



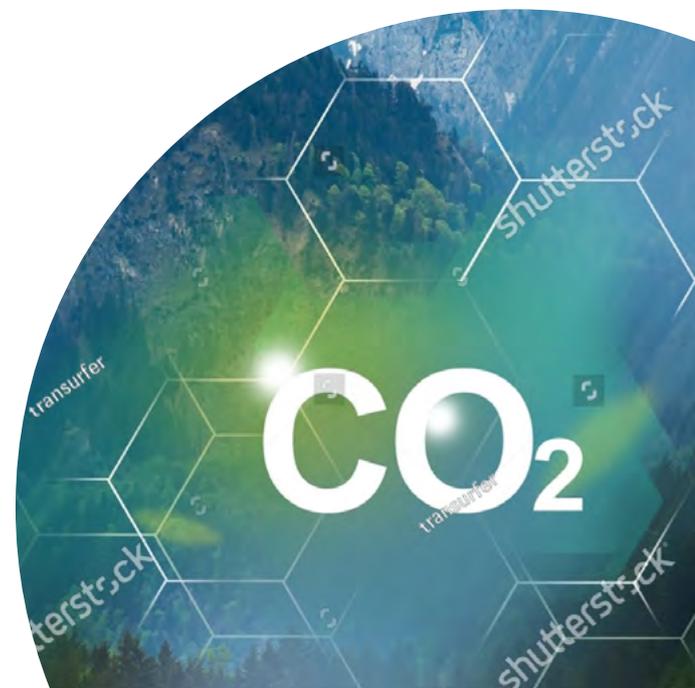
# Net zero progress report

# About this report

At Frazer-Nash Consultancy we pride ourselves on doing things that matter, leveraging our expertise to address societal and environmental challenges with our clients and partners. To limit the catastrophic impacts of climate change we must take urgent action to limit global warming to no more than 1.5°C above pre-industrial levels. To play our part Frazer-Nash has committed to delivering ambitious greenhouse gas emissions reductions to reach net-zero across the value chain by 2040 (from a 2022 base year). Rapid and deep emission reductions are needed to halve global emissions before 2030, so Frazer-Nash has committed to ambitious near-term targets.

Our science-based emissions reduction targets have been validated by the Science Based Targets initiative (SBTi). The SBTi is a global body enabling businesses to set ambitious emissions reductions targets in line with the latest climate science. Its focus is on accelerating companies across the world to halve emissions before 2030 and achieve net-zero emissions before 2050.

This report provides the Carbon Footprint for Frazer-Nash Consultancy Limited including the most recent data for 2024 (January to December) and progress to achieving our science-based targets.



# Introduction

**This report provides the Carbon Footprint for Frazer-Nash Consultancy Limited including the most recent data for 2024 (January to December) and progress to achieving our science-based targets. All scope 3 emissions are included whereas our published Carbon Reduction Plan only includes the required subset of scope 3 emissions.**

Calculations have been completed in accordance with The Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard<sup>1</sup> and the Corporate Value Chain (Scope 3) Accounting Reporting Standard<sup>2</sup> the most recognized greenhouse gas accounting standards for companies. Our base year for measuring greenhouse gas reduction is 2022 (January to December).

We have used an operational control approach to determine the system boundaries of the carbon footprint. In 2024 fourteen UK offices fell under the operational control of Frazer-Nash. Operational control applies where Frazer-Nash policies and procedures are implemented.

Greenhouse gas emissions generated are reported in kilograms of carbon dioxide equivalent (kgCO<sub>2</sub>e) for the following GHG Protocol emissions categories:

### **Scope 1 Emissions:**

- Consumption of natural gas for heating
- Fugitive emissions associated with air conditioning equipment
- Consumption of petrol and diesel in company-owned vehicles

### **Scope 2 Emissions:**

- Purchased electricity

### **Scope 3 Emissions:**

- Category 1: Purchased goods and services
- Category 2: Capital goods
- Category 3: Fuel-and-energy-related activities
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations
- Category 6: Business travel
- Category 7: Employee commuting
- Category 8: Upstream leased assets
- Category 15: Investments – included under optional

Additionally, we have reported emissions from the combustion, processing and distribution phase of bioenergy and the land use emissions and removals, associated with bioenergy feedstocks.

### **Scope 3 Emissions not reported:**

The scope 3 categories below are not currently applicable to Frazer-Nash and are therefore not included in the inventory.

- Category 9: Downstream transportation and distribution
- Category 10: Processing of sold products
- Category 11: Use of sold products
- Category 12: End-of-life treatment of sold products
- Category 13: Downstream leased assets
- Category 14: Franchises

Currently we do not sell products, operate downstream leased assets or franchises. This may change in the future so will be incorporated into the inventory where applicable.



