarations (EPDs) to measure and reduce the total supply chain impacts of material selections for all systems within project scope.

STEP 6
Purchase Carbon Offsets

Consider carbon offsets only if design adjustments are not able to meet project goals for net zero or net positive energy/emissions. This helps control costs and reduces long-term operational expenses.

Carbon-Neutral Buildings Are a Reality

The World Green Building Council reports 500+ net zero commercial buildings and 2,000+ net zero homes globally. This shows potential for growth with rising energy costs, stricter codes, and technological advancements. Built environment professionals, especially AIA 2030 signatories, must utilize available tools and resources to expand this movement.



4. GOVERNANCE + REPORTING

Enhancing Data Strategies

We continue to build carbon literacy into the repertoire of our sector leaders, specifically Project Managers and Project Architects, who make daily decisions impacting carbon emissions across our portfolio. Integrating these concepts seamlessly into our projects will enhance their implementation and support annual data collection.

Objectives

People

Develop experience and build knowledge of data collection, input, and quality control:

- Identify employees to collect and input data into master database required by the AIA 2030 Design Data Exchange (DDx)
- Identify leads in each discipline to perform quality control of data collection and input
- Identify designers in each market sector to help develop a framework for data output using industry software

Practice

Integrate a process for meeting the Commitment across the life cycle of a project, pursuit through post-occupancy:

- Create a system for tracking sustainable projects starting from the project business plans for seamless database collection
- Engage Accounting and Marketing to generate reports on qualified projects
- Partner with clients to access energy usage data to track operational carbon, allowing NORR to document predicted Energy Use Intensity (pEUI) and actual operating Energy Use Intensity (EUI)

Projects

Qualify projects to be reported that are in an active design phase, including conceptual, schematic, design development, or construction document phases:

- Projects being reported will follow the recommended targets outlined by the Architecture 2030 initiative
- Continue to grow our number of projects reported upon, year after year, towards 100% compliance for all qualifying projects

Progress + Actions in 2025-2026

The following actions were taken to meet the objectives:

- Our global Sustainability team was expanded to build capacity to collect data for DDx submission
- Our Sustainability team is currently active in 11 of our 12 market sectors and 7 of our 12 locations
- Working with our Design Technologies group to automate metrics for streamlined data collection, using BIM to support data collection across all commitments.

Eureka! Restaurants, US
Part restaurant, part music venue, these restaurants welcome guests to eat, drink, and socialize. NORR provided full architectural and interior design services, integrating each location into their unique neighborhoods. Industrial and salvaged materials reflect Eureka! Restaurants' environmentally conscious concept, which extends to menu options and supporting local musicians.

