AIA 2030 COMMITMENT
YEAR 3 REPORT

2025 Sustainability Action Plan

NORR

On the cover: Hamilton at Eagleview Passive House

Learn more →

This page: 1 Adelaide Lobby Repositioning

Learn more →

Contents

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 vison of the United Nations Sustainable Development Goals to strengthen common, global objectives.

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
Pending, 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.

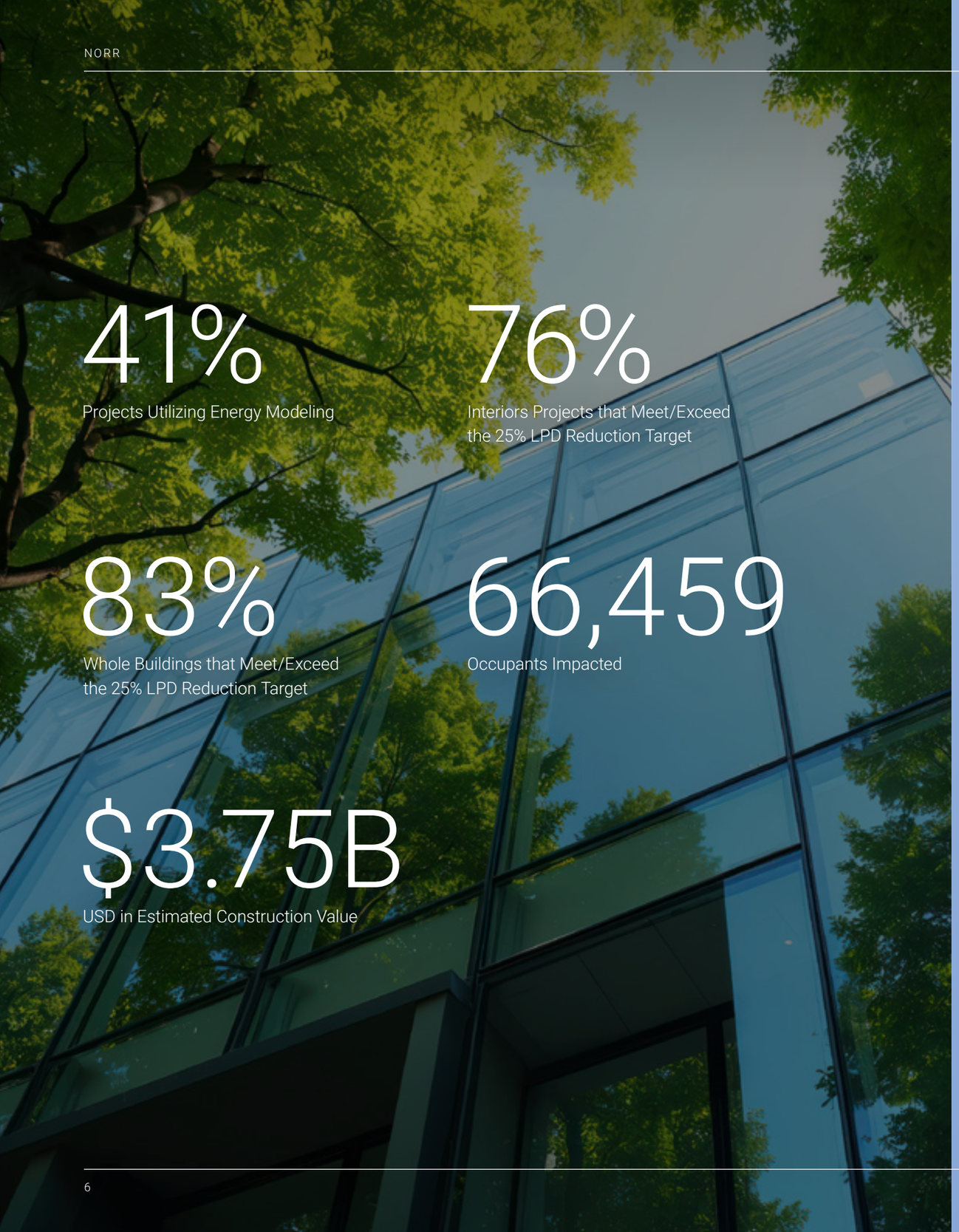
Carbon Literate Organization
Since 2025
Globally recognized as a Bronze Carbon Literate Organization by the Carbon Literacy Project, achieved through continuous employee training.
Read the article.

Legal Sea Foods
NORR served as the Architect of Record for this celebrated New England restaurant brand's expansion into Chicago, with a two-level, 240-seat venue, offering expansive views, indoors and outdoors, along the Chicago River and within the iconic Marina City building. Our integrated design approach resulted in a well planned and meticulously crafted project, blending the client's vision within this iconic Modernist structure.

LEARN MORE →

1.28 W/sf
Lighting Power Density

$7M
Construction Cost



41%

Projects Utilizing Energy Modeling

76%

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

83%

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

66,459

Occupants Impacted

$3.75B

USD in Estimated Construction Value

Message from our Director, Sustainability

If it feels like sustainability took a back seat to global events and AI, you're not alone. While it may feel as though we've "been there, done that" regarding AEC industry sustainability, 2025 was another "hottest year on record" with buildings remaining the number one GHG emitting sector. Political pundits deride civilizations' ability to achieve net zero, while we continue reeling from labor shortages, supply chain woes, and governments questioning commitments to globalization. Concurrently, renewables were blamed for summertime Iberian power outages, London Heathrow flights were grounded due to a lack of utility grid redundancy, floods ravaged the US Midwest, and wildfires lowered air quality across North America, even wiping out large swathes of downtown Los Angeles.

