

Littlefish Carbon Reduction Plan

2026–2027

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0.1	Mark Kirkwood	Initial Draft	05/05/26
1.0	Mark Kirkwood	Updated to new branded format Draft completed and published	07/06/26
2.1	Mark Kirkwood	Added detail on sustainable cloud governance, SaaS emissions visibility, AI carbon accounting, Microsoft reporting nuance, supplier segmentation and digital sustainability governance.	30/07/26

Executive Summary

Littlefish UK Ltd. (Littlefish) is committed to achieving Net Zero emissions by 2040 at the latest.

This Carbon Reduction Plan (CRP) summarises the 2025 carbon dataset and notes a moderate increase in the total carbon emissions footprint due to an improvement in the accuracy of our estimations of staff commuting and home working emissions. The carbon footprint for the 2025 reporting year was 1633 tCO₂e (market-based estimate), a 15% increase YoY vs 2024.

As an IT services provider, with no vehicle fleet, and hybrid working, 97.5% of our footprint is Scope 3. Our top 3 emissions categories were Purchased Goods and Services (55% of total footprint), Employee Commuting (26.8% of total footprint) and Business Travel (14.7% of total emissions). Because Scope 3 represents almost the entirety of our carbon emissions footprint, supplier engagement and sustainable procurement, and staff commuting and business travel, are considered the primary mechanisms through which Littlefish will achieve Net Zero.

We have set a carbon reduction forecast of 42% reduction in Scope 1 and 2 emissions by 2030, followed by a 90% reduction in absolute terms by 2040. Additionally, Littlefish have set a target for 48% absolute reduction in Scope 3 emissions by 2030, and 70% reduction by 2040.

Targets set out in this CRP will continue to be achieved through behavioural change, improved monitoring and auditing processes, increased supplier engagement, sustainable procurement, and technology-led solutions. As a managed IT services provider, Littlefish will also strengthen digital sustainability governance across cloud, SaaS, data lifecycle management and AI adoption, recognising that carbon benefits are only realised where digital services are actively governed, optimised and measured.

Introduction

Littlefish recognises the environmental, social and economic benefits of reducing greenhouse gas (GHG) emissions across our operations and value chain. As a responsible business, we are committed to supporting the transition to a low-carbon economy whilst delivering lasting value for our customers, colleagues, suppliers and the communities in which we operate.

This Carbon Reduction Plan (CRP) sets out our baseline emissions position, current performance and future carbon reduction commitments. It reaffirms our targets for reducing Scope 1, Scope 2 and Scope 3 emissions, outlines the actions required to achieve these reductions, and demonstrates our commitment to achieving Net Zero emissions by 2040 at the latest. Our approach is informed by recognised best practice and supports wider global efforts to limit climate change, including pathways aligned with limiting global warming to 1.5°C.

This CRP is the third annual edition of Littlefish's Carbon Reduction Plan and has seen some additional improvements in reporting accuracy, particularly around employee commuting. We have also enhanced the accuracy of key emissions calculations, particularly employee commuting emissions, through a detailed review of workforce structures, working practices and operational roles. These improvements provide a more robust foundation for target setting, performance monitoring and future decision-making.

The plan sets out specific emissions reduction targets and associated actions for each relevant GHG Protocol emissions category. Through annual review and continuous improvement, we will monitor progress against these commitments, report transparently on our performance, and adapt our approach where necessary to ensure continued progress towards our Net Zero ambition.

To find out more about our ESG commitments and download a copy of our "ESG Handbook" visit <https://www.littlefish.co.uk/environment-social-and-governance-esg/>

Meeting the reporting requirements

This CRP complies with PPN 006 as published by the Cabinet Office in February 2025 – [PPN 006 – GOV.UK](https://www.gov.uk/government/publications/ppn-006). This document will be reviewed and updated annually in line with annual carbon reporting. In future reporting cycles, Littlefish will aim to publish an updated CRP by the end of Q2 of each calendar year, using data from the year prior.