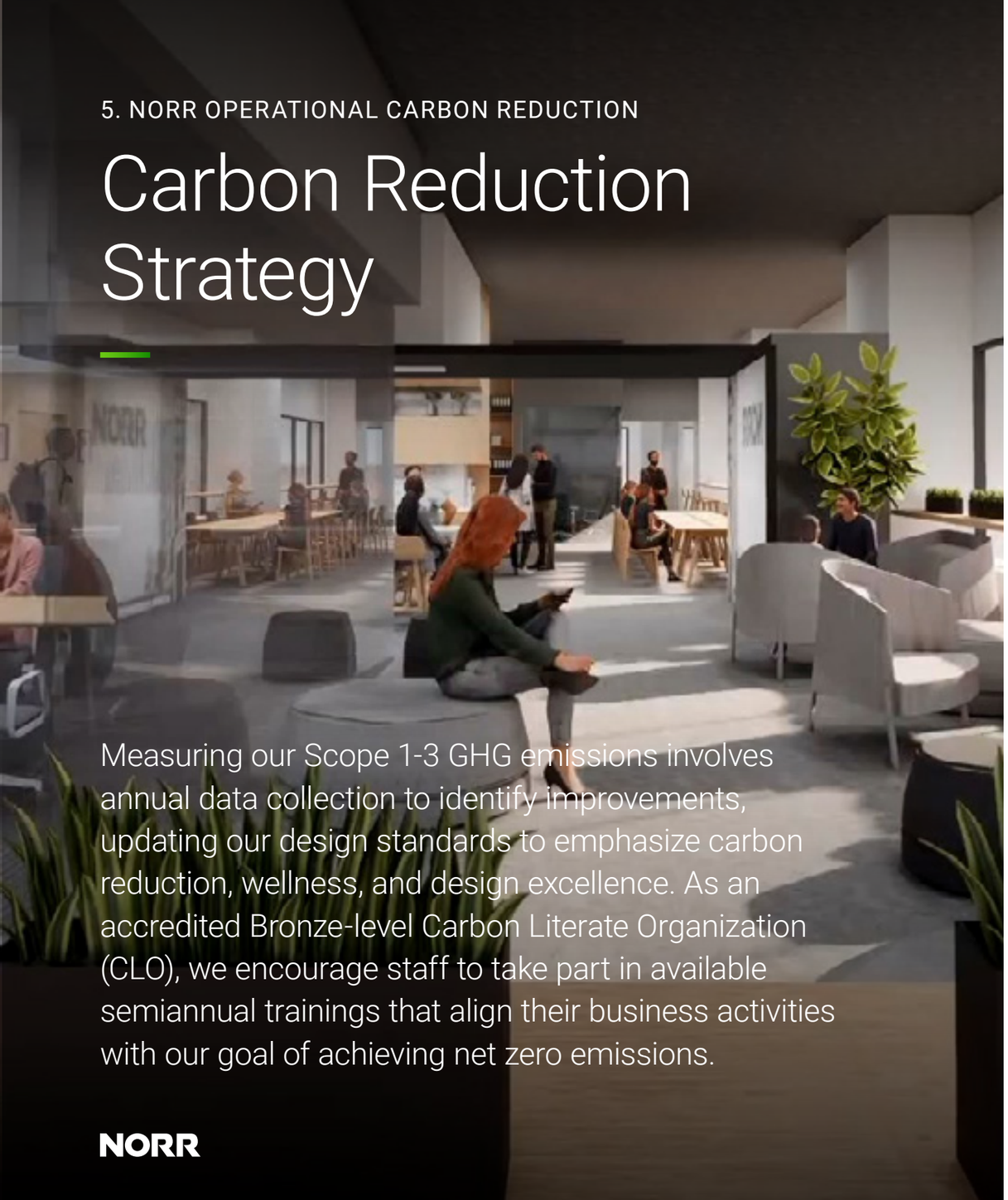
LEARN MORE →

63%
Lighting Power Density Reduction

0.56
Watts/Square Feet



NORR



5. NORR OPERATIONAL CARBON REDUCTION

Carbon Reduction Strategy

Measuring our Scope 1-3 GHG emissions involves annual data collection to identify improvements, updating our design standards to emphasize carbon reduction, wellness, and design excellence. As an accredited Bronze-level Carbon Literate Organization (CLO), we encourage staff to take part in available semiannual trainings that align their business activities with our goal of achieving net zero emissions.

NORR

Objectives

People

Develop a Carbon Reduction Plan (CRP) based on a carbon footprint analysis of annual operations in the three regions where NORR operates:

- Complete operating carbon footprint analysis in business regions to assess global results
- Develop a global CRP based on results
- Update CRP with a goal to be a carbon neutral company
- Inform on proprietary sustainable design, construction, and operations standards to use on our own capital improvements projects

Practice

Continually reduce Scope 1, 2, and 3 emissions:

- Eliminate combustion via efficient electric equipment and low-impact refrigerants
- Explore renewable energy procurement/offsets by market/location
- Engage procurement, landlord, and policies to encourage low carbon operations
- Implement our sustainable design, construction, and operations standards to create a case study for each location

Projects

Identify carbon reduction initiatives from baseline measurements to define a roadmap to net zero:

