

2024 SUSTAINABILITY ACTION PLAN



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1. COMPANY COMMITMENT

BUILDING A POST-CARBON FUTURE

NORR is committed to supporting the transformation of the built environment from a major source of carbon emissions to an important contributor in the global effort to address the climate crisis. We accept the urgent challenge to make carbon neutral buildings a standard practice, rather than the exception. We share the vision of the United Nations Sustainable Development Goals to strengthen common objectives across the globe.

A CARBON CONSCIOUS COMMITMENT

We understand that we must advance the development of sustainable, resilient, equitable and zero carbon buildings, communities and cities. To that end, NORR has committed to three industry initiatives to be part of the global solution that is holistic, practice-wide, project-based and data-driven.

AIA 2030 Commitment

Architecture 2030 / 2030 Challenge is an initiative that partners with the global architecture and building community to target all new buildings, developments, major renovations and interiors to be carbon neutral by 2030. In 2021, NORR signed the AIA 2030 Commitment, the program that provides a framework to standardize reporting for measuring progress and helps to validate our sustainable design approach. It's a complex process but one that is critical to creating carbon literacy amongst our teams so that our design solutions are socially aware, environmentally responsible and financially viable.

SE 2050 Challenge

SE 2050 Challenge is a program launched by the Structural Engineering Institute that targets net zero embodied carbon for structural engineering components in a building by 2050.

Our 2022 Sustainability Action Plan (SAP), submitted to the AIA 2030 Commitment, and updated annually, embraces a people, practice and projects approach to sustainability and sustainable design. The SAP, in combination with our SE 2050 Challenge Embodied Carbon Action Plan, forms the base doctrine of our company commitment to the journey to carbon neutrality and serves to guide the actionable steps herein. This iteration of the plan includes the results of our first year's AIA 2030 Commitment reporting outcomes, as well as the follow-up to Year 1 objectives to illustrate progress towards achievement of the Commitments.

Canada's Net-Zero Challenge

In July 2023, we joined Canada's Net-Zero Challenge, committing to net zero by 2050. This aligns with our global emissions tracking, and we will look for opportunities to expand this across our global footprint.



LAB & OFFICE FIT-OUT WEST PHARMACEUTICALS

The LEED Silver Certified, 20,000 square foot fit-out at 250 Radnor Life Science Center in Radnor, PA, supports cutting-edge R&D with flexible lab spaces and hybrid offices that enhance collaboration. This comprehensive renewal prioritizes sustainability, with advanced systems like rooftop DOAS units and acid neutralization facilities.

57%

Projects Utilizing Energy Modeling

80%

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

40%

Projects Utilizing Onsite Renewables and/or Procuring Renewably Sourced Energy

100%

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

MESSAGE FROM OUR DIRECTOR OF SUSTAINABILITY

2030 is half a decade away. Architecture and Engineering (A&E) professionals must act with greater urgency to reduce and reverse the greenhouse gas (GHG) emissions of Buildings—both in their operations and embodied carbon.

2024 has been another historic year for climate news: Europe experienced its warmest February/second warmest winter on record, North America experienced its warmest February/winter on record, and global oceans held an 11-month consecutive record-high surface temperature. Despite these headlines and the reality of emerging climate scenarios—such as flash flooding in the UAE and Hurricane Helene’s inland effects across Appalachia in the US—the scientific community has yet to reach a consensus on whether we’re living in the Anthropocene. Worse, we’re witnessing wavering climate leadership, as evidenced by the Scottish Parliament abandoning its 2030 net zero targets.

A global rise in renewables, increasing energy efficiency and more stringent codes are being counterbalanced by the growth of AI, EVs and populations seeking higher standards of living. While not a bad thing, nonetheless, it presents an equation we must account for. In a world heating up—both literally and metaphorically—we need bold leadership to accelerate existing practices, technologies and development towards greater Climate Action. CSR and ESG are demonstrating how capitalism can be leveraged to address these gaps. Their alignment with the AIA 2030 Commitment underscores why it remains the most relevant tool for A&E companies to embed carbon literacy across their portfolios and culture.