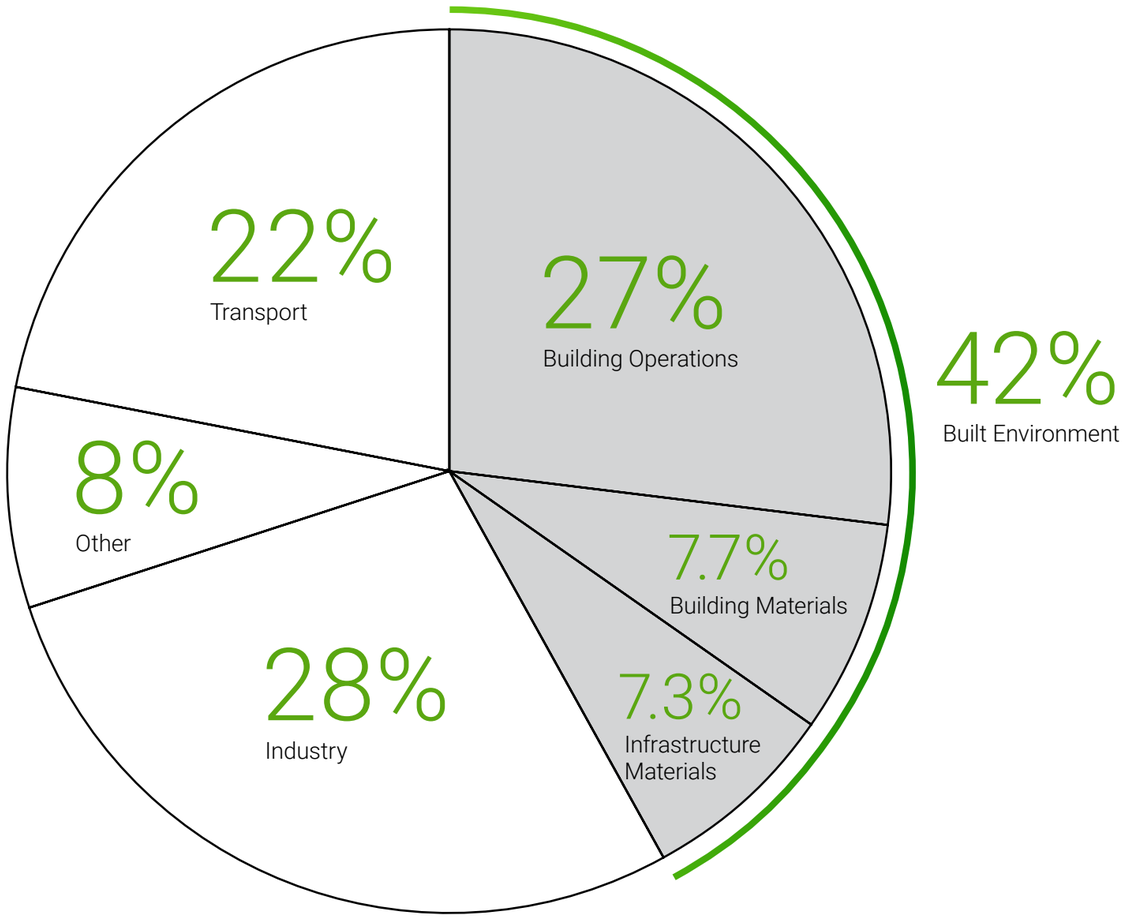
The question I received the most this year was: "Is sustainability still a thing?" Unequivocably, the answer is yes. As our clients are more sophisticated about their own commitments so is demonstrating our alignment with them—greater transparency, accountability, and progress towards emissions reduction, both in practice and our own operations. While international leadership still debates sustainability, 2025 reminds us that sustainability, and the act of building, are highly local and specific to the needs and net zero goals of each client, city, and region.

To meet this need, NORR called upon our global team to act with greater urgency around the climate crisis, leveraging the AIA 2030 Commitment to align all disciplines and business activities towards a single objective of continual decarbonization tracking, reporting, and improvement. This year, we collected data on 482 buildings from all sectors and regions—a major increase over our first two years. This uptick reflects a new approach whereby reporting was integrated in partnership with our firmwide Project Management group to drive carbon literacy and accounting during project delivery, giving everyone agency to take part in this important initiative. This provided deeper insight into the true "State of Sustainability" at NORR, as well as sector-specific challenges and opportunities, as we continue evolving and driving positive change.