- Calculate reductions based on a work-from-home and flexible workplace strategy
- Engage with our Property Management teams across the firm to explore building-wide reductions into project delivery phases
- Continue to engage with the Canadian Net-Zero Challenge, and similar initiatives by region

Progress + Actions in 2025-2026

The following actions were taken to meet the objectives:

- In 2025, NORR became a Bronze-level Carbon Literate Organization (CLO)
- As of 2025, we have reduced their total GHG footprint by 35% over baseline year 2021
- NORR created a performance-based design, construction, and operations standard to support the reduction of GHG emissions as we relocate, refurbish, expand, and/or refresh our workspaces
- These guidelines are being used in our new Toronto office, which will also be targeting Living Futures' Zero Carbon Certification and Green Globes
- In 2023, NORR joined 3-4 Green Globes certification, targeting net zero emissions by 2050.
- In 2025, NORR became a "Pledger" to the UK's Carbon Reduction Code for the Built Environment (CRCBE)
- In 2026, NORR was recognized as a "Committed" EcoVadis member
- Targeting Positive Planet accreditation in 2026, Silver level



LEVELS Digital & Gaming Hub, UK

LEVELS Digital and Gaming Hub is an adaptive reuse project that reduces embodied carbon by revitalizing a historic building asset. High-performance systems—including rooftop solar panels, air source heat pumps, and heat recovery ventilation—helped achieve an Energy Performance Certificate (EPC) Level A, the highest UK energy-efficiency rating. The design also supports long-term flexibility, with exposed systems allowing future technological upgrades.

LEARN MORE →



6. INTERNAL TRAINING + EDUCATION PLAN

Elevating Employee Engagement

Our approach focuses on staff engagement through credentialing, hiring experienced professionals, and bespoke training, all of which emphasizes net zero outcomes. As our internal Sustainability group grows, more resources are being allocated to mentorship and firm-wide carbon literacy, helping staff align project delivery within the AIA 2030 framework, and enabling us to report on portfolio-wide progress.

Objectives

People

Foster motivation and engagement through skills development:

- Evaluate credentialing and knowledge base of employees and complete gap analysis
- Support training opportunities to increase knowledge of sustainability literacy, best practices, software platforms, and program credentials
- Hire key employees with sustainability experience, including those with specialized skills, such as LCA analysis

Practice

Embed continuing education in the fabric of the company:

- Provide financial support for continuing education programs
- Develop case studies on initial projects to share across sectors
- Develop sector-specific AIA 2030 Town Hall meetings to review sector performance results, lessons learned, and business development opportunities to enhance sustainability services

Projects

Leverage knowledge and experience of current and new sustainable design projects:

- Target net zero carbon projects among existing client base
- Team with key partners to win net zero carbon projects to gain further hands-on experience
- Identify key sector staff who will support the integration of sustainability services and data collection on projects to achieve the goals of the AIA 2030 Commitment

Progress + Actions in 2025-2026

The following actions were taken to meet the objectives:

- Employees were briefed on the Year 4 AIA 2030 outcomes
- Carbon Literacy trainings provided semiannually to all staff with the objective of training 40/year (5%) with a target of 30% carbon literacy by 2030
- Each April employees are updated on the quantified annual results of our Commitments
- Maintain and grow our dedicated Sustainability team
- Developed a firmwide Sustainability brochure and launched our Sustainability services on our website so that we can clearly market our skill sets
- Initiated quarterly Sustainability Orientation in 2025 so new hires are aware of services, policies, goals, and methods of engagement



Grocery Outlet, US

This 400-store grocer specializes in offering brand name consumables and fresh products at deeply discounted prices via a network of independently owned and operated stores. NORR is an Architect of Record (AOR), providing integrated architecture and structural engineering services for all phases of work for both ground up stores and renovations.

LEARN MORE →

25%

Lighting Power Density Reduction

0.84

Watts/Square Feet



7. OUTREACH, ADVOCACY + EXTERNAL KNOWLEDGE

Fostering Stakeholder Engagement

Our diverse stakeholders include the communities where we operate, occupants of buildings we design, partner companies, shareholders, and all our employees. We plan to engage each party by sharing lessons learned through industry participation in conferences, authorship, and advocacy at a global scale.