This is NORR’s second reporting year under the Commitment, during which we identified challenges and opportunities that we are addressing by getting “back to basics”: emphasizing training, hiring and project delivery. The Commitment continues to mirror our “State of Sustainability,” empowering us to learn from the past and celebrate our achievements as we progress toward a post-carbon future. This year, we grew our LCA modeling capabilities, energy modeled more projects, used more onsite renewables, reported on a greater number of projects and reduced our portfolio-wide lighting power density. These results were shared publicly on Earth Day—a new annual tradition—to inspire our team to contribute to this growing momentum.

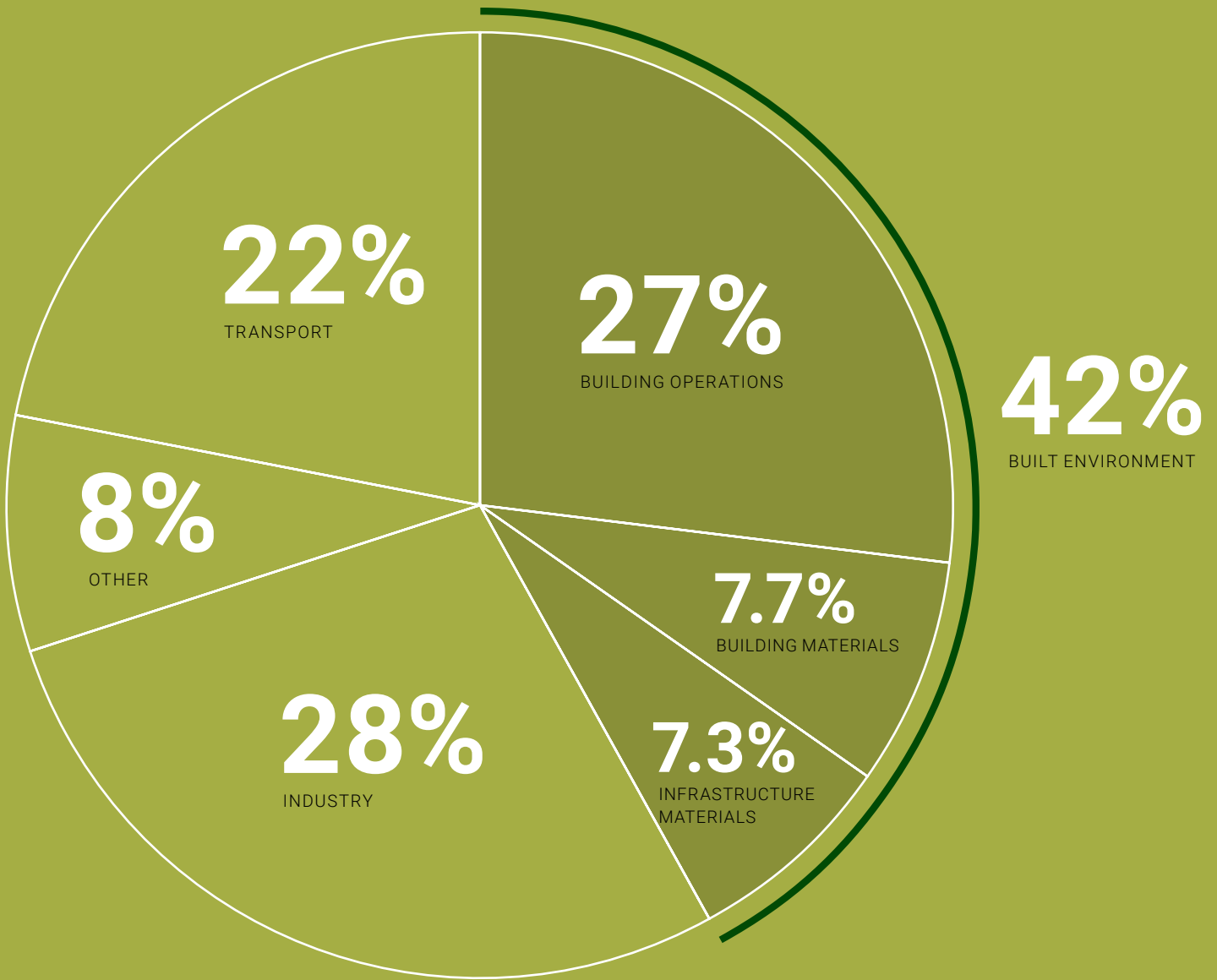
Join us in celebrating these outcomes and stay engaged as we execute tangible Climate Action through our practices and progress with the AIA 2030 Commitment. More than ever, 2030 is now.