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 and seven others. More so 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



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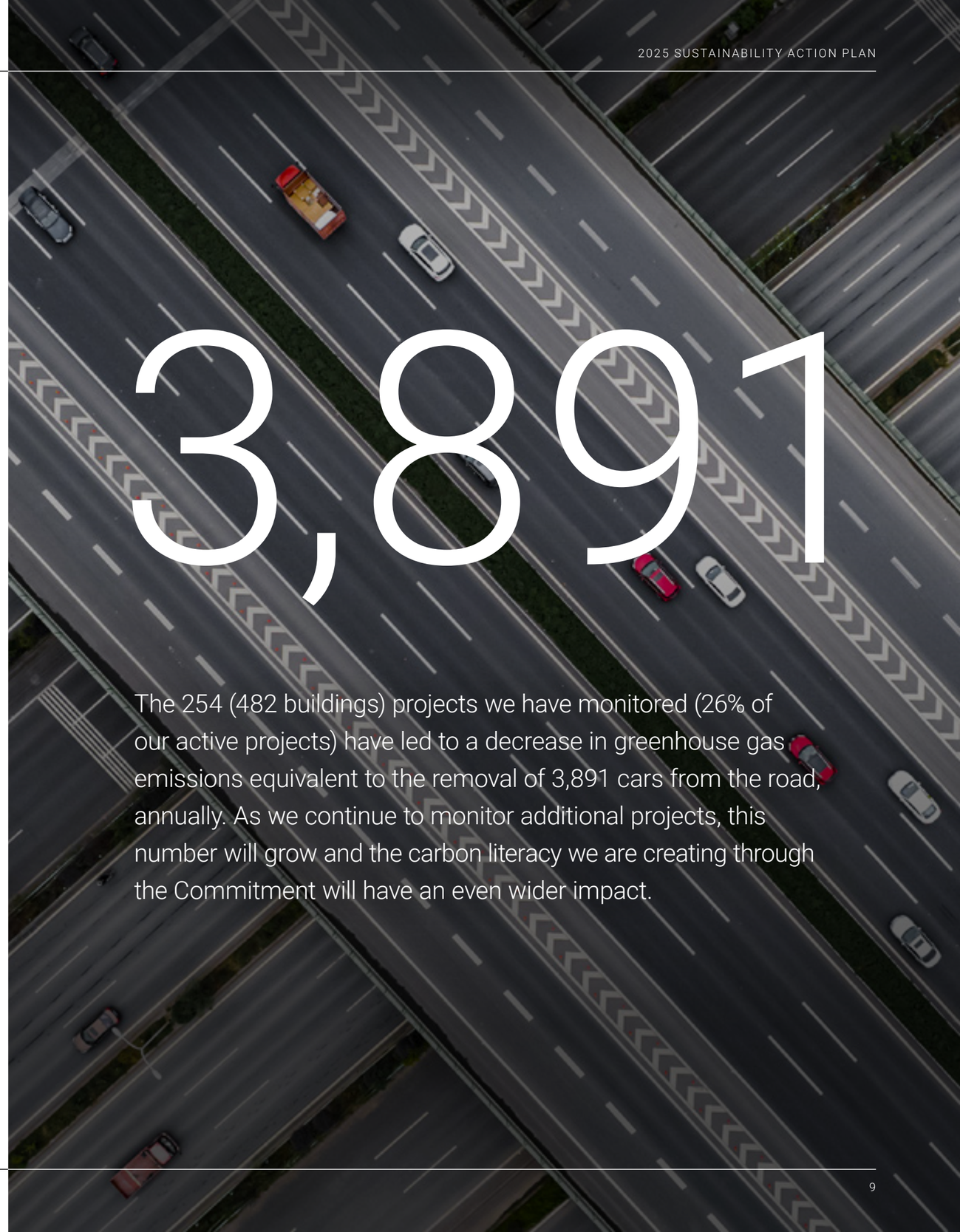
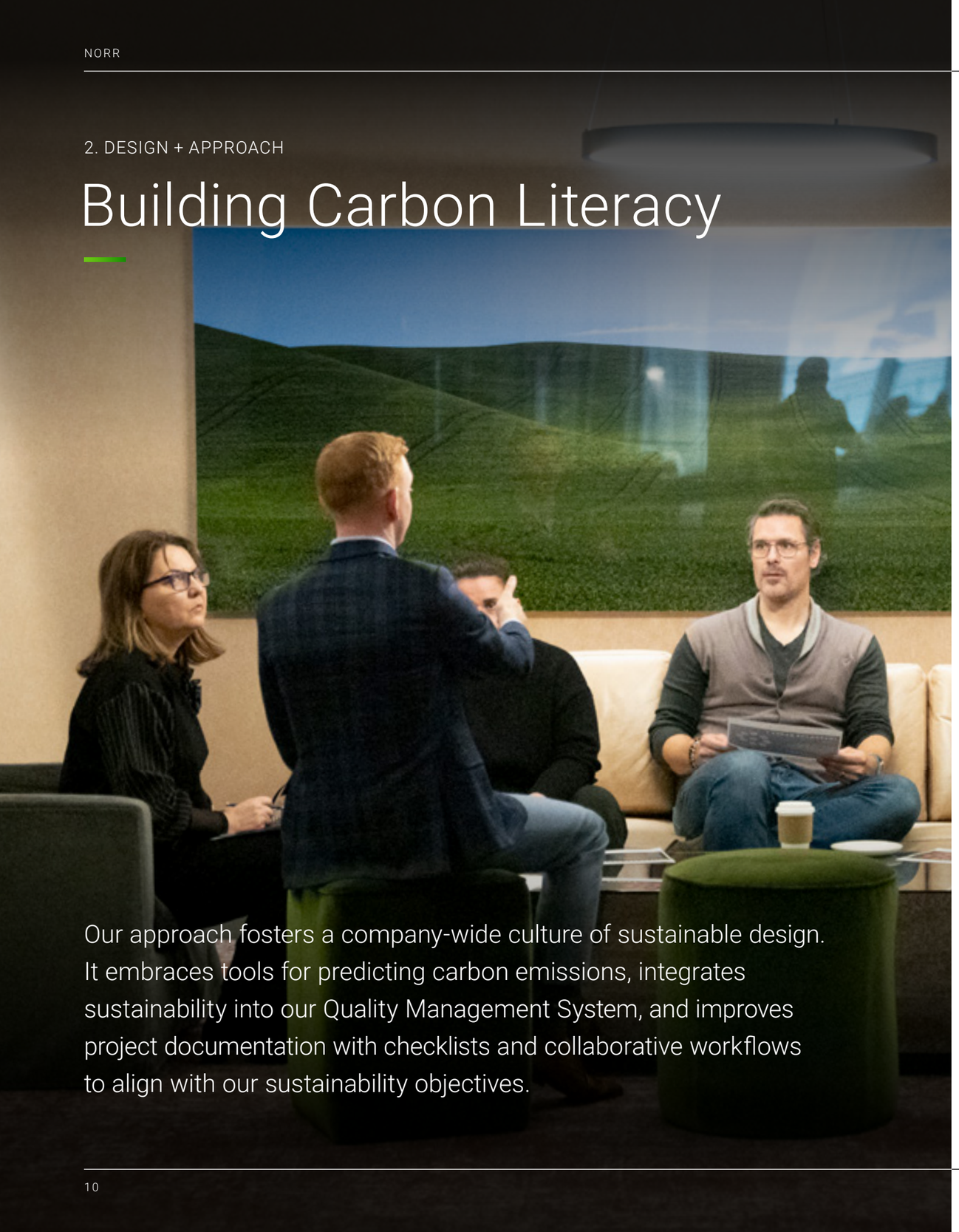
Analysis + Aggregation by Architecture 2030 using data sources from IEA + Statista.