Commitment to achieving Net Zero

Littlefish is committed to achieving 'Net Zero' carbon emissions by 2040 at the latest. We recognise the urgent need to rapidly decarbonise, along with the whole of UK industry and global emissions, and the moral and ethical obligation that we must meet for current and future generations. We commit to act honestly and transparently regarding our CRP.

Carbon accounting methodology

Carbon data was obtained from both direct and indirect sources. Scope 1 and Scope 2 emissions used direct data such as kWh electricity and miles travelled. Scope 3 emissions were calculated from a mixture of direct data, semi-quantitative data, supplier disclosures and spend-based estimates. This included but was not limited to Emissions Impact Dashboard data from Cloud providers (MS Azure and MS Defender), product carbon footprints where applicable, and WEEE disposal reports. Where direct data was unavailable, semi-quantitative estimates (such as staff commuting surveys), or in most cases, spend-based estimates (SaaS, miscellaneous business services, were used).

Littlefish uses the 51 to Carbon Zero (51-0) calculator, maintained by 51toCarbonZero, to calculate carbon emissions. 51-0 adheres to the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and uses appropriate UK Government Conversion Factors as default.

Carbon emissions footprint

Operational boundaries

In 2025, Littlefish maintained 3 office sites (three units in one building in Nottingham [Price House], two units in another building in Nottingham [Broadway House] and one unit in Sheffield [Steel City House]). All sites were reported on.

Consolidation approach

We are continuing to apply the Control consolidation approach, specifically Operational Control, as used in the previous CRP – therefore excluding emissions outside of our specific operational control (for example, client use of assets that Littlefish procure on behalf of clients, but have no other involvement or decision-making power in).

Table 1: Scope 1, 2, 3 and total carbon emissions for the 2024 baseline year. Values given in tonnes of carbon dioxide equivalent (tCO₂e).

Emissions Scope	Base year total (location-based emissions in tCO ₂ e)	Base year total (market-based emissions in tCO ₂ e)
Scope 1	111.796	111.796
Scope 2	53.619	5.334
Scope 3	1255.341	1296.742
Total Emissions	1420.756	1413.872

Current emissions reporting: CY 1st Jan 2025 to 31st Dec 2025

Total emissions

Table 2: Scope 1, 2, 3 and total carbon emissions for the current reporting year – 2025. Values given in tonnes of carbon dioxide equivalent (tCO₂e)

Emissions Scope	Year total (location-based emissions in tCO ₂ e)	Year total (market-based emissions in tCO ₂ e)
Scope 1	1.16	1.16
Scope 2	39.81	0.00
Scope 3	1592.38	1592.38
Total Emissions	1633.35	1593.54

The table illustrates that 97.4% and 99.9% of the total carbon emissions footprint can be categorised as location-based or market-based Scope 3 emissions, respectively.

Summary of total absolute emissions

Our carbon footprint has seen a 15% increase, Year-on-year, versus the 2024 baseline year.

Intensity Ratios

Intensity ratios are described in the table below.

Table 3. Intensity ratios for baseline (2024) and reporting year (2025).

Intensity ratio	2024 (baseline)	2025 (current, market-based)
tCO ₂ e per £million revenue	25.10	25.64
tCO ₂ e per FTE	2.31	2.59

The business has seen a 12.1% increase in intensity ratios (for tCO₂e per FTE) over the previous year.

Emissions category breakdown

See figure 1. for visual summary of the GHG Protocol categories reported on. This represents over 99% of our total potential carbon footprint.

