NORR

Net-Zero Challenge: Environment and Climate Change Canada

Attn.: John Moffet, Assistant Deputy Minister – Environmental Protection Branch (ECCC)

Re: Year-2 Carbon Reduction Plan and Preliminary Checklist – NORR Canada

Dear John:

Carbon Reduction Plan

Initial Commitment Confirmation:	July 5, 2025
Year-2 Submission Date:	May 31, 2025

Commitment To Achieving Net Zero

NORR is globally committed to achieving Net Zero emissions by 2050.

Emissions Footprint

This study focuses on NORR's Canadian offices (Toronto, Ottawa, Calgary and Edmonton), as part of this country-specific commitment with the baseline year for Scope 1-,2- and 3-GHG emissions reporting being 2023 (reporting in 2024), while emissions reporting in 2024 (reporting in 2025) will be our Year-2 of reporting. NORR Canada is part of a larger, global company—NORR—which is headquartered in Toronto, with offices in the UK, US, and Canada (plus a sister company, Cion). NORR Canada represents ~350-out-of-800 total global staff (~43%)—technically a "Stream-3" tier company within the Net Zero Challenge.

NORR has actively been tracking its GHG emissions, starting in the UK in 2021, then expanding across all locations in 2022, then including Cion in 2023. Below is a record of our 2023 baseline year's GHG reporting and 2024 (Year-1) GHG reporting outcomes from Positive Planet report along with the percentage reduction showcasing improvement between baseline and Year-2 reporting cycles. (representing the full 2023/2024 calendar years):

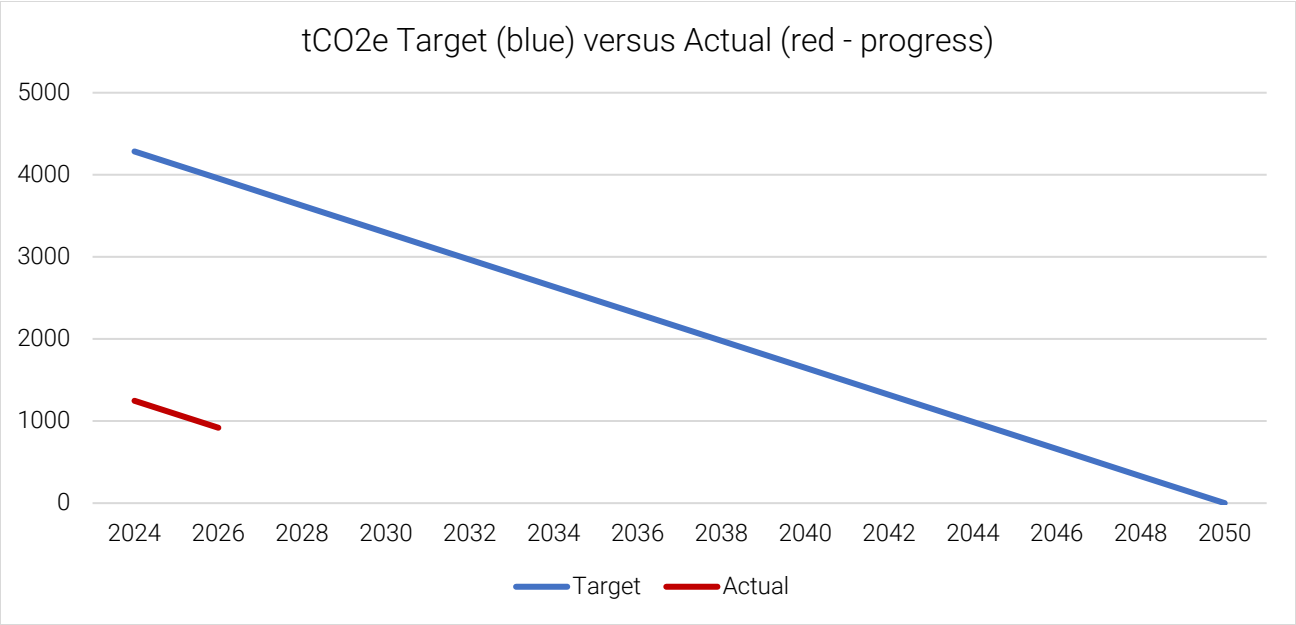
NORR Canada Year to Date for Net-Zero Challenge			
	2023 (Year-1) Numbers Reported in 2024	2024 (Year-2) Numbers Reported in 2025	% Reduction
Scope-1 GHG Emissions	16.4 tCO2e	0 tCO2e	100
Scope-2 GHG Emissions	324.5 tCO2e	18.5 tC02e	94.29
Scope-3 GHG Emissions	4,108.4 tCO2e	1228.6 tCO2e	70.09
Total GHG Emissions	4,449.3 tCO2e	1247.1 tC02e	71.97
Footprint Size Equivalent	Driving 2415 diesel cars 20 miles per day for 1 year *(Positive Planet report 2023)*	Driving 677 diesel cars 20 miles per day for 1 year *(see attached documentation)*	
Reported Data Quality	Low (spend base)	Low (spend base)	

