Carbon Reduction Plan

Company Number: 04474600

Publish Date: March 2026

Our Commitment

NCC Group is committed to achieving Net Zero emissions by 2045

Contents

Our emissions

Base year emissions footprint

Base year emissions are a record of the greenhouse gases that have been produced in the past. Base year emissions are the reference point against which emissions reduction can be measured. We have chosen to set our base year as October 2024 - September 2025.

<table>
<tr><th colspan="2">Base year</th></tr>
<tr><td colspan="2">The base reporting year reflects our first complete emissions measurement, emissions cover global activities across all upstream GHG categories.

Base year emissions may be restated in the future to reflect significant changes to organisational structure, access to activity data and/or emission factors or best practice methodologies. A change in emissions caused by any of these factors, or others, will be deemed significant if it causes a + / - 5% change in total emissions.</td></tr>
<tr><th>Emissions</th><th>Total (tonnes CO_2e)</th></tr>
<tr><td>Scope 1</td><td>458.8</td></tr>
<tr><td>Scope 2*</td><td>Market-based: 758.4
Location-based: 773.2</td></tr>
<tr><td>Scope 3 including:
• Purchased Goods & Services
• Capital Goods
• Fuel & Energy Related Services
• Business Travel
• Transportation & Distribution (Upstream & Downstream)
• Employee Commuting & Homeworking
• Operational Waste & Water
• Leased Assets (Upstream)</td><td>11,502.9</td></tr>
<tr><td>Total emissions*</td><td>Market-based: 12,720.1
Location-based: 12,734.8</td></tr>
</table>

*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.

Base year intensity metrics

Intesity metric	**tCO_2e / metric unit**
Employees (per FTE)	6.0
Revenue (per £)	41.7

Carbon Reduction

Our Net Zero targets

We are committed to achieving Net Zero by 2045. To achieve Net Zero under this scenario, we will need to reduce our absolute emissions by 90% from our base year. To keep us on track, we have also set the following near-term targets aligned with SBTi's 1.5° C pathway.

Our near-term targets

63% Reduce scope 1 emissions by **63%** by 2035.

63% Reduce scope 2 emissions by **63%** by 2035.

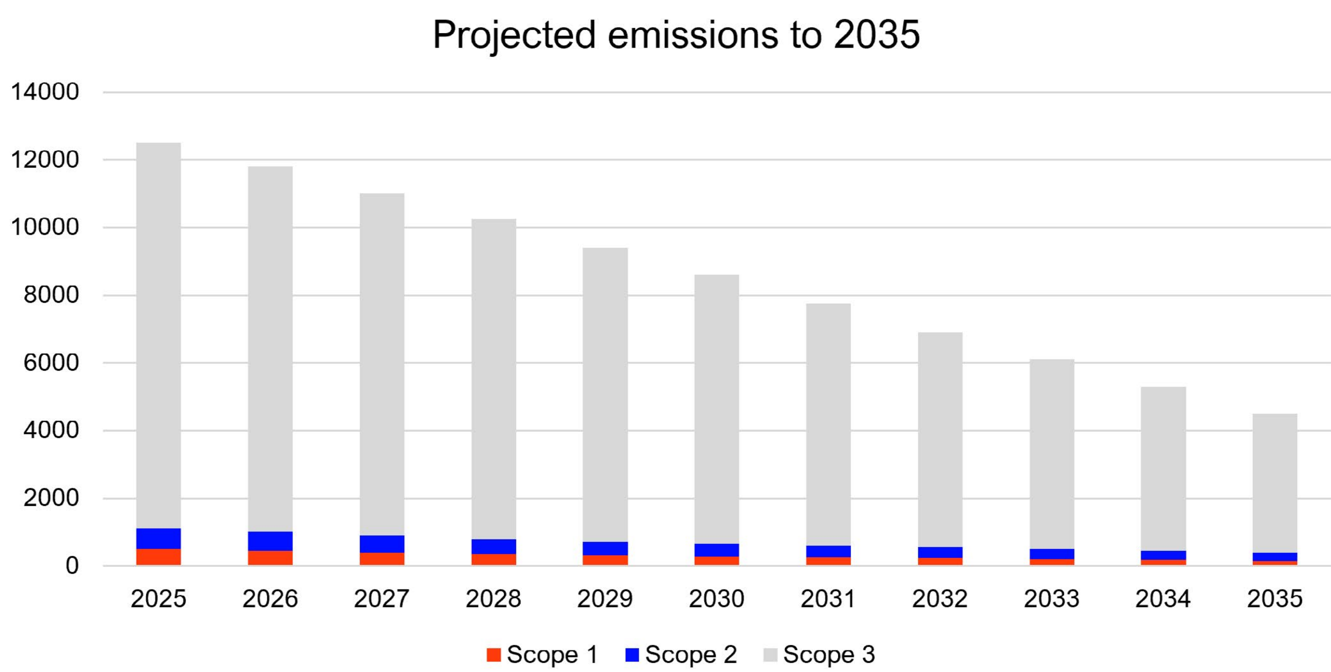
63% Reduce scope 3 emissions by **63%** by 2035.