The 254 (482 buildings) projects we have monitored (26% of our active projects) have led to a decrease in greenhouse gas emissions equivalent to the removal of 3,891 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.

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 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 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 + Actions in 2024-2025

The following actions were taken to meet the objectives:

- Global Sustainability Committee qualified 981 projects for inclusion in the 2025 grouping
- Collection of project data was assigned across sector leadership and Project Managers
- The presentation *AIA 2030 Year 3* 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 4
- NORR is increasing its internal team's use of COVE, One Click LCA, and IES-VE

2025 was a major year for our Residential Sector, which was our largest submitting sector for AIA 2030 Commitment-reported projects (27%), including 25 unique projects made up of 130 individual buildings. This boost in projects reported demonstrates alignment of our Residential sector's values of "sustainability, affordability, and social connection" with that of the AIA 2030 Commitment.

The Streams of Lake Mahogany
This project is a resort-style residential community that features forty nine single-level villas and condominiums, situated on Lake Mahogany, the largest lake within Calgary, AB. These residences cater to a "maintenance-free lifestyle" and the community with convenient access to natural amenities through boating, skating, private beach clubs, parks, and several miles of walking trails.

55%

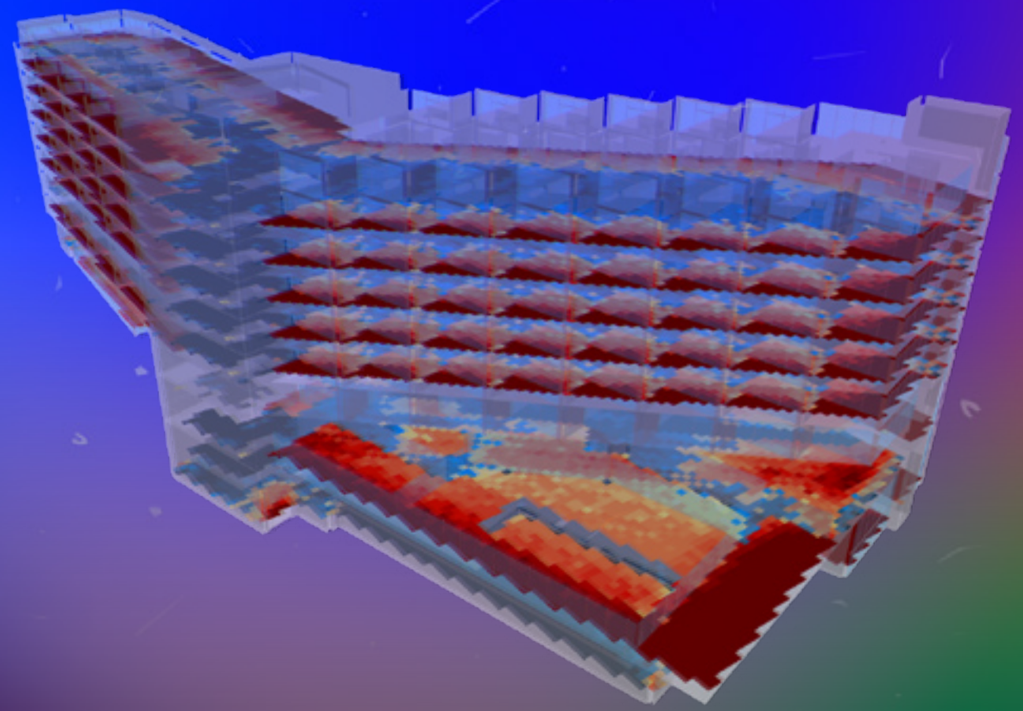
Energy Use Reduction
Over Baseline

13.7%

Side-Wide Window-to-Wall Ratio

3. GOAL SETTING + EVALUATION

Continuous Improvement



Since appointing a Director, Sustainability in 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
- Continue to engage 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 LCAs

