



# Carbon Reduction Plan

## NORR UK

NORR CONSULTANTS LIMITED

Company Number: 07388211

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**NORR**

# Our Commitment

NORR UK 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 <sub>2</sub> e)
Scope 1	36.5
Scope 2*	Market-Based: 97.3 Location-Based: 78.5
Scope 3 including: <ul style="list-style-type: none"><li>- Purchased Goods &amp; Services</li><li>- Capital Goods</li><li>- Fuel &amp; Energy Related Services</li><li>- Business Travel</li><li>- Transportation &amp; Distribution (Upstream)</li><li>- Employee Commuting &amp; Homeworking</li><li>- Operational Waste &amp; Water</li></ul>	257.2
<b>Total Emissions*</b>	<b>Market-Based: 391.0</b> <b>Location-Based: 372.2</b>

Our total emissions equate to a Carbon Intensity Metric of 3.1 tCO<sub>2</sub>e per full-time employee equivalent (FTE) based on 125 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 <sub>2</sub> e)
Scope 1	12.4
Scope 2*	Market-based: 12.2 Location-based: 6.2
Scope 3 including: <ul style="list-style-type: none"> <li>- Purchased Goods &amp; Services</li> <li>- Capital Goods</li> <li>- Fuel &amp; Energy Related Services</li> <li>- Business Travel</li> <li>- Transportation &amp; Distribution (Upstream)</li> <li>- Employee Commuting &amp; Homeworking</li> <li>- Operational Waste &amp; Water</li> </ul>	325.5
<b>Total Emissions*</b>	<b>Market-based: 350.1</b> <b>Location-based: 344.1</b>

Our total emissions equate to a Carbon Intensity Metric of 3.5 tCO<sub>2</sub>e per full-time employee equivalent (FTE) based on 99 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 <sub>2</sub> e)
Scope 1	10.5
Scope 2*	Market-based: 15.8 Location-based: 15.8
Scope 3 including: <ul style="list-style-type: none"> <li>- Purchased Goods &amp; Services</li> <li>- Capital Goods</li> <li>- Fuel &amp; Energy Related Services</li> <li>- Business Travel</li> <li>- Transportation &amp; Distribution (Upstream)</li> <li>- Employee Commuting &amp; Homeworking</li> <li>- Operational Waste &amp; Water</li> </ul>	407.2
<b>Total Emissions*</b>	<b>Market-based: 433.5</b> <b>Location-based: 433.5</b>

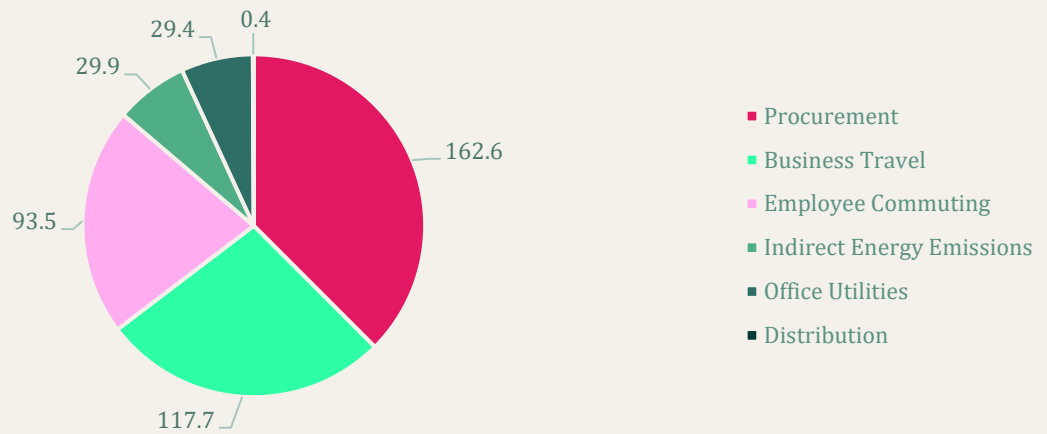
Our total emissions equate to a Carbon Intensity Metric of 3.9 tCO<sub>2</sub>e per full-time employee equivalent (FTE) based on 110 FTEs (using market-based emissions).