BLAKE JACKSON AIA, LEED Fellow, WELL Faculty, Fitwel Amb., CPHC
Director, Sustainability
NORR



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

895

The 51 projects we have monitored (2.4% of our active projects) have led to a decrease in greenhouse gas emissions equivalent to the annual removal of 895 cars from the road. 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.

2. DESIGN & APPROACH

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 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 projects 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 services team.

PROGRESS AND ACTIONS IN 2023-2024

The following actions were taken to meet the objectives:

- Global Sustainability Committee identified 51 projects for inclusion into the 2024 grouping.
- Collection of project data was assigned across sector leadership and project managers.
- The presentation *AIA 2030 Year 2* was given to all staff on Earth Day and recorded.
- Top performing projects from Years 1 and 2 were shown, highlighting new projects.
- Follow up meetings will be conducted with stakeholders starting in September for Year 3.
- NORR is increasing its internal team, COVE.TOOL, and One Click LCA use to expand Year 3.

In 2023, seven of the 51 projects reported were Industrial; making up a large percentage of the Sustainability team's revenue. Clients are able to come to NORR for all sustainability services under one roof, including certifications administration, energy modeling, daylight modeling and embodied carbon modeling.



P&G NORTH STAR

NORR provided architecture, energy modeling and LEED administration services in an Integrated Project Delivery (IPD) process for P&G's Brantford, ON warehouse expansion. This 455,000 square foot addition was designed through an extensive, collaborative approach, engaging architects, engineers and trades to optimize design and sustainability. The project achieved a 42% energy reduction and 50% reduction in potable water use. It prioritized indoor air quality, low-emitting materials and native plantings to support local ecosystems, targeting LEED Silver certification.