Our long-term targets

90% Reduce our total emissions (scope 1, 2 and 3) by at **least 90%** by 2045. Neutralise any residual emissions using verified carbon offsets.

Progress

The graph below shows the rate of linear reduction required to keep us on track with our near-term targets. In future reporting we will be able to measure progress against these projections.



Completed carbon reduction initiatives

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

Activity	Completion date	Scope
Committed to submitting Net Zero targets to SBTi for verification.	2026	1, 2, 3
Within the UK, we no longer purchases internal combustion engine (ICE) vehicles and as of August 2025 the entire UK fleet is either hybrid or battery electric vehicles (BEVs).	2025	1
A certified Carbon Literacy training programme has been established, with members of the Board, Executive Committee and senior department representatives among the first cohort to gain certification.	2025	1, 2, 3
Implemention of a new travel booking system that allows more accurate tracking of rail and hotel bookings. Launch of incentives for travel by rail over car by offering enhanced ticket class options over 2/3 hours. While higher class travel tickets are less sustainable than standard this is still better than car travel.	2025	3
Active office space was reduced by 40% in 2024. Leading to improved per-employee energy efficiency through reducing associated electricity and heating energy demand. We continue to engage with landlords across occupied premises to obtain primary energy data, building efficiency credentials and identify energy effiency opportunities.	2024	1, 2
Commited 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.	2023	1, 2, 3

Future carbon reduction plans

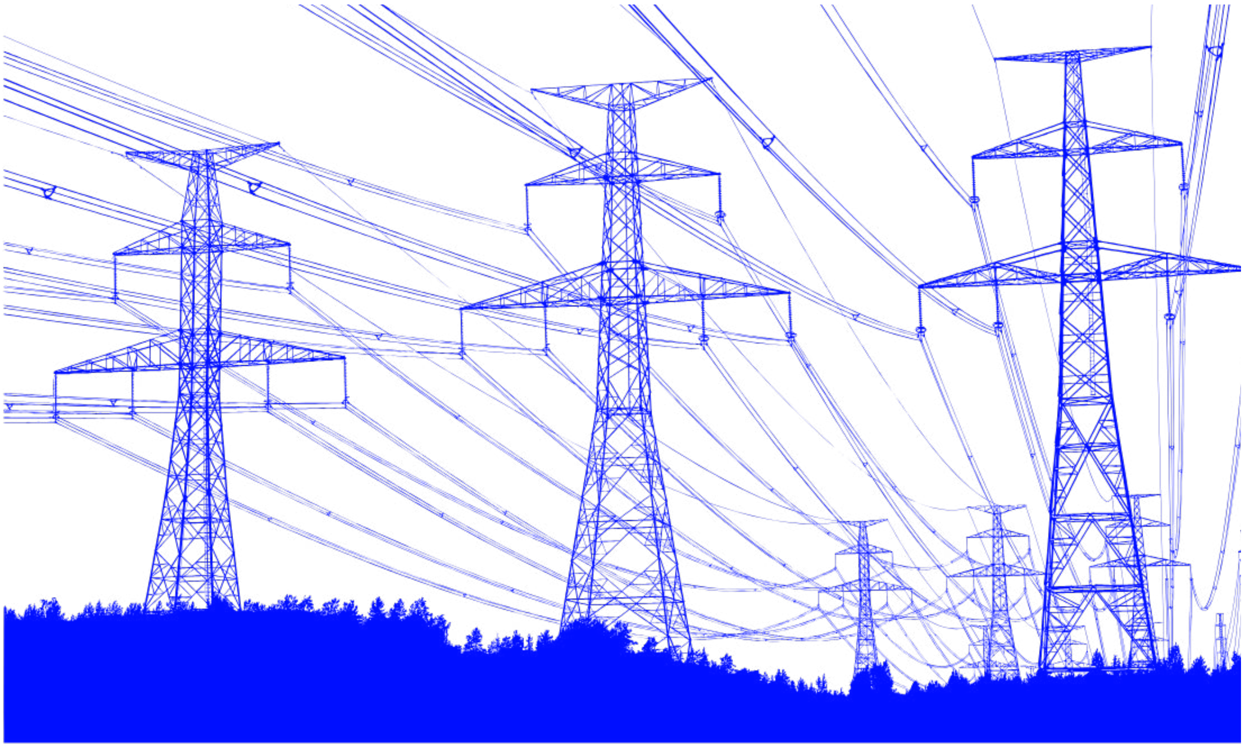
We are committed to the below actions focused on addressing core emission hotspots identified across our operations. For each primary objective we have established actions aligned with phases of Assessment, Planning, Implementation and Monitoring. Summaries of our internal strategy for each objective phase have been provided on the following pages.