NORR

Objectives

People

Engage with stakeholders in established programs to leverage existing frameworks including:

- Self-regulating professional bodies
- Sustainable building standards
- Government
- Local and global communities
- Clients, partners, and vendors
- Employees and shareholders

Practice

Advocate for net zero carbon buildings by sharing knowledge and content:

- Leverage corporate channels (social media, website, etc.) to share NORR-generated content; amplify message via employee engagement
- Participate in industry panels, partnerships, and committees
- Provide RFP/Q responses showcasing relevant content, initiatives, and results

Projects

Share information on combined and overlapping efforts of all eight commitments:

- Choose select projects to produce case studies to share key lessons learned
- Write thought leadership articles that demonstrate positive impact of collective efforts over time
- Develop a CSR/Sustainability Report that translates actions into results across the globe

Progress + Actions in 2025-2026

The following actions were taken to meet the objectives:

- In 2026, NORR maintained its USGBC, CaGBC, GBI sponsorships, and Detroit AIA 2030 District
- NORR's content strategy advocates for net zero emissions (NZE) and Zero Carbon solutions through our website, social media, thought leadership articles, and conference participation
- NORR is seeing an increase in RFP's demonstrating NZE/C capacity and responding accordingly, consistently earning all points for sustainability-related qualifications by our clients
- Top performing new construction, renovations, and interiors projects were highlighted in our Year 4 AIA 2030 presentation
- NORR presented at 9 international sustainability and resiliency conferences in 2025 and is targeting 13 events for 2026
- Increasing application of CRiVA and CaGBC Zero Carbon Building Standards compliance work
- Involved in academia and mentoring students at multiple universities around the world
- Team is focused on implementation plan for the roll out of LEED v5



Craigshill Primary School, UK
Craigshill Primary School features a building envelope of exceptional airtightness, efficient glazing strategies, photovoltaic panels on the roof, and a low carbon, environmentally sustainable energy system utilizing air source heat pumps. Its design aligns with government initiatives (Learning Estate Investment Programme) that tie project funding to energy performance. Paired with inclusive, curiosity-driven learning spaces, the project acts as a catalyst for long-term educational, environmental, and social value.

72%
Energy Reduction

67
Predicated Energy Use Intensity (pEUI)

AIA 2030 COMMITMENT

Year 4 Results

NORR analyzed a group of 211 projects (237 Buildings) across 11 of our 12 sectors, representing 63% of our global portfolio.

This includes 125 interiors-only projects and 86 whole buildings projects. As of this publication, 11 projects are now completed, 4 are on hold, and 196 are in progress.

211
Total Projects

9M
Gross Square Feet

5%
Projects Utilizing Onsite Renewables and/or Procurement of Green Power

55%
Interior Projects Exceed the 25% Lighting Power Density (LPD) Reduction Target

80%
Whole Buildings Projects Exceed the 25% Lighting Power Density (LPD) Reduction Target

85%
Datapoints were Collected

6%
Average Window-to-Wall Ratio

3
Projects Utilized Embodied Carbon Modeling

54.7%
Overall Savings Over Baseline for the Reported Projects

11%
Projects were Modeled for Energy Performance

$1.44B
USD in Estimated Construction Value

37,773
Occupants Impacted



ARCHITECTURE & DESIGN MATERIALS PLEDGE

Year 2 Launch

We decided to expand our AIA 2030 Commitment participation by signing onto the Architecture & Design Materials Pledge in 2025. Beyond tracking the emissions of our projects, the Pledge encourages designers to improve human health, social equity, ecosystem health, climate health, and circularity by carefully evaluating and prioritizing holistic options for the products we specify.