# Greenhouse gases

Emissions are reported in CO<sub>2</sub> equivalents (CO<sub>2</sub>e) which include the seven greenhouse gases named by the Kyoto Protocol. These are: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), sulphur hexafluoride (SF<sub>6</sub>), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and nitrogen trifluoride (NF<sub>3</sub>).

Corporate carbon footprint CY2022 - CY2024		2022				2023				2024				Change		
Scope	Category	tCO <sub>2</sub> e	Share %	Bioenergy emissions	Bioenergy removals	tCO <sub>2</sub> e	Share %	Bioenergy emissions	Bioenergy removals	tCO <sub>2</sub> e	Share %	Bioenergy emissions	Bioenergy removals	Y22/23 %	Y22/24 %	Y23/24 %
1	Stationary Combustion – Natural gas	43.50	0.60%	N/A	N/A	31.09	0.35%	N/A	N/A	14.02	0.12%	N/A	N/A	-28.53%	-67.76%	-54.89%
1	Mobile Combustion – Company cars	31.93	0.44%	0.69	0.69	19.24	0.22%	0.65	0.65	10.35	0.09%	0.34	0.34	-39.74%	-67.59%	-46.22%
1	Fugitive Emissions – Refrigerants	3.84	0.05%	N/A	N/A	0.00	0.00%	N/A	N/A	0.00	0.00%	N/A	N/A	-100.00%	-100.00%	0.00%
2	Electricity (location-based)	147.00		N/A	N/A	126.37		N/A	N/A	125.95		N/A	N/A	-14.03%	-14.32%	-0.33%
2	Electricity (market-based) *	147.00	2.04%	N/A	N/A	126.37	1.43%	N/A	N/A	120.05	1.06%	N/A	N/A	-14.03%	-18.33%	-5.00%
3	1. Purchased goods & services (spend method) ***	5099.13		N/A	N/A	8032.20		N/A	N/A	10282.35		N/A	N/A	57.52%	101.65%	28.01%
3	2. Capital goods (spend method) ***	1175.07		N/A	N/A	925.12		N/A	N/A	1216.89		N/A	N/A	-21.27%	3.56%	31.54%
3	1. Purchased goods & services (partial hybrid method) **	4499.77	62.33%	N/A	N/A	5787.07	65.29%	N/A	N/A	7830.75	69.24%	N/A	N/A	28.61%	74.03%	35.31%
3	2. Capital goods (partial hybrid method) **	1070.82	14.83%	N/A	N/A	874.13	9.86%	N/A	N/A	936.81	8.28%	N/A	N/A	-18.37%	-12.51%	7.17%
3	3. Fuel & energy related activities	62.88	0.87%	2.95	N/A	49.61	0.56%	2.77	N/A	48.32	0.43%	1.27	N/A	-21.10%	-23.16%	-2.61%
3	4. Upstream transportation & distribution (spend method)	9.67	0.13%	N/A	N/A	26.78	0.30%	N/A	N/A	24.69	0.22%	N/A	N/A	176.84%	155.25%	-7.80%
3	5. Waste generated in operations	3.82	0.05%	N/A	N/A	4.55	0.05%	N/A	N/A	1.54	0.01%	N/A	N/A	19.01%	-59.61%	-66.06%
3	6. Business travel (Well to Wheel)	901.60	12.49%	N/A	N/A	1313.30	14.82%	N/A	N/A	1428.42	12.63%	N/A	N/A	45.66%	58.43%	8.77%
3	Air travel	280.76		N/A	N/A	574.09		N/A	N/A	693.51		N/A	N/A	104.48%	147.01%	20.80%
3	Personal car	517.60		N/A	N/A	617.71		N/A	N/A	553.90		N/A	N/A	19.34%	7.01%	-10.33%
3	Hire car	60.74		N/A	N/A	64.20		N/A	N/A	85.75		N/A	N/A	5.69%	41.18%	33.58%
3	Rail	28.48		N/A	N/A	46.15		N/A	N/A	82.25		N/A	N/A	62.06%	188.84%	78.23%
3	Other travel	14.03		N/A	N/A	11.16		N/A	N/A	13.01		N/A	N/A	-20.43%	-7.26%	16.56%
3	7. Employee Commuting (Well to Wheel)	443.89	6.15%	N/A	N/A	501.51	5.66%	N/A	N/A	670.94	5.93%	N/A	N/A	12.98%	51.15%	33.78%
3	8. Upstream leased assets	N/A		N/A	N/A	129.94	1.47%	N/A	N/A	223.27	1.97%	N/A	N/A	100.00%	100.00%	71.82%
	Total (spend method)	7922.33				11159.71				14040.69						
	<b>Total (partial hybrid)</b>	<b>7218.71</b>				<b>8863.59</b>				<b>11309.16</b>				<b>22.79%</b>	<b>56.66%</b>	<b>27.59%</b>
3	7. Home working (optional category)	96.78		N/A	N/A	453.68		N/A	N/A	466.68		N/A	N/A	368.77%	382.21%	2.87%
3	15. Investments - pensions (optional category)	259.84		N/A	N/A	332.40		N/A	N/A	419.71		N/A	N/A	279.2%	61.53%	26.27%