Emissions Hotspot: **Energy**			
Objective	Approach	% Reduction target	Category
Renewable energy procurement	**Assessment:** Review current electricity tariffs and contract end dates. / Review current electricity tariffs and contract end dates with landlords/office managers. In progress **Planning:** Create a schedule for switching tariffs based on the above action. Outline measures that could be used to encourage landlords/office managers to make the switch. **Implementation:** Transition to renewable electricity supply contracts. Begin implementing measures with landlords/ office managers and monitor progress. **Monitoring & Reporting:** Track renewable electricity coverage and emissions impact.	100% (market-based)	Purchased electricity
Improving office energy efficiency	**Assessment:** Conduct in-house energy audits. In progress **Planning:** Develop office energy efficiency improvement plans. **Implementation:** Roll out energy efficiency improvement measures. **Monitoring & Reporting:** Track energy use and adjust strategies over time.	31%	Stationary combustion, purchased electricity

Objective	Approach	% Reduction target	Category
Improving data centre energy	**Assessment:** Review the current performance of data centres used by our business operations. In progress **Planning:** Define minimum expectations and improvement areas. In progress **Implementation:** Engage suppliers and integrate efficiency into service selection. **Monitoring & Reporting:** Track efficiency metrics and review supplier performance	20%	Leased assets
Embedding sustainability into new site selection	**Assessment:** Review current site selection and leasing criteria. Complete **Planning:** Develop minimum standards for energy, renewable energy capability, certifications and access to low-carbon transport. Complete **Implementation:** Ensure the sustainability checklist is utilised during the assessment of new office spaces and data centres. In progress **Monitoring & Reporting:** Monitor compliance with selection requirements and build on requirements. In progress	n/a	Stationary combustion, purchased electricity
External factors	Grid decarbonisation is expected to support reductions in market-based scope 2 emissions, while advancements in battery storage and local energy balancing will improve the feasibility and performance of on-site renewable energy installations. We continue to review the viability of self-generated electricity solutions across our premises.	TBC	Purchased electricity

Emissions Hotspot: **Transport**			
Objective	Approach	% Reduction target	Category
Fleet efficiency improvement	**Assessment:** Evaluate current fleet operations and driver behaviours in the UK and Netherlands. In progress **Planning:** Develop a fleet efficiency improvement plan. **Implementation:** Roll out operational and behavioural efficiency initiatives. **Monitoring & Reporting:** Track performance and aim to continuously improve.	20%	Mobile combustion
Fleet decarbonisation	**Assessment:** Audit current fleet composition and usage. Partially complete (UK only) **Planning:** Develop a fleet decarbonisation plan. Partially complete (UK only) **Implementation:** Begin vehicle replacement and charging installation. Partially complete (UK only) **Monitoring & Reporting:** Track progress and performance of the low-emission fleet.	100%	Mobile combustion
Grey fleet decarbonisation	**Assessment:** Assess opportunities for encouraging EV usage across the grey fleet. **Planning:** Create a grey fleet decarbonisation plan. **Implementation:** Implement the grey fleet decarbonisation plan. **Monitoring & Reporting:** Track grey fleet mileage and uptake of low-emission	50%	Business travel (employee vehicles)

Objective	Approach	% Reduction target	Category
Sustainable transport modes and accommodation	**Assessment:** Review business travel and accommodation patterns. **Planning:** Define practical and enforceable travel guidelines. **Implementation:** Update travel policies, booking platforms, and employee guidance. **Monitoring & Reporting:** Track travel behaviour and supplier performance.	50%	Business travel
Decarbonisation of home energy use	**Assessment:** Assess the suitability and cost to business of potential initiatives such as renewable energy salary sacrifice schemes, renewable energy tariff incentives, and educational resources. **Planning:** Develop a home energy use decarbonisation plan. **Implementation:** Implement the home energy use decarbonisation program. **Monitoring & Reporting:** Track participation and improve commuting and work from home surveys to ensure the impact of initiatives can be measured using collected data.	45%	Employee homeworking