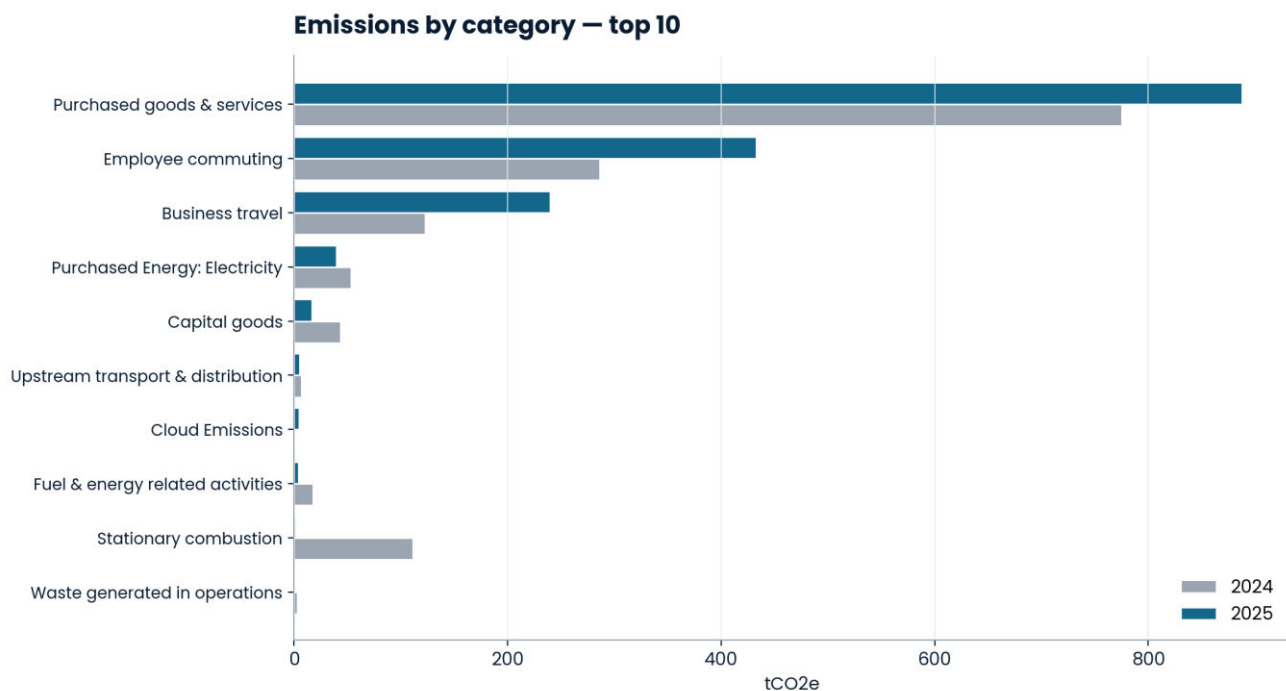


Figure 1. Breakdown of Littlefish Scope 1,2 and 3 carbon footprint by GHG Protocol category (as understood at time of publication). Data for Employee commuting also represents staff “working from home” emissions. Data provided by 51-0 reporting platform.

As noted in the above figure, our Scope 3 reporting also includes typically “non-reportable” data, specifically working-from-home emissions, and is combined with carbon emissions data estimates obtained for commuting habits of employees. This is to give a more holistic and comprehensive understanding of our total emissions.

We have categorised over 99% of our total spend (that lies within *operational control*) for the reporting year, to generate the Purchased Goods and Services category.

Emissions reduction targets

In order to continue our progress to achieving Net Zero, we have adopted the following carbon reduction targets – see figure 2.