\*Purchase of Renewable Energy Guarantees of Origin (REGOs).

\*\* Includes supplier scope 1 and 2 data and our own calculation. Mix of partial hybrid (using supplier scope 1 and 2 emissions and economic allocation method) and spend-based for the remainder.

\*\*\* Spend-based calculations (without supplier data) supplied for information.

Categories that are not currently applicable to Frazer-Nash are not included.

1. The GHG Protocol Corporate Accounting and Reporting Standard
2. Corporate Value Chain (Scope 3) Standard

## Methodology

Greenhouse gas emissions have been calculated using a combination of activity data, assumption-based activity data and spend-based data. Activity-based data utilizes consumption (energy, distance travelled in miles/km, etc.) and applies a corresponding emissions factor to determine the resulting emissions. Greenhouse gas reporting conversion factors for company reporting, published by the Department for Energy Security and Net Zero (DESNZ) have been used for activity-based calculations<sup>1</sup>.

Spend-based methods use financial values to determine emissions. Where spend-based methods have been used, emissions factors produced by the University of Leeds and published by the Department for Environment, Food and Rural Affairs (Defra) have been used<sup>2</sup>. These factors estimate emissions per British pound (GBP) spent associated with purchases across Standard Industrial Classification (SIC) industries. Frazer-Nash has modified these factors using carbon intensity data published by the Office for National Statistics (ONS), to make emissions factors more applicable to the reporting year<sup>3</sup>. Spend base calculations are based on secondary, industry average, emissions factors.

### Scope 1 – Gas heating emissions

In 2024 we reported natural gas heating for the Plymouth and Dorchester offices. Primary data was available for one location and assumptions for the other based on median gas intensity by building size using The Non-Domestic National Energy Efficiency Data-Framework (ND-NEED) 2024 England and Wales. Heating emissions were calculated using the natural gas emissions factor DESNZ GHG Conversion Factors.

### Scope 1 – Fugitive emissions (refrigerant leakage from air conditioning)

Zero fugitive emissions were reported in 2024. Primary data has been obtained from maintenance and engineer reports that report refrigerant(s) used in the given location, top ups of refrigerant which would indicate leakage and the cooling system charge capacity. Refrigerant emissions were calculated using the global warming potential (GWP) of the refrigerant.



## Scope 1 – Company vehicles

Company vehicles refer to vehicles controlled by Frazer-Nash. Emissions are calculated using primary data from expenses reports of mileage claimed. Distance travelled was multiplied by appropriate emissions factors for vehicle type and size as supplied by DESNZ.

## Scope 2 – Purchased electricity

In 2024 we reported primary electricity consumption data for 86% of our sites. Electricity was used to run 14 sites located across the UK and included our percentage share for communal spaces in shared offices. In Burton-on-Trent and Bristol electricity was used for charging vehicles, at present we cannot separate electric vehicle charging from our general electricity consumption. Where we did not have primary data, we used assumptions based on the median electricity intensity by building size using The Non-Domestic National Energy Efficiency Data-Framework (ND-NEED) 2024 England and Wales.

A market-based approach was used to account for scope 2 emissions and to track performance but for transparency we have also reported using the location-based method. For market-based we have applied supplier-specific emission factors for electricity purchased, these are backed by Renewable Energy Guarantees of Origin (REGOs) or Renewable Electricity Certificates (RECs). For location-based we have applied location-based grid average emissions factors for the UK supplied by DESNZ.

## Scope 3 – Purchased goods, services & capital goods

Emissions from purchased goods, services and capital goods are reported using both spend-based and a mix of spend-based and partial-hybrid methods. Both methods have been reported for transparency. The spend based approach included categorizing spend by standard industrial classification (SIC) and applying a modified Defra emissions factor relating to carbon emissions per British pound (GBP). Spend data was available in the form of internal accounts reports.

