

Carbon Reduction Plan NORR Canada

NORR CANADA

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NORR

Our Commitment

NORR Canada is committed to achieving Net Zero emissions by 2040.

What does Net Zero mean in practice?

To achieve Net Zero, we will be aiming to reduce emissions in line with the latest science-based targets (SBTs). SBTs are greenhouse gas reduction goals set by organisations, they are defined as "science-based" when they align with the scale of reductions required to limit global temperature increases to 1.5°C compared to pre-industrial temperatures. To achieve Net Zero under this scenario, we will need to reduce our absolute emissions by 90% from our baseline year.

SBTi recommends that organisations commit to near-term targets (that cover a minimum of 5 years/maximum of 10 years from the baseline year), as well as long-term targets.

Our near-term targets:

- Reduce scope 1 and 2 emissions to zero by 2030.
- To procure 80% renewable electricity by 2028 and 100% by 2030.
- Reduce Scope 3 emissions by 42% by 2030.

Our long-term targets:

- Reduce our total market-based emissions (scope 1, 2 and 3) by at least 90% by 2040.
- Neutralise any residual emissions using verified carbon offsets.

Scope 1 emissions: direct greenhouse gas emissions that occur from sources owned or controlled by a company, such as emissions from the combustion of fuels in on-site boilers, furnaces, or vehicles.

Scope 2 emissions: indirect greenhouse gas emissions that result from the generation of purchased electricity, steam or other forms of energy consumed by a company.

Scope 3 emissions: all other indirect greenhouse gas emissions that occur in an organisation's value chain, including emissions from upstream and downstream activities.

Our Carbon Footprint

Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured. We have chosen to set our baseline year as January - December 2021.

Baseline Year: 2021	
Additional details relating to the Baseline Emissions calculations: Measurement periods that include 2020 – 2022 emissions will be impacted by COVID-19. This will be seen as a temporarily reduced emission and not something the business is able to continue, as a trend, or repeat. We have chosen to measure our emissions despite the impact to ensure we continue improving and monitoring data for future reporting years. Baseline emissions have been restated due to improvements in the data collected and improved precision in the calculation methodology.	
Emissions	Total (tonnes CO_2e)
Scope 1	80.3
Scope 2*	Market-Based: 265.2 Location-Based: 265.2
Scope 3 including: - Purchased Goods & Services - Capital Goods - Fuel & Energy Related Services - Business Travel - Transportation & Distribution (Upstream) - Employee Commuting & Homeworking - Operational Waste & Water	2,982.7
Total Emissions*	**Market-Based: 3,328.2** **Location-Based: 3,328.2**

Our total emissions equate to a Carbon Intensity Metric of 13.3 tCO_2e per full-time employee equivalent (FTE) based on 250 FTEs during the baseline period (using market-based emissions).

*Purchased electricity can be measured in two ways. A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). A market-based method therefore takes into account the purchase of electricity via a verified renewable energy tariff. We have chosen to base our Net Zero target on a market-based methodology.

Previous Emissions Reporting

Previous Reporting Year: January - December 2024	
Reporting Year 2024 emissions have been restated due to improvements in the data collected and improved precision in the calculation methodology.	
Emissions	**Total (tonnes CO_2e)**
Scope 1	0.0
Scope 2*	Market-based: 122.0 Location-based: 122.0
Scope 3 including: - Purchased Goods & Services - Capital Goods - Fuel & Energy Related Services - Business Travel - Transportation & Distribution (Upstream) - Employee Commuting & Homeworking - Operational Waste & Water	2,412.7
Total Emissions*	**Market-based: 2,534.7** **Location-based: 2,534.7**

Our total emissions equate to a Carbon Intensity Metric of 6.3 tCO_2e per full-time employee equivalent (FTE) based on 403 FTEs (using market-based emissions).

*Purchased electricity can be measured in two ways. A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). A market-based method therefore takes into account the purchase of electricity via a verified renewable energy tariff. We have chosen to base our Net Zero target on a market-based methodology.