\*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	10,518.6	10.5	2
Scope 2 (Location-based)	15,776.6	15.8	-
Scope 2 (Market-based)	15,776.6	15.8	4
Scope 3	407,158.5	407.2	94
By Source			
Direct	10,518.6	10.5	2
Upstream	422,935.1	422.9	98
Downstream	0.0	0.0	0
By Category			
Office Utilities	26,295.2	26.3	6
Company Cars	0.0	0.0	0
Business Travel	117,655.3	117.7	27
Employee Commuting	93,500.7	93.5	22
Procurement	162,570.7	162.6	38
Distribution	375.6	0.4	0
Waste	3,139.3	3.1	1
Indirect Energy Emissions	29,916.9	29.9	7
Downstream Product Emissions	0.0	0.0	0
Assets & Investments	0.0	0.0	0
Total			
Location-based	433,453.7	433.5	-
Market-based	433,453.7	433.5	-

### Emissions by Category (tCO<sub>2</sub>e)



# Carbon Reduction

## Our Net Zero targets

NORR UK 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 is working with Positive Planet to target its UK-based Scope 3 GHG emissions from 9 of its top external vendors	2025	Employee Commuting Business Travel
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 will initiate 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
In conjunction with its hybrid work policy, NORR UK offices are continuing to move into better managed properties, as well as downsizing its physical spaces – while reducing waste and emissions: <ul style="list-style-type: none"> <li>NORR Newcastle is heading to a new workplace (3837sq.ft), while relocating to a better transit-served/walkable location within a fully renewably powered heritage base building.</li> </ul>	2025- 2026	Scope 1 & 2
The Glasgow office will operate on a 100% zero-carbon electricity tariff in the 2026 reporting period. This action will reduce market-based electricity emissions at the Glasgow office to 0.0tCO <sub>2e</sub> .	2026	Scope 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	<p>Ask the facilities management to consider low-cost options such as reducing the boiler temperature and adding heat &amp; solar control reflective window sheets.</p> <p>Consider planning for larger cost management (where appropriate) such as an efficient boiler system.</p> <p>Consider moving to premises without gas heating for 100% reduction in stationary combustion emissions.</p>	2026 - 2030	Stationary Combustion
2	<p>Encourage the facilities management company at each office to procure a 100% renewable electricity tariff. This change will reduce <b>market-based</b> emissions (from chosen tariff) from the office (common areas) to 0 tCO<sub>2</sub>e.</p>	2026	Purchased Electricity
3	<p>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).</p> <p>Examples of reduction measures include:</p> <ul style="list-style-type: none"> <li>- upgrading lighting and introducing more sensor lighting, and aligning sensor times to usage patterns (eg 3 minutes for corridors, 20 minutes for working spaces)</li> <li>- installing timers on sockets/equipment</li> <li>- reviewing and renewing inefficient equipment (when at</li> </ul>	2026	Purchased Electricity

	<p>end of life), and actively consider the energy efficiency of equipment when new purchases are required (eg laptops, fridges, dishwashers)</p> <p>Invite colleagues from different sites to openly explore challenges and barriers to collaboratively find solutions for reduction.</p>		
4	<p>When reviewing potential properties for the forthcoming Manchester office, ensure consideration is given to the impact this site will have on the carbon footprint of NORR UK.</p> <p>The Manchester site shall:</p> <ul style="list-style-type: none"> <li>• Operate on a 100% zero-carbon electricity tariff within 18-months of occupancy</li> <li>• Not require any stationary combustion (ie of natural gas) for heating or other requirements</li> <li>• Preferably be located in close proximity to public transport links</li> </ul> <p>This action will prevent stationary combustion and purchased electricity emissions from significantly increasing due to growth or business changes.</p>	2026 - 2028	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<sub>2</sub>e by 2030.

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

Activity No.	Activity	Target Date	Category
1	<p>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.</p>	Ongoing	Commuting & Home Working Business Travel
2	<p>Implement a Sustainable Procurement Policy.</p> <p>Encourage suppliers to adopt sustainable practices and improve their own carbon footprint through supplier engagement, procurement policies and contracts, and monitoring reporting mechanisms.</p> <p>Commit to a Sustainability Audit or Survey to request further information regarding carbon footprint information and other sustainability credentials.</p> <p>Complete this audit within two phases:</p> <ol style="list-style-type: none"> <li>1. Identify suppliers for engagement</li> <li>2. Formulate and collect data (survey/scoring)</li> </ol> <p>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.</p>	2025 - 2028	Purchased Goods & Services