To support us to more accurately measure and reduce our scope 3 emissions we are aiming to move towards a hybrid calculation method. This year we engaged with our top suppliers to complete a Supplier Carbon Emissions Engagement Survey, requesting information on suppliers' scope 1 and 2 emissions, including emissions attributable to services we procured. We have used supplier scope 1 and 2 emissions data to calculate our scope 3 emissions in these categories using a partial-hybrid method. This method used financial spend and supplier revenue in the period to calculate our percentage share scope 1 and 2 emissions using the economic allocation method. Where we did not have supplier data we used spend-based calculations as described above. 19% of the 79 suppliers who were sent the survey were able to provide scope 1 and 2 emissions data for 2024. We were able to source this data for 4 more suppliers through their publicly available annual reports. As we attempt to move away from the spend-based method, we intend to do further work with our supply chain to improve data accuracy, this will prioritize asking suppliers to provide product or service specific footprints and full hybrid data where they are unable to provide this.

1. DESNZ: Greenhouse gas reporting: conversion factors 2024
2. Defra: UK and England's Carbon Footprint to 2022
3. ONS: Greenhouse Gas Emissions Intensity by Industry



### **Scope 3 – Fuel and energy related activities**

This category includes emissions related to the production of fuels and energy that we purchase and consume that are not included in scope 1 or scope 2. The activities that are applicable to us are upstream emissions of purchased fuels, upstream emissions of purchased electricity and transmissions and distribution losses. Emissions were calculated using primary data from scope 1 gas consumption and scope 2 electricity consumption. Appropriate DESNZ emissions factors were applied.

### **Scope 3 – Upstream transport and distribution**

We have used a spend-based approach using spend for postal and courier services as detailed in Scope 3 – Purchased Goods, Services and capital goods to calculate these emissions. Primary spend data was available from internal accounts reports.

### **Scope 3 – Waste generated in operations**

We used primary data from waste reports and records for offices and waste streams that we control. We occupy several shared offices and ask our landlords to provide us with our share of office waste data based on our floor space area. We used data provided by our landlord for our largest office in Bristol. Assumptions based on average waste generated per employee per day were used for shared offices where we did not have landlord data. We have used the waste-type-specific method and disposal assumptions to calculate emissions based on the quantity and type of waste being disposed using DESNZ emission factors.

### **Scope 3 – Business travel**

Business travel emissions were calculated using activity-based distance travelled data from our travel provider report and internal expense system report. DESNZ emissions factors were applied which included radiative forcing for air travel. Radiative forcing includes the indirect effects of non-CO<sub>2</sub> emissions to capture the full climate of air travel.

### **Scope 3 – Employee commuting**

We conduct an employee commuting survey annually to collect data from employees on commuting patterns. This collects data on modes of transport used, distance travelled and commuting frequency. Data is extrapolated from the representative sample to represent the commuting patterns of all employees. In 2024 35% of our employees completed the commuting survey. An assumption of 226 working days a year was used to account for weekends, holidays and absences. Calculations were based on full-time equivalents (FTE) to reflect that some staff work part-time. DESNZ factors for modes of transport and scaled survey commuting distance data were used to calculate commuting emissions. Employee homeworking has been reported as optional under this category with average time working from home ascertained from the commuting survey. The DESNZ emissions factor for homeworking (office equipment + heating) was applied. Employee homeworking does not currently form part of our science-based targets.

### Scope 3 – Upstream leased assets

Where leased offices do not come under our operational control GHG emissions are accounted for under scope 3 upstream leased assets and are not included in our scope 1 or 2 emissions. Our scope 3 leased assets were determined through activity-based data using the asset-specific method. Emissions were calculated using scope 1 and scope 2 emissions data, electricity and gas consumption were supplied from sub-meters.

### Scope 3 – Investments

Our investments relate to pension funds so, in accordance with the Corporate Value Chain Accounting Reporting Standard, they are reported as optional as other investments or financial services. To calculate emissions, we have used the spend-based method and applied a SIC emission factor as per the scope 3 purchased goods, services and capital goods section. Investments do not currently form part of our science-based targets.