Current Emissions Reporting

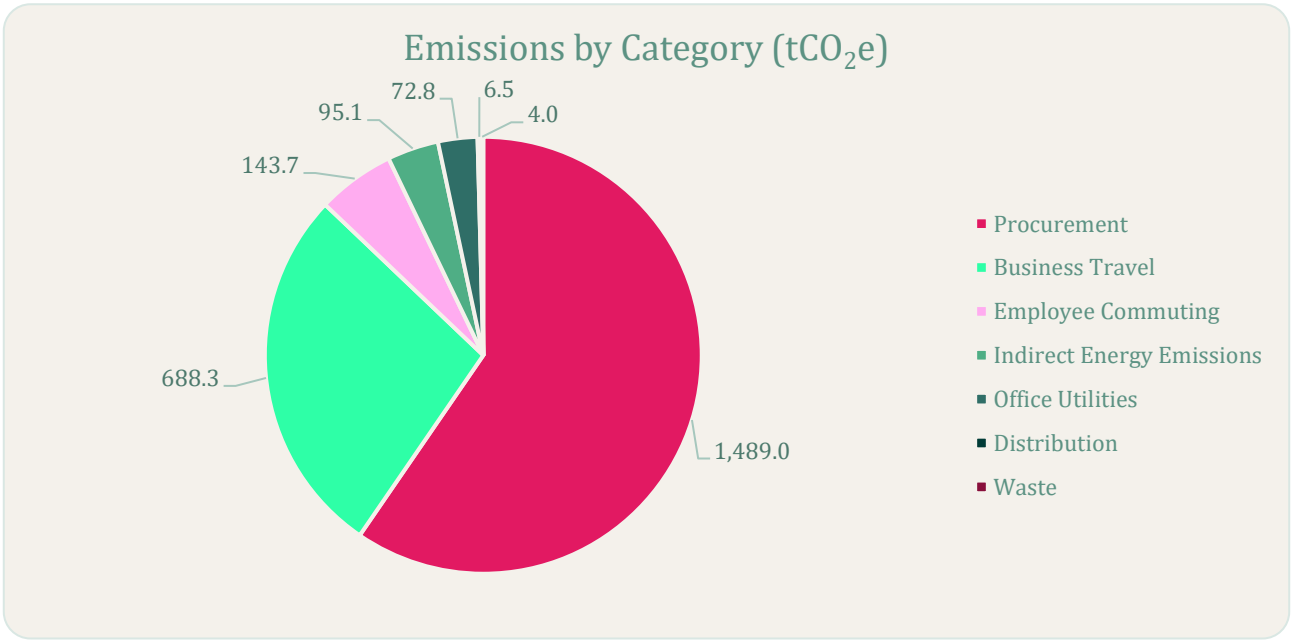
Current Reporting Year: January - December 2025	
Emissions	**Total (tonnes CO_2e)**
Scope 1	0.0
Scope 2*	Market-based: 72.8 Location-based: 113.2
Scope 3 including: - Purchased Goods & Services - Capital Goods - Fuel & Energy Related Services - Business Travel - Transportation & Distribution (Upstream) - Employee Commuting & Homeworking - Operational Waste & Water	2,426.6
Total Emissions*	**Market-based: 2,499.4** **Location-based: 2,539.8**

Our total emissions equate to a Carbon Intensity Metric of 5.9 tCO_2e per full-time employee equivalent (FTE) based on 426 FTEs (using market-based emissions).

*Purchased electricity can be measured in two ways. A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). A market-based method therefore takes into account the purchase of electricity via a verified renewable energy tariff. We have chosen to base our Net Zero target on a market-based methodology.