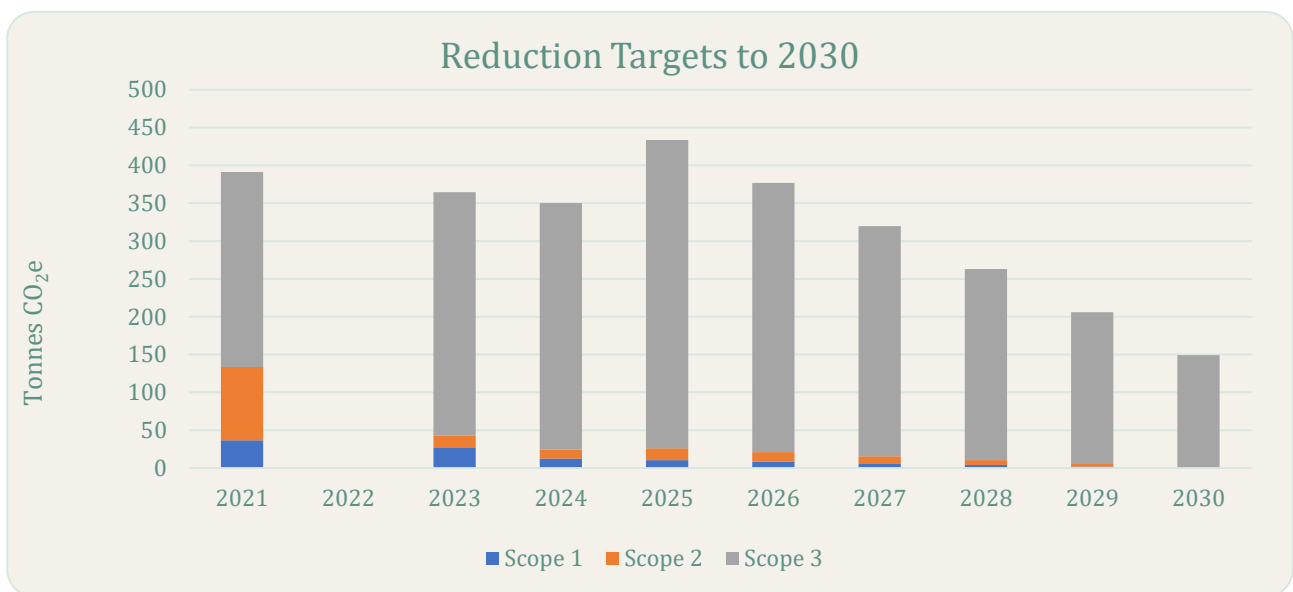
	Develop and monitor procurement policy for all new suppliers to align to Net Zero goals.		
3	<p>Review logistics partners/couriers and utilise the above Sustainable Procurement Policy. Work with providers to gather their emissions data, and/or switch to lower-carbon providers.</p> <p>Prioritise purchasing from local suppliers to limit delivery mileage.</p>	2025 - 2028	Upstream Distribution Downstream Distribution
4	<p>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.</p> <p>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.</p> <p>Utilise the emissions travel hierarchy:</p> <ul style="list-style-type: none"> <li>- Digital communication</li> <li>- Walking and cycling</li> <li>- Public and shared transport</li> <li>- EV's and car sharing/clubs</li> <li>- ICE vehicles and car sharing/clubs</li> <li>- Air travel</li> </ul> <p>Consider creative ways to engage and support the workforce to influence change.</p> <p>Within this Policy, NORR UK 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.</p>	2025 - 2028	Business Travel Commuting

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 407.2 tCO<sub>2</sub>e to achieve a 42% reduction against the base year by 2030. This targeted progression will keep us on track to Net Zero.

## Progress

Although emissions at NORR UK have increased in the current reporting period, it is understood that this has been propelled by activities made to enable further business expansion across the UK. Despite this emissions growth, until 2024 the reported emissions had decreased annually. NORR UK is committed to reducing its absolute emissions in line with the aforementioned Net Zero targets, and expects that improving data quality across the core areas of Procurement and Business Travel shall better enable success.

The chart below describes carbon reduction targets at NORR UK, with actual reported emissions included for years 2021, 2023, 2024, 2025.



# 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<sup>1</sup> and uses the appropriate Government emission conversion factors for greenhouse gas company reporting<sup>2</sup>.

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<sup>3</sup>.

This Carbon Reduction Plan has been reviewed and approved by the NORR Consultants Limited (t/a NORR UK) Executive Team.

Signed on behalf of NORR Consultants Limited:



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Name: Blake Jackson

Position: Director, Sustainability

Date: 24 June, 2026

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<sup>1</sup> <https://ghgprotocol.org/corporate-standard>

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

<sup>3</sup> <https://ghgprotocol.org/standards/scope-3-standard>