Progress + Actions in 2024-2025

The following actions were taken to meet the objectives:

- Maintained a full-time team of four dedicated Sustainability professionals
- Added MEP and A&D Materials Pledge to our list of firmwide commitments
- Launched use of Mindful Materials within Chicago, Ottawa, and Toronto offices
- Increased our Year 3 AIA 2030 Commitment project number by 498% over Year 2
- SE 2050 Year 4 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 Lifecycle 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

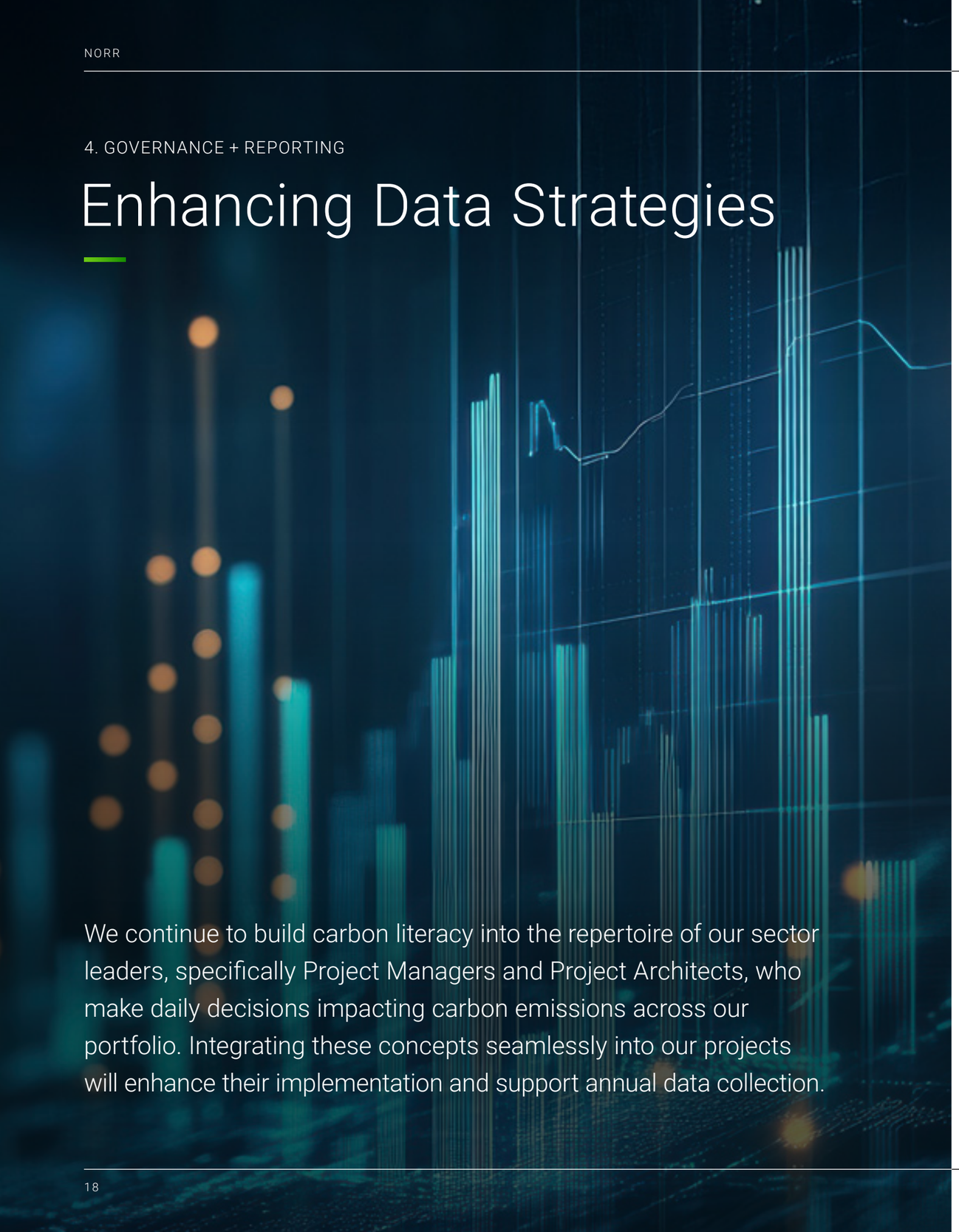
Consider carbon offsets only if design adjustments are not able to meet project goals for net zero or net positive energy/emissions. This helps control costs and reduces long-term operational expenses.