Carbon Emissions Breakdown

Measurement Results			
By Scope	**kg**	**tonnes**	**% of total**
Scope 1	0.0	0.0	0
Scope 2 (Location-based)	113,156.8	113.2	-
Scope 2 (Market-based)	72,835.0	72.8	3
Scope 3	2,426,598.4	2,426.6	97
By Source			
Direct	0.0	0.0	0
Upstream	2,499,433.5	2,499.4	100
Downstream	0.0	0.0	0
By Category			
Office Utilities	72,835.0	72.8	3
Company Cars	0.0	0.0	0
Business Travel	688,279.6	688.3	28
Employee Commuting	143,700.1	143.7	6
Procurement	1,489,030.0	1,489.0	60
Distribution	6,496.8	6.5	0
Waste	4,014.7	4.0	0
Indirect Energy Emissions	95,077.3	95.1	4
Downstream Product Emissions	0.0	0.0	0
Assets & Investments	0.0	0.0	0
Total			
Location-based	2,539,755.2	2,539.8	-
Market-based	2,499,433.5	2,499.4	-



Carbon Reduction

Our Net Zero targets

NORR Canada is committed to achieving Net Zero by 2040. To achieve Net Zero under this scenario, we will need to reduce our absolute emissions by 90% from our baseline year. To keep us on track, we have also set the following near-term targets to 2030.

Our near-term targets:

- Reduce scope 1 and 2 emissions to zero by 2030.
- To procure 80% renewable electricity by 2028 and 100% by 2030.
- Reduce Scope 3 emissions by 42% by 2030.

Our long-term targets:

- Reduce our total market-based emissions (scope 1, 2 and 3) by at least 90% by 2040.
- Neutralise any residual emissions using verified carbon offsets.

Completed Carbon Reduction Initiatives

The following emissions management measures and projects have been completed or implemented.

Activity	Completion Date	Scope
Commit to measuring carbon footprint of business activities year on year to gain an understanding of pinch points and regularly be making efficient and direct improvements to reduce these emissions. Year 1 appointed Positive Planet to support with calculating baseline carbon footprint and reduction recommendations.	2021	1,2,3
Created a Green Team to lead initiatives. This team has been made up of members from different departments to support the roll out of initiatives and management of data, this includes sharing and collaborating throughout the organisation.	2021	1,2,3

NORR recognized as a "Bronze" level Carbon Literate Organization (CLO) in March 2025 by the Manchester, UK based Carbon Literacy Project	2025	All
NORR will initiate Carbon Literacy Training in December of each calendar year to increase our number of trained staff - targeting 2.5%, annual growth	Ongoing	All
NORR signed the MEP2040 Commitment and A&D Materials Pledge in 2025, rounding out its "commitments" to decarbonizing its project portfolio by aligning all technical staff underneath an annual tracking, reduction and reporting structure, aligned with the AIA2030 and SE2050 Commitments	Ongoing	Procurement
In 2025, NORR initiated a "Sustainability Orientation" for all new hires, quarterly, which will engage staff around how their roles/responsibilities are impacted by and contributing towards our corporate decarbonization efforts	2025	Scope 3
In 2026, NORR will broaden its Scope 3 GHG emissions inquiries by targeting its top 20 international external vendors	2026	Procurement
NORR has used QFlow on the office refurbishment project for Toronto, in an effort to manage the embodied carbon and in-use emissions. The refurbishment of this office space is anticipated to reduce operational energy emissions to zero.	2026	Scope 1 & 2
Data quality for utilities at NORR Canada has significantly improved. This action has offered greater insight into the true impact of operations.	2026	Scope 1 & 2

Future Carbon Reduction Plans

We are committing to action the following emissions management measures and projects in line with our Net Zero targets.

Activity No.	Activity	Target Date	Category
1	Liaise with the facilities managers at each site to gain access to high quality electricity consumption data, including tariff information.	2026 - 2030	Stationary Combustion
2	Encourage the facilities management company at each office to procure a 100% renewable electricity tariff. This change will reduce **market-based** emissions (from chosen tariff) from the office (common areas) to 0 tCO2e.	2026	Purchased Electricity
3	Implement energy efficiency measures to reduce the overall amount of electricity consumed at sites. Optimise operational procedures and implement energy management systems (such as ISO 14001). Examples of reduction measures include: - upgrading lighting and introducing more sensor lighting, and aligning sensor times to usage patterns (eg 3 minutes for corridors, 20 minutes for working spaces) - installing timers on sockets/equipment - reviewing and renewing inefficient equipment (when at end of life), and actively consider the energy efficiency of equipment when new purchases are required (eg laptops, fridges, dishwashers) Invite colleagues from different sites to openly explore challenges and barriers	2026	Purchased Electricity