Emissions Reduction Targets

Since 2023 is our baseline year, this means that we will need to reduce emissions 2024 – 2050 (27 reporting cycles total), by at least 164.8 tCO2e/year to reach net-zero emissions by 2050. This will result in the following milestones, relative to the phases of reporting for participation within the Net-Zero Challenge:

- 2024 [Year 1] reduction target (in 2025) ~4,285.5 tCO2e (~3.7% reduction over baseline)
- 2024 [Year 1] reduction achieved (in 2025) ~1247.1 tCO2e (~71.97% reduction over baseline)
- 2028 [Year 5] reduction target (in 2029) ~3,625.3 tCO2e (~18.5% reduction over baseline)
- 2028 [Year 5] reduction adjusted target (in 2029) ~588.65 tCO2e (~86.77% reduction over baseline)

Progress against these targets will be mapped, within the sample graph below, showing “intended progress” (in blue) and “actual progress” (in red):



**Note: The actual 2026 graph line is indicated based on reduction target of ~164.5 tCO2e from the actual emissions reported in 2024 reporting cycle.*

Carbon Reduction Projects

Completed Carbon Reduction Initiatives: The following environmental management measures and projects have been completed, or are a work in progress, by the time of this publication:

- A permanent employee flexible work policy has been implemented (since 2020) to reduce emissions for commuting, as well as to downsize our footprint to reduce utility costs and emissions.
- Adoption of a NORR-wide Sustainable Design, Construction & Operations Standard to support GHG reductions across our physical assets, as well as other scope elements (adopted February 2023). This standard is currently being used on our Sacramento, Chicago, and Toronto office projects.
- Continued partnership with Positive Planet to track our Global GHG emissions footprint.
- In the last quarter of 2024, we also conducted a CLO (Carbon Literate organization) training with our core Sustainability team and in the first quarter of 2025, we received the Bronze Carbon Literate organization accreditation showcasing our commitment to train our staff about Carbon Literacy and GHG emissions. We also intend to train more staff in the last quarter of 2025 to achieve higher CLO accreditation in the coming years.
- As part of our flexible work policy, we will be downsizing our operational space at the Toronto office next year by moving to a new premises that is ~60% smaller in area than our current office.

In the future, we plan to continue to allow a flexible/hybrid work model, as well as factoring in the above “SDCO Standard” in our real estate considerations as we grow, move, downsize, or refresh our spaces. These opportunities will result in the largest “dips” in the chart above, relative to our overall emissions, as employed.

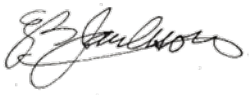
Declaration And Sign Off

This Carbon Reduction Plan has been complete in accordance with compliance with the Net-Zero Challenge’s “Minimum Requirements” Checklist, which requires the following:

- C-suite signature: Blake Jackson, Director of Sustainability – see below.
- Stream identification: 3
- Net-zero target year: 2050.
- Preliminary checklist completed within 1-year of signing (7/2025); actual submission, 5/2025.
- Interim targets: ~164.8, or greater, tCO2e/year to be cut through the above measures outlined.
- Commitment to report annually/update plan every 5-years: see above.
- Comprehensive checklist completed within 2-years of signing (7/2025)
- Public announcement: NORR has all information related to the “Challenge” online.
- Scope 3 (most relevant category) made public: see online: Operational Waste: 1.3 tCO2e.
- Publicly share absolute intensity: see online.
- Scope-1 emissions comply with GHGRP: see online.
- Climate-related financial disclosures comply with TCFD recommendations: see online.
- Scenario analysis public shard: see online and attached document.
- Publish evidence of mitigation: in progress.
- Evidence of net-zero planning within business strategy: NORR Sustainable Design, Construction and Operations Standard (February 2023).

This Carbon Reduction Plan has been reviewed and signed off upon by the global Board of Directors with NORR and is congruent with ongoing activities with relation to implementation of the plan as captured within this living document.

Sincerely,



Blake Jackson
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Date: May 31, 2025