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 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 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 2024-2025

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 internal Design Technologies group to automate metrics for streamlined data collection, using BIM

Fishtown Urby | 1700 N Front St

Fishtown Urby is known for creating health and wellness-focused environments. To keep rental rates affordable and encourage a walkable, cyclist-friendly lifestyle, the building was designed without car parking. Amenities include an oversized gym, a rooftop garden terrace, 70 bicycle parking spaces, a dog park, and dedicated work-from-home areas. Located just a 4-minute walk from the Market-Frankford rapid transit line, the development offers residents a quick 15-minute train ride to downtown Philadelphia, PA.

LEARN MORE →

45%

Energy Use Reduction Over Baseline

35%

Window-to-Wall Ratio

5. NORR OPERATIONAL CARBON REDUCTION **PLAN**

Carbon Reduction Strategy

We are measuring Scope 1, 2, and 3 emissions—a universal standard for categorizing carbon emissions. Our strategy involves annual data collection to identify improvement opportunities, transitioning to a 100% flexible workplace, working with landlords to right-size our offices' footprints, and creating and implementing our own design standards to emphasize carbon reduction and wellbeing, including a new net zero workplace project in Toronto. Lastly, NORR became a certified Bronze level Carbon Literate Organization (CLO), recognized by the Manchester, UK-based Carbon Literacy Project, to support staff training so that ongoing business activities align with our decarbonization goals.

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 green 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 green 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 Property Management teams 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 + Actions in 2024-2025

The following actions were taken to meet the objectives:

- In 2025, NORR became a Bronze level Carbon Literate Organization (CLO)
- In 2023, NORR expanded its Carbon Footprint Analysis to include all UK, US, and Canadian offices—including Cion—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 being used in our new Sacramento and Toronto offices
- In 2023, NORR joined Canada's Net-Zero Challenge targeting net zero emissions for its Canadian locations by 2050. Year 2 reporting was submitted in July 2025

NORR Chicago | 325 N La Salle
Reclaimed materials, space optimization, and digital infrastructure reflect a commitment to more sustainable, connected ways of working—all within the Reid Murdoch Building, one of Chicago, IL's most enduring historic buildings. In addition to the building repositioning and lobby and amenity-floor refresh, NORR redesigned its own Chicago workplace in the same building. Reducing the footprint by 40% helped transform it into a more efficient, hospitality-informed workplace aligned with flexible working styles. The redesign reflects a deliberate shift in how and where work happens, aligning with corporate goals to reduce carbon footprint and increase workplace flexibility.