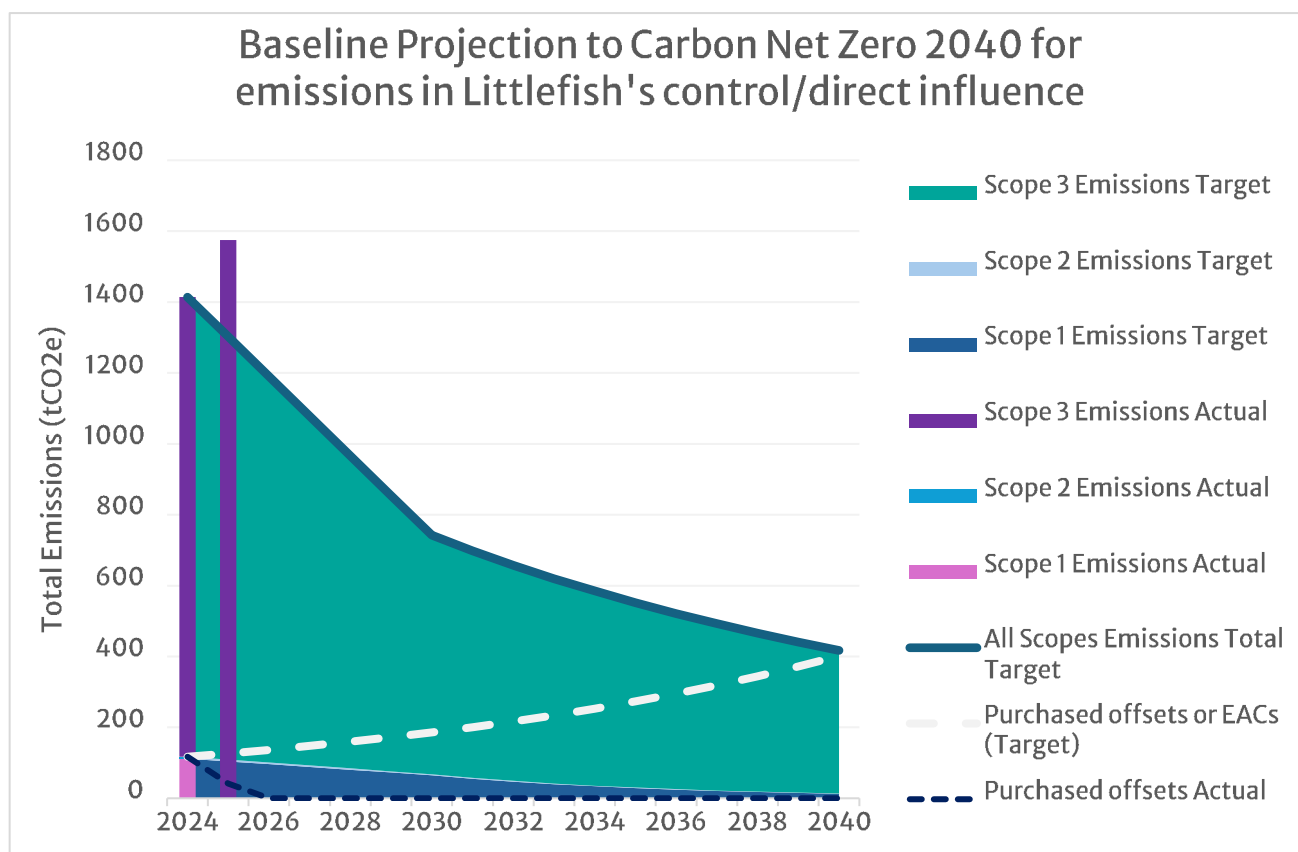


Figure 2. Emissions reduction forecast, resulting in “Net Zero” emissions by 2040. Stacked area shows target emissions for Scope1, 2 and 3. Stacked columns show actual emissions for those years. Dashed lines show target and actual carbon offsets purchased in that year. Notably, this forecast relies on high quality carbon offsetting, through removal projects such as CCS, due to the difficulties in achieving a 90% reduction in absolute emissions as a heavily Scope 3-weighted company.

This carbon reduction forecast sets targets as follows:

- A 7% annual reduction in Scope 1 and Scope 2 emissions from the baseline year through to 2030. This will bring reductions in line with SBTi near-term targets of 42% absolute reduction by 2030.
- A 15% year-on-year reduction in Scope 1 and Scope 2 until 2040, resulting in a 90% absolute reduction from 2024 baseline emissions.
- An 8% annual reduction in Scope 3 emissions from 2024 baseline through to 2030, as reporting accuracy and “quick wins” in the supply chain are identified.
- A 5% annual reduction in Scope 3 emissions from 2031 through to 2040, reflecting the increased difficulty in finding additional reduction opportunities.
- The combined reductions will bring absolute Scope 3 emissions down by 70% of baseline 2024 levels.