	to collaboratively find solutions for reduction.		
4	When reviewing potential future property acquisitions or relocations, ensure consideration is given to the impact each site would have on the carbon footprint of NORR Canada. Any future site shall: • Operate on a 100% zero-carbon electricity tariff within 18-months of occupancy where possible • Not require any stationary combustion (ie of natural gas) for heating or other requirements • Preferably be located in close proximity to public transport links • Have the ability to provide high quality energy consumption data to inform carbon emissions impact This action will prevent stationary combustion and purchased electricity emissions from significantly increasing due to growth or business changes.	2026 - 2030	Stationary Combustion Purchased Electricity

Based upon the above completed and planned initiatives, it is projected that Scope 1 & 2 carbon emissions will decrease to **0 tCO_2e** by 2030.

We also aim to implement the further initiatives below to reduce Scope 3 emissions:

Activity No.	Activity	Target Date	Category
1	Consider training and engagement for the Green Team, leadership, and the wider employee base. Including and not limited to, creating spaces for environmental positive conversations (internal comms, newsletters, slack, Teams etc), certified Carbon Literacy Training for all applicable to roll out to further workforce and share with externals where appropriate. On average, certified learners reduce their carbon footprints by 5-15%, of which ~50% are work-related.	Ongoing	Commuting & Home Working Business Travel
2	Implement a Sustainable Procurement Policy. Encourage suppliers to adopt sustainable practices and improve their own carbon footprint through supplier engagement, procurement policies and contracts, and monitoring reporting mechanisms. Commit to a Sustainability Audit or Survey to request further information regarding carbon footprint information and other sustainability credentials. Complete this audit within two phases: 1. Identify suppliers for engagement 2. Formulate and collect data (survey/scoring) Once completed prioritise suppliers with lower carbon footprints as part of the above phased approach. This may also involve purchasing second hand/refurbished (furniture, IT equipment) and extending the lifespan of purchased items.	2025 - 2028	Purchased Goods & Services

	Develop and monitor procurement policy for all new suppliers to align to Net Zero goals.		
3	Review logistics partners/couriers and utilise the above Sustainable Procurement Policy. Work with providers to gather their emissions data, and/or switch to lower-carbon providers. Prioritise purchasing from local suppliers to limit delivery mileage.	2025 - 2028	Upstream Distribution Downstream Distribution
4	Develop and implement a Sustainable Travel Policy to support environmental impact of choices when travelling, staying in hotels and commuting. The priorities within this policy will support active travel and low emission travel options where appropriate. Monitor and consider alternatives to air-based travel as a priority and commit to offering support to workforce with options for active travel schemes, such as bike to work or car sharing opportunities. Utilise the emissions travel hierarchy: - Digital communication - Walking and cycling - Public and shared transport - EV's and car sharing/clubs - ICE vehicles and car sharing/clubs - Air travel Consider creative ways to engage and support the workforce to influence change. Within this Policy, NORR Canada shall engage with its corporate travel agency with a view to access high quality data regarding its business travel activity. When this data is made available, initiatives can be launched to encourage a reduction in mean business travel emissions per $MM of revenue.	2025 - 2028	Business Travel Commuting

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Based upon the above completed and planned initiatives, it is projected that Scope 3 carbon emissions will further decrease over the next five years from the current normalised measurement of 2,426.6 tCO_2e to achieve a 42% reduction against the base year by 2030. This targeted progression will keep us on track to Net Zero.