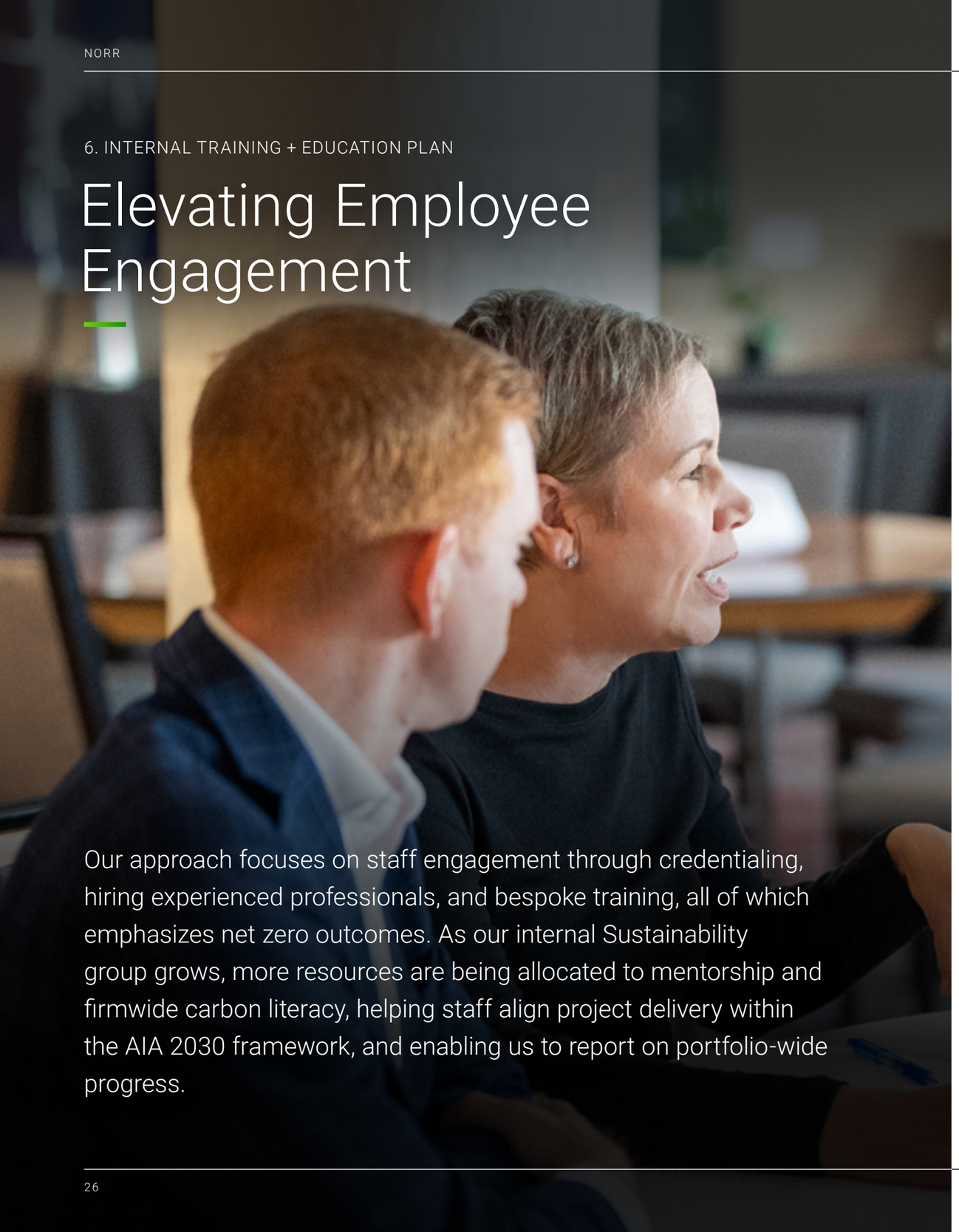
LEARN MORE →

25%
Energy Use Reduction
Over Baseline

0.75 W/sf
Lighting Power Density

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 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 AIA 2030 Commitment

Progress + Actions in 2024-2025

The following actions were taken to meet the objectives:

- Employees were briefed on the Year 3 AIA 2030 outcomes
- Carbon Literacy trainings will be provided annually to staff during Q4
- Each April we will update employees on quantified annual results of our Commitments
- Maintained our dedicated team of 4 full-time Sustainability professionals
- Developed a company-wide Sustainability brochure and launched our Sustainability services on our website so that we can clearly market our skill sets

Cleator Moor Innovation Quarter (CMIQ)
This project is unique, as it is one of our first to undergo the UK's requirement to achieve Biodiversity Net Gain (BNG), or an increase of site-wide ecological value (>10%), relative to a pre-development baseline numeric value, defined by a certified Ecologist. A benefit of BNG is it helps the project coexist with, and enhance, pre-existing habitat for local amphibians and bat populations onsite.

50%

Energy Use Reduction
Over Baseline

0.5 W/sf

Lighting Power Density

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.

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, etc.) to share NORR-generated content; amplify message via employee engagement
- Participate in industry panels, partnerships, committees, etc.
- 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 2024-2025

The following actions were taken to meet the objectives:

- In 2025, 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, thought leadership 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 3 AIA 2030 presentation
- NORR published a thought leadership article on LCA and embodied carbon reduction
- NORR presented at 19 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 multiple global universities
- Team is focused on implementation plan for the roll out of LEED v5

The HAT Eau Claire

The HAT Eau Claire redevelopment leads the pack in conversion projects revitalizing Calgary's downtown core. In addition to delivering new housing options in one of Calgary's most established neighborhoods, the project sets a precedent for high-impact, carbon-conscious urban regeneration. By retaining the existing structure and repurposing materials, the project achieved a 90% reduction in embodied carbon, as confirmed through a Life Cycle Assessment. This reduction—equivalent to 2,145 tCO_2e—is comparable to the annual emissions from nearly 500 gasoline-powered vehicles, the annual energy use of 288 homes, or the carbon sequestered in one year by 2,152 acres (871 hectares) of forests.

LEARN MORE →

90%

Embodied Carbon
Use Reduction

235 $kgCO_2e/m^2$

Carbon Sequestered by
Keeping the Existing Structure

AIA 2030 COMMITMENT

Year 3 Results

NORR analyzed a group of 254 projects (482 Buildings) across all 12 sectors, representing 26% of our global portfolio. This includes 147 interiors-only projects and 355 whole buildings projects. As of this publication, 124 projects are now completed, 17 are on hold, and 341 are in progress.

254
Total Projects

18M
Gross Square Feet

83%
Whole Buildings Projects Exceed the 25% Lighting Power Density (LPD) Reduction Target