This forecast assumes an absolute residual Scope 3 footprint of approximately 30% of 2024 levels, due to the restrictions of current energy grid infrastructure and supply chain

constraints. Future CRPs will re-forecast based on regional and national changes to these barriers – for example, significant changes to energy infrastructure, and the evolution of carbon offsetting schemes and carbon capture and storage technologies.

Carbon reduction projects

The carbon reduction opportunities in this section, once fully implemented, will support a reduction in GHG emissions each year in line with achieving Net Zero emissions by 2040, broadly in line with the forecast set out in figure 2.

In order to achieve Net Zero, Littlefish will be required to reduce across its Scope 1, 2 and 3 emissions – with the order of focus being first on Scope 3, then on Scope 2, and finally on Scope 1.

Scope 1 actions (Direct)

- Littlefish retired its only fleet vehicle in 2024 year and so has removed all Scope 1 emissions related to fleet operation.
- Littlefish office sites are predominantly heated by electric Air Conditioning systems, and use boiling water taps for kitchens. As such, they utilise very little gas heating, excepting the hot taps in the toilets – this generates relatively minute Scope 1 emissions. We will continue to encourage judicious use of hot water. The boilers are not under the direct control of Littlefish and so no capital solutions can currently be considered.
- Given the high reliance on A/C for heating and cooling, we will continue to maintain the units annually to mitigate risks of refrigerant gas leaks – a potent source of Scope 1 emissions. Such a leak occurred in 2024, and the system in question was replaced by a modern, energy efficient one in 2025. This should achieve the dual benefit of reducing risk of leaks and reducing Scope 2 emissions at our Price House site – see below.
- Continue to offset the residual tCO₂e through the purchase of carbon emissions credits from an International Carbon Reduction & Offset Alliance (ICROA) provider (namely CO2Balance – approved and recently audited). As part of our reduction targets, we intend to apply the hierarchy of reduce > avoid > offset more robustly over time.

Scope 2 actions (Indirect)

- Consider how to implement financially viable technical solutions, including hardware and software building and energy management systems – this may include energy saving devices for HVAC units or for modifications on the supply side to reduce electricity usage (saving 10–20% per annum on electricity).

- HVAC upgrade (capital project) and optimisation (operational project) strategies should reduce emissions further – including smarter heating and cooling schedules and occupancy audits to mitigate wasted HVAC operation time.
- HVAC optimisation strategies will reduce load on the systems and prevent malfunction. TM44 reports will be reviewed to understand how to optimise systems further.
- Continue to ensure we have power management policies in place for hardware such as laptops / PC / Printers etc. and optimise current digital estate – for example, auto-shutdown routines, right-sizing Virtual Machine and Development Environments, reducing Cloud storage.
- Encourage behaviour change by sharing the annual carbon footprint report and providing relatable advice on how staff can impact the footprint – disaggregating to office sites where insightful.
- Littlefish already maximise the purchase of renewable-backed energy tariffs, sourcing 100% renewable electricity all sites from October 2025.
- Continue to offset the residual tCO₂e through the purchase of carbon emissions credits from an International Carbon Reduction & Offset Alliance (ICROA) provider (namely CO2Balance – approved and recently audited). As part of our reduction targets, we intend to apply the hierarchy of reduce > avoid > offset more robustly over time.

Scope 3 actions (Indirect)

This Scope is by far the biggest in terms of our carbon emissions and so will require a multi-faceted and long-term series of actions to see significant reductions. As such, initiatives will target the various topics, as below:

Purchased Goods and Services – sustainable procurement and supplier management

- Implementation of official Supplier Ethics and Code of Conduct Policy, and a formal “Supplier Management” process.
- Improved supplier management through platforms such as Risk Ledger, to ensure accountability and transparency and initiate dialogue throughout the supply chain.
- To build on data provided by suppliers on their (at minimum) Scope 1 and 2 emissions, to attribute proportionate Scope 3 emissions to the supply chain – improving on previous spend-based estimates.
- Offer knowledge sharing and best practice sessions to managed suppliers where Littlefish has a realistic opportunity to engage and influence carbon reduction activity.
- Segment suppliers to reflect Littlefish’s level of influence. Strategic suppliers, such as hyperscalers and major enterprise software providers, will be reviewed

through published sustainability disclosures and available customer reporting. Managed suppliers will be actively engaged through supplier management processes, carbon data requests and improvement discussions.