### Bioenergy

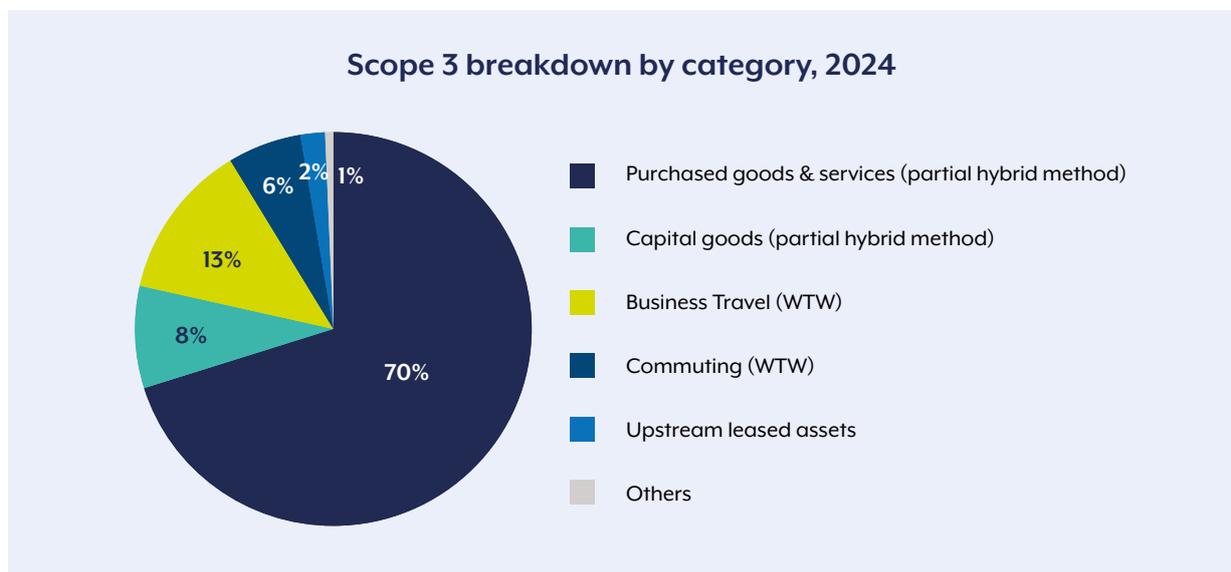
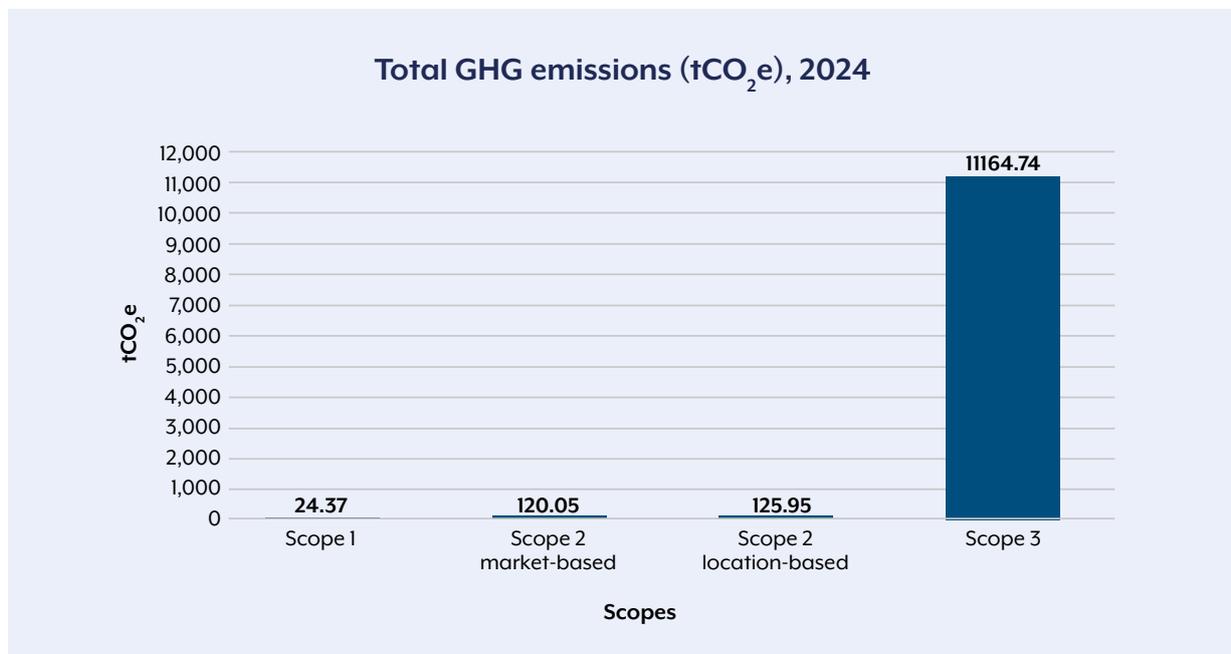
We have reported bioenergy emissions for fuel purchased for our company vehicles which relate to the biodiesel content within diesel and the bioethanol content within petrol that we purchase at petrol station forecourts. In the absence of accurate removals data, we have reported equal removals as a conservative estimate. DESNZ emission factors for forecourt fuels containing biofuel have been applied to calculate emissions.