42%

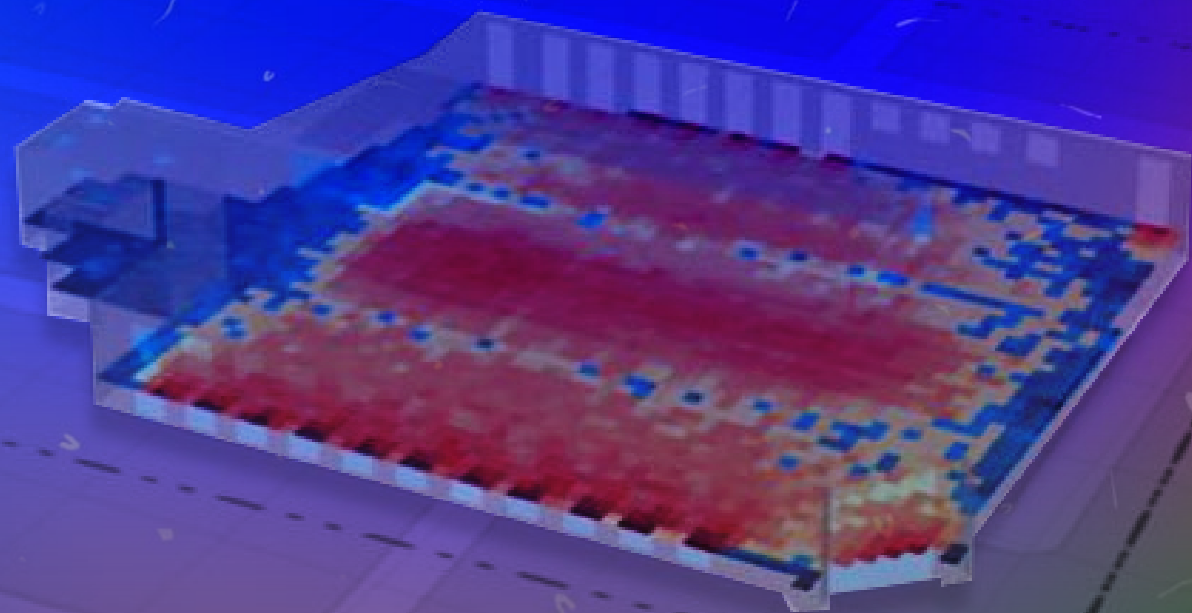
Energy Use Reduction
Over Baseline

50%

Reduction in Potable
Water Usage

3. GOAL SETTING & EVALUATION

CONTINUOUS IMPROVEMENT



Since appointing a Director, Sustainability in October 2022, our internal sustainability services team has grown to four 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.

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 LCA.

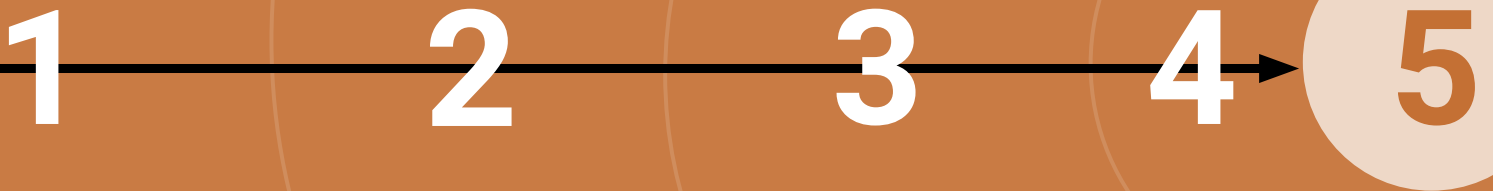
PROGRESS AND ACTIONS IN 2023-2024

The following actions were taken to meet the objectives:

- Grew our sustainability services team from 1 to 4 full time employees.
- Exploring adding MEP 2040 and AIA Materials Pledge by 2025.
- Launched use of Mindful Materials within Chicago, Detroit and Toronto offices.
- Increased our Year 2 AIA 2030 Commitment project number by 38% over Year 1.
- SE 2050 Year 3 report completed and uploaded in April 2024.
- Larger team will allow for more staff training of COVE.TOOL and One Click LCA.

CARBON NEUTRAL BUILDING DESIGN PROCESS

This process engages the entire team throughout the design process to cost-effectively reduce emissions, enhance resilience, improve comfort, reduce noise and ensure 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's important to factor in the cost difference between utility energy and the more stable cost of renewable energy in business models.

STEP 5**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 advancing technology. 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 in the initial year 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 Architecture 2030 and its goal of meeting the climate mitigation strategy put forth in the Paris Agreement.
- Continue to grow our number of projects reported upon, year after year.

PROGRESS AND ACTIONS IN 2023-2024

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 Global Sustainability Team is currently active in 10 of our 12 key market sectors and 8 of our 12 locations.

THE SAINT GRAND

The new mixed-use project in Chicago's Streeterville area combines retail, medical office, and luxury residential spaces, optimizing an urban corner for vibrant street-level engagement and walkable, transit-oriented density. Featuring a multi-story podium with lobbies, electric vehicle and bike parking and retail, the development includes rooftop pool deck, flexible coworking space and yoga studios, enhancing city living and resident wellbeing. This project achieves National Green Building Standard (NGBS) Silver certification through its thoughtful integration of smart utility measurement systems that optimize energy efficiency and occupant comfort.



5. NORR OPERATIONAL CARBON REDUCTION PLAN

CARBON REDUCTION STRATEGY

We are decreasing our global operational carbon across Scope 1, 2 and 3 emissions. Our strategy involves annual data collection to identify improvement opportunities, transitioning to a 100% hybrid workplace, working with landlords to right-size our footprints and creating and implementing our own design standards to emphasize carbon reduction and well-being.

OBJECTIVES

PEOPLE

Develop a Carbon Reduction Plan (CRP) based on a carbon footprint analysis of annual operations in the three regions where NORR primarily 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.
- Make leadership aware of proprietary green design, construction and operations standards so they can be utilized on our own capital improvements projects.