Emissions Hotspot: **Procurement**			
Objective	Approach	% Reduction target	Category
Integrate sustainability into new supplier selection	**Assessment:** Review existing supplier selection processes and identify where sustainability considerations could be introduced. In progress **Planning:** Define sustainability criteria for supplier selection. In progress **Implementation:** Begin assessing new potential suppliers using the amended process. **Monitoring & Reporting:** Track supplier performance against sustainability commitments.	Contributor (~70% overall)	Purchased goods & services, capital goods, transportation & distribution
Create a system for collecting supplier data	**Assessment:** Assess current procurement processes and consider the use of a data collection tool (e.g. Carbon Disclosure Project (CDP), EcoVadis, etc). In progress **Planning:** Identify key suppliers and key spending categories for the first round of supplier data collection. **Implementation:** Launch annual supplier sustainability reporting process. **Monitoring & Reporting:** Analyse data and use this to develop supply chain decarbonisation plans. Use the first round of data collection to assess the suitability of the data collection method.	Contributor (~70% overall)	Purchased goods & services, capital goods, transportation & distribution
Set targets for procurement teams and suppliers	**Assessment:** Assess the data made available by the introduced new supplier and annual data collection processes, and select suitable metrics for target setting. **Planning:** Develop sustainability targets for procurement teams and suppliers. **Implementation:** Embed targets into procurement processes and supplier agreements. **Monitoring & Reporting:** Track performance and adjust targets over time.	Contributor (~70% overall)	Purchased goods & services, capital goods, transportation & distribution

Objective	Approach	% Reduction target	Category
Update contract and policies for supply chain decarbonisation	**Assessment:** Review existing contract templates and procurement policies. In progress **Planning:** Develop standard contract clauses and policy language. **Implementation:** Integrate new terms into procurement processes and complete policy attestation. **Monitoring & Reporting:** Track supplier compliance and policy effectiveness	Contributor (~70% overall)	Purchased goods & services, capital goods, transportation & distribution
Switch to lower-carbon or circular alternatives for physical products	**Assessment:** Review commonly purchased products and materials for carbon impact. **Planning:** Identify suitable alternatives and define procurement criteria. **Implementation:** Begin replacing products at end-of-life/purchasing products that meet new criteria. **Monitoring & Reporting:** Track adoption.	Contributor (~70% overall)	Purchased goods & services, capital goods

Emissions Hotspot: **People & Culture**			
Objective	Approach	% Reduction target	Category
Carbon literacy: Train-the-trainer programme and organisation accreditation	**Assessment:** Identify colleagues to be trained to deliver NCC carbon literacy training programme. Complete **Planning:** Work with Positive Planet to build an accredited NCC training initiative and plan for the roll out of the training across the organisation by NCC's colleague trainers. Complete **Implementation:** Launch colleague training programme and pursue Carbon Literacy accreditation. **Monitoring & Reporting:** Collect pledges and monitor implementation. Keep track of participation numbers.	Enabler	All, through engagement
Sustainable colleague benefits	**Assessment:** Review current benefits and identify alignment opportunities across regions. **Planning:** Develop a sustainable benefits package specific to each region. **Implementation:** Launch sustainable colleague benefits. **Monitoring & Reporting:** Track uptake and engagement	Enabler	All, through engagement

Objective	Approach	% Reduction target	Category
Company Policy Updates	**Assessment:** Review existing policies for sustainability alignment. **Planning:** Draft policy updates with sustainability integration. **Implementation:** Communicate and apply updated policies. **Monitoring & Reporting:** Review effectiveness and compliance.	Enabler	All, through governance
Build accountability across the organisation	**Assessment:** Review current roles and responsibilities related to sustainability. **Planning:** Define sustainability responsibilities in current and new job roles and objectives. **Implementation:** Integrate Net Zero actions into the action management system. **Monitoring & Reporting:** Track progress and ensure shared ownership.	Enabler	All, through governance & engagement

Based upon the above completed and planned initiatives, it is projected that NCC Group's emissions will decrease from the location-based base year measurement of 12,734.8 tCO_2e to 4,736.6 tCO_2e by 2035. This is a reduction of 63% and will keep us on track to achieve Net Zero.

Declaration and sign off

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

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

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

This Carbon Reduction Plan has been reviewed and signed off by Guy Ellis, Chief Financial Officer as the Executive sponsor of Sustainability.

Signed on behalf of NCC Group:

Name: Guy Ellis

Position: Chief Financial Officer

Date: 5 August 2026

1 https://ghgprotocol.org/corporate-standard
2 https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting
3 https://ghgprotocol.org/standards/scope-3-standard

Contact us

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