## Carbon footprint overview

In 2024, total emissions, excluding optional, were 11,309 tCO<sub>2</sub>e which is an increase of 27% from 2023 and 57% from 2022, our base year. Whilst scopes 1 and 2 have decreased we have seen a significant increase in scope 3, particularly for purchased goods and services, business travel and commuting categories. This is due to business growth and changes leading to increased spending, business travel and employees commuting to workplaces.

Upstream leased assets did not apply in our 2022 base year but in 2023 we moved into an office at Leatherhead where operational control is managed by our parent company, KBR. Frazer-Nash, therefore, reports our share of emissions under scope 3, category 8, upstream leased assets.



## Carbon reduction targets

At Frazer-Nash we pride ourselves on doing things that matter, leveraging our expertise to address societal and environmental challenges with our clients and partners. To limit the catastrophic impacts of climate change we must take urgent action to limit global warming to no more than 1.5°C above pre-industrial levels. To play our part Frazer-Nash has committed to delivering ambitious greenhouse gas emissions reductions to reach net-zero across the value chain by 2040 (from a 2022 base year). Rapid and deep emission reductions are needed to halve global emissions before 2030, so Frazer-Nash has committed to ambitious near-term targets.

Our targets cover absolute greenhouse gas emissions reduction for scopes 1, 2 and 3 and do not include carbon credits or avoided emissions. Frazer-Nash commits to neutralize any residual emissions, maximum of 10%, at the net-zero target date and any greenhouse gas emissions released into the atmosphere thereafter.

Our science-based emissions reduction targets have been validated by the Science Based Targets initiative (SBTi). The SBTi is a global body enabling businesses to set ambitious emissions reductions targets in line with the latest climate science. Its focus is on accelerating companies across the world to halve emissions before 2030 and achieve net-zero emissions before 2050.

Our targets were originally validated in 2023 and then recalculated and revalidated following the acquisition of Harmonic and VIMA and divestment of our Australia business. Our recalculated targets were validated in February 2025.

### Frazer-Nash Consultancy Ltd commits to:

#### Near-term

- Reduce absolute Scope 1 and 2 greenhouse gas emissions 90% by 2030 from a 2022 base year\*
- Reduce absolute Scope 3 greenhouse gas emissions 50% within the same timeframe\*

#### Long-term

- Maintain a minimum of 90% absolute Scope 1 and 2 greenhouse gas emissions reductions from 2030 through 2040 from a 2022 base year\*
- Reduce absolute Scope 3 greenhouse gas emissions 90% by 2040 from a 2022 base year\*

#### Net-zero target

- Reach net-zero greenhouse gas emissions across the value chain by 2040

\*The target boundary includes land-related emissions and removals from bioenergy feedstocks.



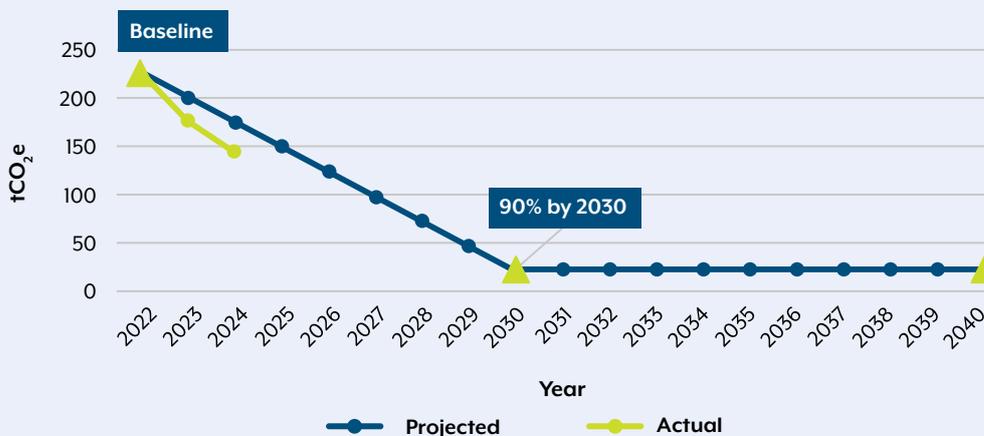
## Target progress

Frazer-Nash Consultancy Limited is committed to achieving net-zero emissions by 2040. In 2024 scopes 1 & 2 combined reduced by 36.2% from the 2022 base year. We have already vacated an office that was heated by gas. Renewable electricity tariffs have been implemented across our entire Glasgow office and on one of the floors of the Bristol office. From November 2025 we have increased this to have renewable tariffs in place for the remaining two floors of the Bristol office and the Burton office. This completes the transfer to renewable electricity tariffs for the premises where we control electricity contracts. We occupy office space in Portsmouth Lakeside which receives its energy from onsite solar arrays located in the car park. We will work with our landlords to encourage them to source renewable tariffs in our shared offices.