PRACTICE

Explore ways to continually reduce Scope 1, 2 and 3 emissions:

- Eliminate combustion, specify efficient electric equipment and specify low-impact refrigerants.
- Explore renewable energy procurement options by market/location.
- Engage procurement, landlord and policies to encourage low carbon operations.
- Utilize the green design, construction and operations standards, creating a case study for each space implementing the standard.

PROJECTS

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

- Calculate reductions based on a work-from-home and hybrid workplace strategy.
- Engage with property management at local offices to explore building-wide reductions into project delivery phases.
- Continue to engage with the Canadian Net-Zero Challenge, and other similar initiatives, region by region.

PROGRESS AND ACTIONS IN 2023-2024

The following actions were taken to meet the objectives:

- In 2022, NORR expanded its Carbon Footprint Analysis to include Canadian and US locations to inform a company wide Carbon Reduction Plan.
- NORR recently 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 offices.
- These guidelines are currently being used in our new Sacramento office location, in our Chicago space seeking efforts and will be incorporated into the design of our new Toronto Headquarters.
- In 2023, NORR joined Canada's Net-Zero Challenge targeting net zero emissions for its Canadian locations by 2045. The first year's reporting was submitted in July 2024.




WHAT WE'RE DOING IN OUR OFFICES

NORR is transforming our future workplaces into tangible Carbon Action. We are actively tracking our global GHG footprint and the refresh, renovation and relocation of our offices offers a significant opportunity to also reduce carbon emissions. We are tapping into the potential of hybrid working to further right-size our global footprint, maximize collaboration as well as support our objective of being carbon neutral by 2050.



6. INTERNAL TRAINING & EDUCATION PLAN

ELEVATING EMPLOYEE ENGAGEMENT

A man with glasses and a beard is speaking at a podium. He is wearing a dark jacket over a striped shirt. A Dell laptop is open on the podium in front of him. The background is dark with some blue lighting and a logo that partially reads 'ZOLI'.

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 firmwide 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:

- Establish continuing education (CE) requirements for sustainable design.
- Provide financial support for CE programs.
- Develop case studies on initial projects to share across sectors.
- Develop sector-specific sustainability marketing materials and thought leadership.

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 sector champion to mentor team members specific to the objectives, actions and tools to achieve the requirements and goals of the 2030 Commitment.

PROGRESS AND ACTIONS IN 2023-2024

The following actions were taken to meet the objectives:

- Employees were briefed on the Year 2 AIA 2030 outcomes.
- Each April, henceforth, we will update employees on quantified annual results of our Commitments.
- The Sustainability Service Team in 2024 grew to 4 full-time employees.
- CE requirements were established within the UK offices.
- Developed a company-wide sustainability brochure, as well as launched our sustainability services website so that we can clearly market our developing skill sets.

EAST CALDER PRIMARY SCHOOL

This Learning Estate Investment Programme (LEIP)-funded primary school in South East Scotland, achieves a vibrant, low-energy learning environment with Passivhaus-equivalent efficiency. Its compact, triangular design fosters light-filled, dynamic spaces that captivate students and enhance civic presence. Built as a tandem structure on the existing site, the school balances energy performance with joyful, functional architecture tailored for young learners.





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 via all available channels.

OBJECTIVES

PEOPLE

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

- Self regulating professional bodies.
- Green 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, paid campaigns) to share NORR-generated content; amplify message through employee engagement.
- Participate in industry panels, partner programs, committees and think tanks.
- Provide responses to RFP submissions that showcase relevant content, goals, initiatives and results.

PROJECTS

Share information on combined efforts of 2030 Commitment and SE 2050 Challenge:

- 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 Corporate Social/ Sustainability Report that translates actions into results across the globe.

PROGRESS AND ACTIONS IN 2023-2024

The following actions were taken to meet the objectives:

- In 2024, NORR maintained its USGBC, CaGBC and GBI sponsorships.
- NORR's content strategy advocates for net zero emissions (NZE) and Zero Carbon solutions through our website, social media, insight articles and conferences.
- 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 within our Year 1 AIA 2030 presentation.
- NORR published four Insights articles and one peer-reviewed journal entry on sustainability and resiliency topics.
- NORR presented at 20 international conferences on sustainability and resiliency.
- Increasing application of CRiVA and CaGBC Zero Carbon Building Standards (v3) compliance work.
- Involved in academia and mentoring students at 11 global universities.
- NORR is currently constructing its first PHPP Plus project.