- Recognise that major providers such as Microsoft, AWS, Google and Salesforce may not provide customer-specific emissions data for all services. Where direct data is not available, Littlefish will document the estimation method used and review improvements annually.

Employee commuting

An annual survey currently captures staff commuting habits, and the results are extrapolated to estimate commuting emissions for the entire business.

- Aim to increase the response rate on the commuting survey, from 50% of staff, to 75%, to facilitate more accurate commuting emissions estimates.
- Continue to promote, support and encourage hybrid working (currently increased to a 3 day per week home working pattern from last year.
- Continue to promote Green Travel through our bike to work scheme, free bike parking and discounted bus and tram passes – work to expand the schemes and make them financially viable for more staff.
- Delivered a cycling awareness event in Q1 2026 to encourage the use of bicycles for commuting. Free cycle services and police marking were offered to on-site staff.
- ESG Lead is now a Nottingham Active Travel Champion, distributing cycling collateral to the on-site staff in Nottingham
- Participation in the Big Nottingham Travel Challenge in Q2 2026, encouraging use of sustainable modes of travel for commuting.
- Upgraded shower facilities in Nottingham Price House office to encourage uptake of cycling as a commuting option.
- Continue to explore EV salary sacrifice schemes.
- Deliver eco-driving training for staff who comprise the top 10% of mileage claims.

Business Travel

- Encourage the continued use of virtual meeting platforms and update our Travel Policy with a clear travel hierarchy.
- Continue to encourage the use of public transport, in particular trains and trams.
- Explore the potential of car share schemes.
- Investigate the feasibility of a “personal carbon footprint” project and application of travel limits should staff exceed expected mileage *etc.*
- Provide transparency for staff on travel purpose and expenditure across the organisation,
- Explore travel grants that provide additional funding for cyclist-friendly facilities such as shower rooms.

- Conduct mileage claim audits to ensure staff are conducting appropriate business travel and reporting accurate mileage.
- Develop a Sustainable Travel plan that also includes elements such as eco-driving tips, and ways to travel more sustainably.

Working from Home

- Aim to increase the response rate on the working from home survey, from 50% of staff, to 75%, to facilitate more accurate WFH emissions estimates and focus awareness initiatives.
- The Littlefootprint (Green champions) team shall continue to publish information and events relating to working from home and the reduction of home energy use – such as an Energy Month.
- A staff online hub for those looking to reduce home energy use –the LF Energy Hub – has now been launched, and this will be developed further over the coming months.

Waste

- Improved IT Hardware lifecycle policy and enhanced monitoring and processes for internal use and refurbishment of ICT assets.
- Improved ICT Asset management systems.
- Food waste streams have been implemented in line with the Simpler Recycling regulations. Additional work will be conducted to improve data reporting on waste – using actual weights as opposed to standard waste collection contracts.

Employee learning and behaviour change

As a services-based business, our staff behaviours will be key to continuous reductions in carbon emissions. Initiatives will focus on improving understanding of key sustainability issues, and encouraging small to medium actions that all staff can take to reduce their impact on the environment.

This will be driven primarily by the Littlefootprint Green Champions group, with support from the Executive level sponsor and key senior stakeholders.

Actions will mostly impact Scope 3 emissions, but also Scope 2 to a degree.