Progress

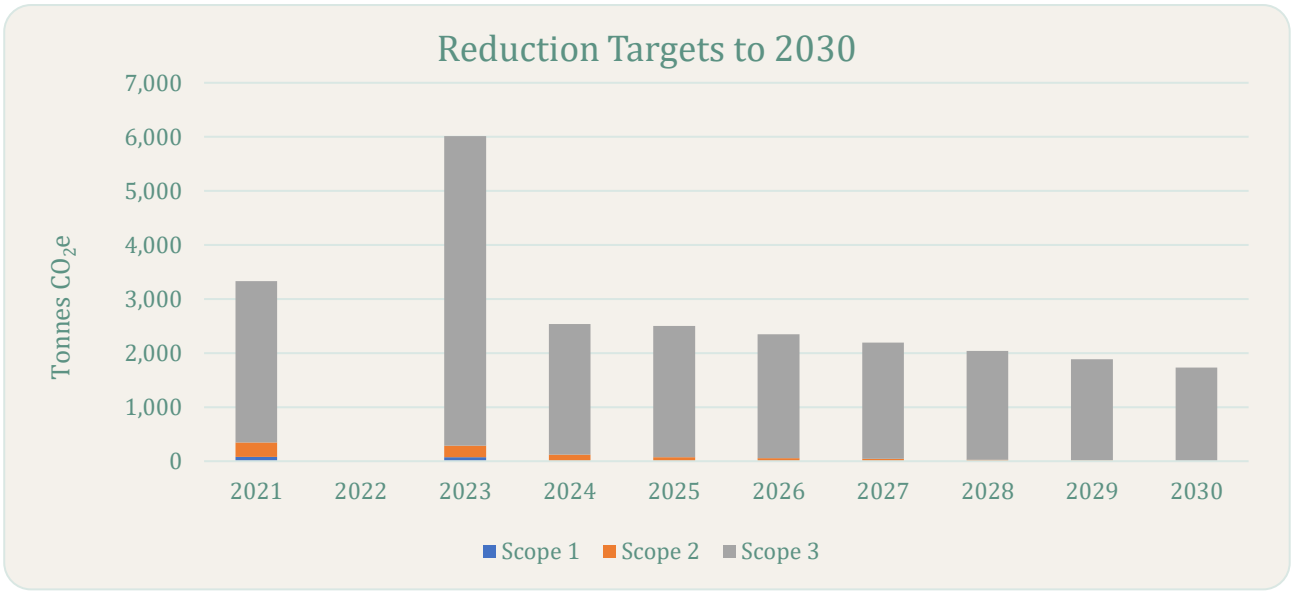
Combined Scope 1 and 2 emissions at NORR Canada have decreased 89% since the base year, and 41% since 2024. This demonstrates our commitment to reducing absolute emissions and keeps us on track to achieve the near-term target of zero Scope 1 an 2 emissions by 2030.

Additionally, NORR Canada is pleased to celebrate Scope 3 emissions reductions of 40% compared to the base year. This reduction has largely been realised across Procurement categories, and we recognise that Business Travel emissions have significantly increased annually since the base year (x18 increase compared to base year; x1.4 increase compared to 2024). NORR Canada is committed to taking further action across its travel activities to manage this impact, with a core objective to gain access to higher quality travel data to provide insights and opportunities for behaviour change.

In 2023, there was a sharp increase in waste related emissions, owed to the significant retrofitting across our occupied premises. This temporary uplift in emissions has allowed for continued reductions in utilities emissions across our sites due to the qualities installed during the refits.

Ultimately, NORR Canada is on track to achieve its near-term emissions reductions targets, and shall maintain progress against its key objective areas of Travel, Utilities, Procurement, and Data Quality. As data quality and emissions measurement improves, NORR Canada shall continue to refine its reporting.

The chart below describes carbon reduction targets at NORR Canada, with actual reported emissions included for years 2021, 2023, 2024, and 2025. Emissions were not quantified for the 2022 reporting period.



Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 006 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard [1] and uses the appropriate Government emission conversion factors for greenhouse gas company reporting [2] .

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard [3].

This Carbon Reduction Plan has been reviewed and approved by the NORR Canada Executive Team.

Signed on behalf of NORR Canada:



Name: Blake Jackson

Position: Dreictor, Sustainability

Date: 24 June, 2026

1 https://ghgprotocol.org/corporate-standard

2 https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting

3 https://ghgprotocol.org/standards/scope-3-standard