CARIBOU CONSERVATION BREEDING FACILITY

The caribou conservation and breeding facility, designed to house up to 120 caribou, supports Parks Canada's repopulation efforts for wild herds in Jasper National Park, AB and was developed with input from caribou ecology experts, provincial jurisdictions, Indigenous partners and public stakeholders. Given the nature of the facility and the power needs, it could not be efficiently designed with only renewable energy. To offset the energy usage, the R-Values of the roof and walls were increased. The design is net zero ready while balancing the program, energy performance, cost and decommissioning needs of the project.



AIA 2030 COMMITMENT

YEAR 2 RESULTS

NORR analyzed a group of 51 new projects across 10 of our 12 sectors, representing 2.4% of our global portfolio. This includes 10 interiors-only projects and 41 whole-buildings projects. As of this publication, nine projects are now completed, two are on hold, and 39 are in progress.

51

Total Projects

6.2M

Gross Square Feet

100%

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

72%

Datapoints Were Collected

28%

Overall Savings Over Baseline
for the Reported Projects

29

Projects Were Modeled
for Energy Performance

40%

Projects Utilizing Onsite
Renewables and/or
Procurement of Green Power

80%

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

25%

Overall Window-to-Wall Ratio
Average

0

Projects Utilized Embodied
Carbon Modeling

CANADA POST ELECTRIFICATION RETROFIT SERVICES

This series of electrification retrofits across British Columbia and Manitoba for Canada Post replaces outdated fossil-fuel HVAC systems with fully electrified equipment in alignment with federal decarbonization mandates. NORR is currently electrifying seven different existing buildings, including our top-performing project in Killarney, ON (>80% Commitment threshold), these projects highlight collaboration with Cion (NORR's sister company) and showcase our depth of knowledge in energy modeling, electrification and decarbonizing older structures—a crucial and growing focus in our sustainable building practice.

AIA 2030 COMMITMENT

YEAR 3 GOALS

We've learned a lot from our first two years' of reporting, and are maintaining momentum into Year 3. Our objectives are to increase the number of projects reported, enhance the integrity of the data points collected, achieve more equal representation across all 12 sectors and expand the use of energy and embodied carbon modeling as a design driver.

After two years of data collection, we have a much better idea about ways we can address the gaps within our practice to promote Commitment-aligned outcomes. This includes qualifying projects earlier within the design process for inclusion into our reporting, which can help us establish performance-based targets and scope for these projects. We also intend to deliver more frequent internal education for project teams so they are aware of the Commitment, its drivers and the impacts upon overall portfolio performance. We plan to continue some of the positive trends identified in Year 2, including the increase of energy modeling, whole-buildings compliance, LPD reduction target, renewable energy technologies, and number of projects reported—both numerically and as a representation of the percentage of qualifying active projects.

We have hired talent to fill a gap in our ability to report embodied carbon so that we can better

understand our entire carbon outcome of our reported upon projects. We started modeling projects in design in May 2024 to demonstrate a marked improvement within the key component of our reporting next year, and onward.

Also, since our team is growing, we will be able to influence positive outcomes on more projects, as well as implement more internal trainings for project delivery, integrative design and carbon tracking and reduction. We will remain engaged with One Click LCA and COVE.TOOL as our primary carbon measurement tools as well as strengthen existing interdisciplinary collaboration with our internal energy modeling and Commissioning teams. We aspire to meet and exceed the national average energy reduction target represented by the cross section of reporting AIA 2030 Signatory firms. Lastly, we commit to transparency and sharing these findings, annually with our staff during Earth Day.

NORR

NORR is an employee-owned, fully integrated A&E firm. Our professional team of 800 architects, engineers, planners and interior designers work collaboratively across 12 market sectors from offices located in Canada, the US and UK. Our mission is to create socially aware, environmentally responsible and financially viable architecture and engineering design solutions to ensure our clients achieve their business goals while contributing to healthier and sustainable spaces and places across the globe.

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