- An Events subgroup of Littlefootprint will coordinate larger quarterly events as opposed to *ad hoc* announcements through internal messaging platforms (which will be pared back but still continue), ensuring maximum engagement on key sustainability topics – for example, an Energy Month campaign.
- The ESG Lead is now a Carbon Literacy facilitator and shall continue to raise awareness of climate change throughout the business, delivering training firstly to the Littlefootprint Green Champions, followed by key internal stakeholders (such as the Executive Board), and finally to cohorts of employees (and clients if requested).

- The annual carbon emission report and key ISO14001 audit outcomes will be shared with the workforce to increase transparency and accountability, allowing staff to comment on the activities planned / completed. Progress updates may be uploaded to our HR Hub for review by staff.
- Littlefish will begin preparation for transition to the ISO14001:2022 standard, which will involve improving understanding and implementation of circular business practices. Internal capacity building and upskilling will begin in H2 2026.
- An annual Staff Green Health survey will be continued and iterated on, to gather feedback on current attitudes towards sustainability of the staff, but also of their opinion of the business' stated aims and ambitions (and perceived efforts).

Digital sustainability, cloud usage and AI

Cloud migration remains an important part of Littlefish's overall technology strategy, but it will not be treated as an automatic carbon reduction measure. Moving workloads to large cloud providers can improve access to efficient infrastructure and better emissions reporting, but benefits depend on sustainable cloud governance, active optimisation and appropriate architectural decisions.

- Littlefish will seek to embed FinOps, GreenOps and sustainable architecture principles into cloud decision-making. This will include right-sizing virtual machines, reducing unused or duplicate environments, reviewing storage and backup retention, improving automation, and considering sustainability alongside security, resilience and cost.

Cloud services will be managed differently depending on the level of control available to Littlefish. The following distinction will guide carbon management actions:

Service type	Relative ability to optimise	Carbon management approach
IaaS	High	Architecture, virtual machine sizing, storage lifecycle, environment management and automation can be actively optimised.
PaaS	Medium	Configuration, usage patterns, region selection and service design can be reviewed, although underlying platform operation is supplier-controlled.
SaaS	Low	Littlefish has limited technical control, so emissions management will rely on supplier reporting, usage governance, licence visibility and portfolio rationalisation.
AI services	Variable	Consumption depends on the model, use case design, prompt efficiency, automation design and provider-level reporting transparency.

SaaS applications will be explicitly included in the Scope 3 strategy. Littlefish recognises that many SaaS suppliers do not currently provide customer-specific carbon data and may only publish organisation-level ESG disclosures. For these services, emissions will be estimated

using supplier disclosures, spend-based methodologies, usage indicators where available, or a clearly documented combination of these approaches.

AI adoption will be governed as both a carbon risk and a potential carbon reduction enabler. Littlefish will monitor adoption of tools such as Copilot, AI agents and automation platforms, consider sustainability within AI solution design, and seek to compare business value with environmental cost where practical.

- Specific AI governance actions will include training and controls that encourage proportionate and responsible use of AI services, appropriate selection of automation or code over generative AI where practicable, review of high-volume AI use cases, and periodic assessment of available provider-level reporting.
- Provider-level sustainability reporting exists, including Microsoft sustainability tooling and emissions reporting capabilities, but customer-level attribution of AI-specific workloads and some SaaS consumption remains immature.
- Littlefish will also assess where AI and automation can support carbon reduction, including fewer unnecessary journeys through improved collaboration, reduced manual processing, improved reporting efficiency, better supplier engagement, and optimisation of digital infrastructure. These benefits will be estimated or qualified where robust quantification is not yet possible.
- Digital sustainability governance will be developed during 2026–2027, with sustainability considerations built into technology governance forums such as our Technology Design Authority (TDA)
- where appropriate. Considerations may include sustainable architecture, cloud optimisation reviews, SaaS portfolio rationalisation, data lifecycle management, backup retention optimisation, AI governance, sustainable software engineering, and integration of FinOps and GreenOps principles.

Where customer-specific data is unavailable, particularly for SaaS platforms, certain cloud services and emerging AI workloads, Littlefish will use the most appropriate available methodology, such as supplier sustainability disclosures, usage data where available and spend-based estimates, while continuing to seek improved attribution over time.