We have commenced energy assessments to assess the energy efficiency of the offices that we occupy. From those assessed, two have an Energy performance Certificate (EPC) rating of A, two have a B rating, one a C rating and one an E rating. Where offices fall below a B rating, we will discuss options for improvement with our landlords. We have taken action to improve cooling in our Communications/Information Technology rooms in Bristol and Burton offices to lower energy use. New air conditioning has been installed in the Burton office in 2024 with a control system to monitor the temperature and avoid emissions associated with unnecessary cooling.

To support electric vehicle use we have electric vehicle (EV) charging available in three office locations. We are gradually phasing out company cars and currently have two pool cars which are electric.

Scope 1 & 2 target progress



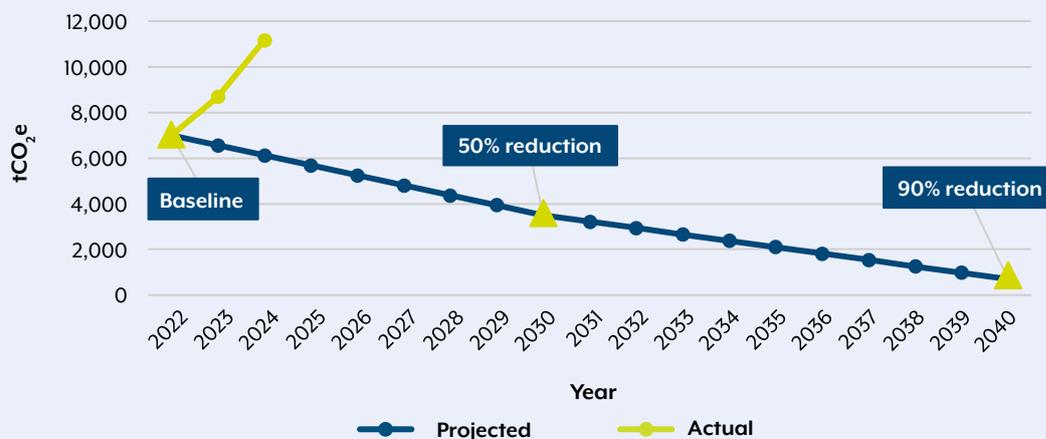
In 2024 scope 3 emissions increased by 59.7% from the 2022 base year. Scope 3 represents a significant portion of our emissions with 77% of these being attributed to the goods, services and capital goods that we procured in 2024. A significant portion of emissions is from the scientific, technical and consultancy services that we procure to run our business. We have focused efforts on working with our supply chain and in 2024/5 have engaged our top 79 suppliers to complete a Carbon Emissions Engagement Survey which asks them to provide their scope 1 and 2 emissions including information on their decarbonization targets, frameworks and plans. We have improved our supplier onboarding process so that sustainability is considered early during supplier set up.

The nature of our work means that we travel to client sites and workplaces and as such travel has increased significantly since 2022 when we were still working more remotely following the impact of Covid. We already have measures in place to support sustainable

travel such as a cycle to work scheme, rail cards, hybrid working and an EV salary sacrifice scheme which allows employees to lease an electric or hybrid vehicle. Many of our office locations have been chosen for their proximity to public transport routes and our sustainability criteria for new premises also ensures that public transport is considered in the new office selection process.

Although carbon emissions from waste generated in operations are not significant for us, we have a process in place to avoid waste by reusing office furniture and equipment at other locations when we vacate or refurbish an office or site. We have avoided approximately 5t of waste through reuse at other Frazer-Nash locations and employee reuse and donations.

**Scope 3 target progress**



## Target review and recalculation

We have agreed to review and if necessary, recalculate and revalidate our targets at a minimum of every 5 years and have set a 5% significance threshold for emission recalculations. Our next mandatory five-year review will be 2030. However, our targets will be recalculated, as needed, to reflect significant changes that could compromise the relevance and consistency of the existing target. The following changes trigger a target recalculation:

- Significant changes in company structure and activities (e.g. acquisitions, divestitures, mergers, insourcing or outsourcing, shifts in goods or service offerings).
- Significant changes to the base year inventory or data used to calculate the targets, data sources or calculation methodologies, improvements in data accuracy or discovery of significant errors.
- Changes in the operational or organisational boundaries of the inventory (e.g. changes in the categories or activities included in the scope 3 inventory).