NORR

Objectives

People

- Identify Interior Design leaders across the firm to champion this initiative
- Develop quarterly educational sessions focused on sustainable materials
- Integrate sustainability education into NORR onboarding for new employees
- Set up quarterly meeting to review implementation
- Work with Design Technologies team to incorporate Pledge into construction documents and BIM

Practice

- Develop branded Mindful Materials label for physical libraries and best practices for online resources
- Develop standard specifications to promote sustainable materials selection
- Develop and implement a firmwide Pledge roll out
- Develop tools to communicate Pledge to vendors and specify best-in-class products
- Include Pledge in all marketing materials, templates, and annual SAP and Earth Day events

Projects

- Identify and carry out three pilot projects in 2026
- Develop a project-level plan for implementing the Pledge across all NORR projects
- Generate case studies and thought leadership pieces on progress with the Pledge
- Generate thought leadership article about lessons learned to feature these projects on our website
- Report on three pilot projects in 2027
- Report on all Interiors projects in select sectors in 2028
- Report on all Interiors projects firmwide in 2029

Progress + Actions in 2025-2026

The following actions were taken, and/or are ongoing, to meet the objectives:

- A&D Materials Pledge was introduced in April 2025 and signed by NORR that June
- NORR website and marketing materials have been updated to include the Pledge
- NORR Mindful Materials label and vendor engagement program is being piloted in Toronto, Ottawa, Chicago, and the UK with local “Champions” assigned to manage progress in each region
- Program is being piloted on a capital improvement (workplace) project in Toronto
- A NORR standardized reporting template is being developed for future projects
- A Materials Action Plan and firmwide implementation plan are in development with case study projects being selected by each office to test the implementation of the Pledge and share lessons learned

AIA 2030 COMMITMENT

Year 5 Goals

As we continue to strengthen our practice with each reporting cycle, we enter Year 5 with focus, optimism, and momentum. Through the partnership between our AIA 2030 Commitment and firmwide Project Management group, we are targeting higher project yield, improved data quality, and deeper engagement from our Project and Studio Managers in 2027.

These outcomes reinforce the importance of the Commitment as an ongoing process, not a one-time engagement.

All active sectors reported projects in 2026, with most contributing more than 50% of their portfolios. Health Sciences led participation at 79%. For the first time Interiors-only projects accounted for the majority of the reported work, at 60%, reflecting market conditions that prioritize optimizing existing assets over new construction. Increased participation from our UK region further strengthened the reporting cycle, making 2026 a truly global effort.

This progress was driven by our continued partnership with the Project Management group and the integration of reporting into standard practice. In September 2025, we hosted two virtual Town Halls to prepare our teams for the reporting cycle, attended by more than 200 employees, including the 97 with data collection responsibilities for qualifying projects. Early notification and targeted one-on-one training gave teams the flexibility to integrate reporting requirements into their workplans, improving efficiency over previous years. Further, in 2025, we formalized time and task allocations for reporting across all projects. Moving forward, qualification will focus on projects starting between September of the previous year and September of the current year, allowing six months for sufficient development prior to reporting.

Meaningful strides were made, but not all results improved. We saw a reduction in energy-modeled projects, Life Cycle Assessments, and compliance with the 25% lighting power density reduction requirement, particularly within Interiors. These outcomes reinforce the importance of the Commitment as an ongoing process, not a one-time engagement. We will address these gaps through client presentations, new-hire Sustainability Orientations, and sector-specific AIA 2030 deep dives to maintain momentum into 2027.

With reporting now embedded as a cultural norm, our focus is on closing performance gaps while steadfastly advancing our practice and Corporate Social Responsibility-based values.

NORR

Integrated Thinking.
Inspired Design.

NORR is a global team of 750 architects, engineers, planners, and interior designers creating design strategies and solutions that express the unique vision of every project. Driven by a common purpose with our clients and partners, we share ideas to create and innovate together.

Our story began in 1938 and has evolved into an employee-owned, fully integrated firm committed to sustainable development goals across 12 market sectors in Canada, the US, UK, and UAE. Design excellence continues to guide everything we do.

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