Net Zero Roadmap

- Creation of a comprehensive Net Zero Roadmap will allow us to understand the impact of all stakeholders, the level of risk, strategic approach required, and the high-level changes required to meet our aspirations of Net Zero by 2040. The draft roadmap will be completed in Q3 2026 for review by the Board.

Action outcomes to date

Actions from CRP	Status	Outcome
Renewable tariff transition	Complete	100% renewable electricity achieved
Commuting survey	Ongoing engagement	Response rate maintained at 50% but work continues to improve engagement
HVAC replacement	Complete	Price House office 3 rd floor now has modern, more efficient air con system
HVAC management	Ongoing	Seasonal programming is in place, with scope for improvement
ESG Hub on internal platform	Complete	Staff can view domestic energy advice and signposting and learn of carbon foot printing within the business. Work continues to improve engagement.
WEEE disposal	Complete	All internal ICT assets are disposed through accredited contractors, who provide % recycled/recovered reports. We continue to reuse and redeploy internally where possible, and will begin monitoring the impact of this activity in 2026. We support clients in utilising similar contractors for their own ICT asset management needs.

Leadership

The Executive Board of Littlefish has given, and will continue to give, its full support to this Carbon Reduction programme and the team required to achieve Net Zero ambitions.

The Board will continue to receive and review monthly updates from the ESG Lead on carbon reduction progress.

The ESG Lead will create a digestible and regularly updated Board pack for carbon reduction initiatives, to facilitate understanding.

An Executive Sponsor will continue to support ground level initiatives and be an active member of the Green Champions (Littlefootprint) team to ensure active dialogue on sustainability at all levels of the business.

A budget has been pre-approved for certain actions relating to ESG, and the ESG Lead and Executive Sponsor will ensure this is utilised to its fullest on carbon reduction projects.

Barriers and Enablers

Barriers

As the business grows and expands to become a larger Group of entities, this will bring additional challenges regarding operational scope, reporting, and sustainability and carbon reduction initiatives. This will lead to higher absolute emissions, but intensity ratios will be a more indicative metric for effective integration. The ESG Lead will become Group ESG Lead and continue to coordinate efforts across the Group where responsible. Operational boundaries and scope of reporting will be reviewed in 2026 to ensure this CRP remains suitable for a clear and accurate understanding of Littlefish's carbon reduction progress.

The increased adoption of AI, SaaS and cloud-based services may result in additional Scope 3 emissions, particularly where usage grows faster than efficiency improvements or where workloads are poorly governed. Visibility remains limited for customer-level attribution of AI-specific workloads and some SaaS consumption. Littlefish will therefore develop governance, monitoring and estimation methods that allow these impacts to be reported transparently as provider tooling and supplier disclosures mature.

Enablers

AI, automation and other emerging technologies may also support carbon reduction by improving efficiency of services, reducing avoidable travel, improving reporting capability, supporting supply chain engagement and optimising digital infrastructure. Littlefish will seek to measure these benefits where practicable and qualify them where robust quantification is not yet available.

As Littlefish Group grows, this will result in changes to our supply and value chains. Consequently, Littlefish may find itself with greater purchasing power and influence over its supply chain, resulting in lower Scope 3 emissions as suppliers are encouraged to move towards more sustainable operations. These impacts will be quantified or at the least, qualified, wherever possible.

Participation in cross-sector groups such as the Government Digital Sustainability Alliance – and specifically the Carbon Emissions working group for data emissions – will improve visibility of emerging carbon reduction practices, support supplier engagement and accelerate implementation of digital decarbonisation opportunities. It will also enable Littlefish Group to both upskill itself internally and contribute to public sector initiatives aimed at reducing emissions across the industry. We will take a proactive approach to this membership, strive to deliver impactful projects as part of the group, and act with openness and integrity.

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 standard¹ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting².

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) Standard³.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Approved and signed by

Chloe Fellows
CPO

Date: 07/06/26

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>