The targets detailed in this report are still subject to review, recalculation and validation due to the recent acquisition of Infrastar<sup>1</sup>. Additionally, our ownership structure is currently undergoing changes as our parent company, KBR, has announced strategic intent to spin off part of the business area we sit in<sup>2</sup>. Due to the uncertainties in the timescale of this process, we are awaiting finalisation before reviewing, recalculating and revalidating our targets. We expect to undertake this review by 2027.

1. [Infrastar joins Frazer-Nash Strengthening Our Capability Across Defence, Intelligence and National Infrastructure](#)
2. [KBR Announces Strategic Intent to Spin Off Mission Technology Solutions | Frazer-Nash Consultancy](#)



# Initiatives to be implemented

The following initiatives are in the planning and implementation phase. These will be subject to regular review and updated as required to ensure that we are on track to meet our reduction targets.

Scope	Initiative
1	<b>No Gas</b> <ul style="list-style-type: none"> <li>We will have no permanent offices using gas by 2030.</li> </ul>
2	<b>Renewable Energy</b> <ul style="list-style-type: none"> <li>We will commit to 100% renewable energy across any new permanent offices where we have control over the energy contract (market-based target) by 2026.</li> </ul>
1 & 2	<b>Energy Efficiency Strategies</b> <ul style="list-style-type: none"> <li>We will optimize Heating, Ventilation and Air Conditioning systems and Building Management systems to monitor and analyze energy consumption.</li> <li>Implement energy efficiency strategies across our facilities, including LED lighting and space management (following our ESOS audit, we are upgrading light fittings to LEDs and installing sensors in storeroom lights. This is expected to result in an annual carbon reduction of 10,261 kgCO<sub>2</sub>e).</li> <li>Educate employees to promote energy-saving practices.</li> <li>All permanent offices will have an Energy Performance Certificate (EPC) rating of B or above by 2028.</li> </ul>
1	<b>Low Carbon Fleet</b> <ul style="list-style-type: none"> <li>Eliminate petrol and diesel company cars by 2030.</li> <li>Lease only electric pool cars.</li> </ul>
1 & 2	<b>Green buildings</b> <ul style="list-style-type: none"> <li>We will collaborate with landlords on green building initiatives.</li> <li>Continue to use sustainability selection criteria for new premises.</li> <li>Update leases to ensure that sustainability requirements are captured.</li> </ul>
3	<b>Category 1 &amp; 2: Supply Chain</b> <ul style="list-style-type: none"> <li>We will continue to engage with our top suppliers to provide us with improved data to enable us to accurately calculate full rather than partial scope 3 emissions.</li> <li>We will develop resources to inform and assist our suppliers to calculate emissions and encourage our suppliers to align with our goals of limiting global warming to 1.5°C.</li> </ul>
3	<b>Category 5: Waste generated in operations</b> <ul style="list-style-type: none"> <li>We will continue to improve waste reduction strategies.</li> <li>Collaborate with landlords to collect office wide waste details so that we can scale based on the floor space used by Frazer-Nash.</li> </ul>
3	<b>Category 6: Sustainable Travel</b> <ul style="list-style-type: none"> <li>We will implement a Sustainable Travel policy and amend travel procedures to promote smart travel by January 2026.</li> <li>Launch a new travel hub campaign to encourage sustainable travel by providing hints, tips and case studies to help employees make sustainable choices.</li> <li>Roll out carbon budgets more widely (following results of a pilot that is being run between October and December 2025 with a selected group of participants. The aim is to reduce emissions by 10% when compared to the same period in 2024).</li> <li>Launch an internal lift share app and a travel carbon calculator tool by January 2026.</li> <li>Implement a new and improved EV salary sacrifice scheme that includes second-hand electric and hybrid vehicle choices.</li> </ul>
3	<b>Category 7: Employee Commuting</b> <ul style="list-style-type: none"> <li>We will encourage use of Teams for internal meetings through providing guidance on the sustainable travel hierarchy.</li> <li>Promote the internal travel hub and lift share app.</li> <li>Launch the employee commuting survey to improve data accuracy and encourage completion through incentivizing.</li> <li>Increase uptake of the cycle to work scheme.</li> </ul>
1, 2 & 3	<b>Enhance Data</b> <ul style="list-style-type: none"> <li>We will work with landlords and supply chain to improve data accuracy.</li> <li>Improve internal expense claim system to enhance data capture for business travel (from December 2025 employees must record travel by mode, car type (where applicable), input distance travelled, origin and destination).</li> </ul>



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