93%
Datapoints Were Collected

50%
Overall Savings Over Baseline for the Reported Projects

41%
Projects Were Modeled for Energy Performance

15
Projects Utilizing Onsite Renewables and/or Procurement of Green Power

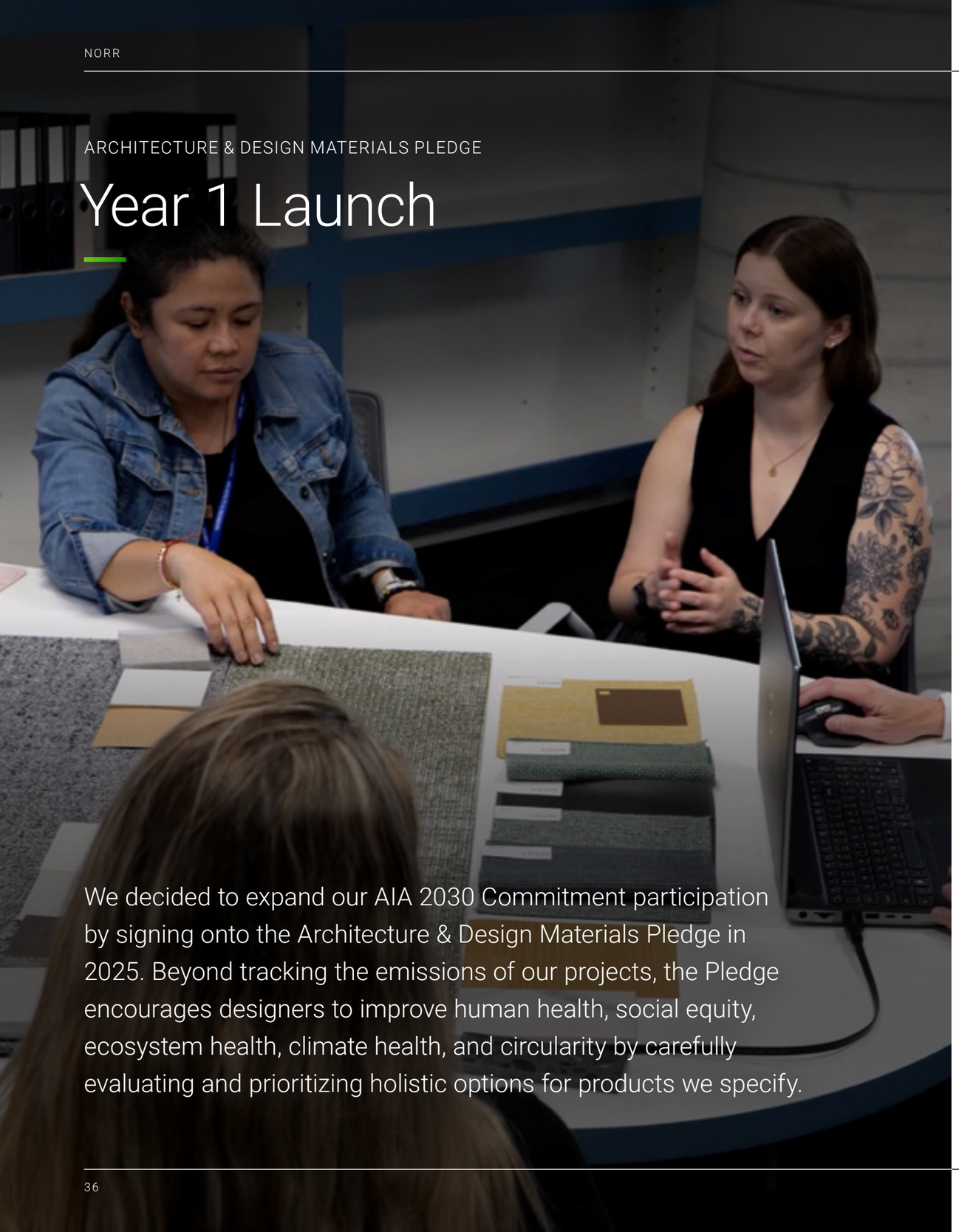
76%
Interior Projects Exceed the 25% Lighting Power Density (LPD) Reduction Target

17%
Average Window-to-Wall Ratio

4
Projects Utilized Embodied Carbon Modeling

$3.75B
USD in Estimated Construction Value

66,459
Occupants Impacted



ARCHITECTURE & DESIGN MATERIALS PLEDGE

Year 1 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 products we specify.

Objectives

People

- Identify leaders in each Interior Design office 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 2024-2025

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, and Chicago with local “Champions” assigned to manage progress in each office
- Program is being piloted on a capital improvement (workplace) project in Toronto
- A NORR standardized reporting template is being developed for future projects
- A firm-level Pledge implementation plan is in development
- A Materials Action Plan is in development

By working together, across all disciplines and locations, we intend to ingrain carbon accountability and literacy into the culture of our company. Our intent is to align all business activities towards achievement of net zero emissions, both in practice and in our own operations through an integrated, collaborative approach.

AIA 2030 COMMITMENT

Year 4 Goals

We are evolving from our first three reporting cycles and anticipate achieving more in Year 4. By aligning the AIA 2030 Commitment reporting with our Project Management group, we anticipate exceeding our Year 3 results: more projects reported, higher data quality, and increased representation from all sectors and regions.

This level of integration was more involved in comparison to our first two years; but the results speak for themselves. We started the 2025 reporting cycle by hosting two Project Management Town Halls, attended by 200+ staff. We simultaneously qualified all our active projects with sector leadership for reporting, identified Project Managers, and assigned them reporting responsibilities. This enabled the Sustainability team to provide one-on-one mentorship to staff on the correct metrics to report throughout design and construction, while providing oversight to push for higher performance on projects in earlier phases of development. This, coupled with significant growth in our Residential and Restaurants sectors, bolstered the total number of reported projects.

What did we learn? We saw a marked increase in the number of projects using energy modeling as well as an uptick in projects using LCA modeling. Part of this came from our expansion of LCA services in 2024, and we anticipate an increased demand for energy and LCA modeling to continue beyond 2025. We also saw slight increases in projects with renewables, the percentage of whole buildings projects meeting or exceeding the Lighting Power Density (LPD) reduction allowance, and consistent, reasonable values for window-wall ratios. There was a minor decrease in LPD reductions for our Interior Design projects, which will be addressed through training.

Much of our success came from having a larger in-house Sustainability group, which allowed us to provide a more hands-on mentorship approach to Project Managers. 2025 felt less like fly fishing for results and more like a network to capture more data through empowering our Project Managers to own their information and data collection across project delivery. This shift in our approach moves AIA 2030 beyond a fringe internal initiative towards major transformation as we integrate carbon literacy across NORR's practice and operations.

NORR

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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