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CARBON REDUCTION MANAGEMENT PLAN 2025/2035

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Carbon Reduction Management Plan (CRMP) 2021/2035

Document Reference 20220512-CD-0276

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Date: 2026 Issue 5

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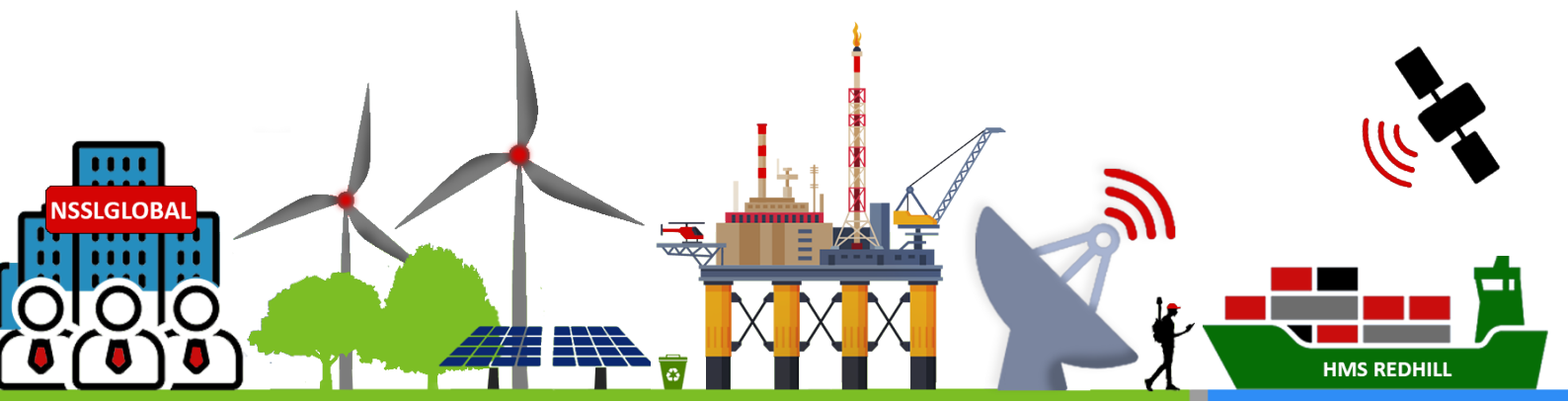


1. Executive Summary

1.1. NSSLGlobal is committed to sustainable development and circular economy action in everything it does and in particular to reduce the companies carbon emissions from the sources that we control directly and have the greatest influence over. These include our two main UK buildings and two small offices, company vehicles and business travel so that by 2050 we will have reduced emissions from our own sites and operations to net zero.

1.2. NSSLGlobal UK is ISO 14001:2015 certified and our corporate Environment Policy strengthens our environmental commitment, no more so than in reducing the company's impact on climate change.

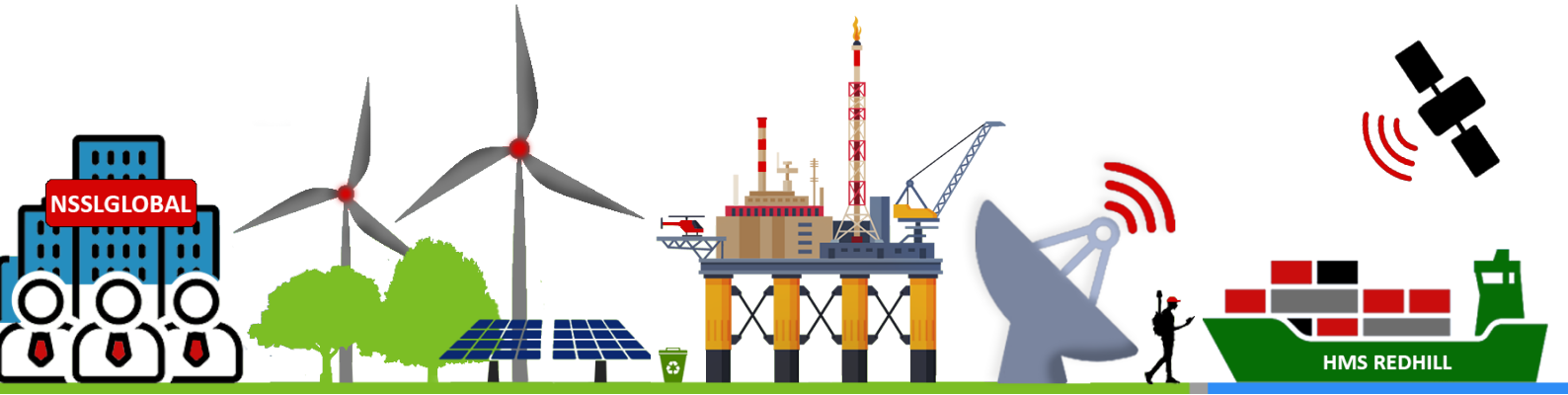
1.3. This Carbon Reduction Management Plan (CRMP) sets out the targets to reduce our direct carbon emissions between now and 2035 and 2050 alongside the actions NSSLGlobal has already taken or will take across our main UK sites at Redhill, Newcastle and our small offices in Redruth and Havant and which includes all staff working within the UK or travelling abroad from the UK to fulfil work commitments. The same processes we use to identify carbon emissions reduction will also identify and realise financial savings through improved efficiency in the procurement and operation of our buildings, equipment and transport. The actions outlined within this CRMP form part of our efficiency plan to reduce consumption and harm to the environment whilst at the same time wherever possible reducing costs.

1.4. In our first year of reporting the 2020 carbon footprint was calculated to be 342.9 tonnes of carbon dioxide equivalent (tCO2e) and covered electricity, gas consumption and transport, and this is used as our baseline[1] noting that 2020 was during a pandemic year.

1.5. NSSLGlobal has set itself an ambitious target to reduce its total annual carbon footprint, we project that carbon emissions will decrease over the next 15 years by 172 tCO2e by the end of financial year 2035 meeting our aspiration of a net 50% reduction based upon the 2020 footprint; this aligns with our parent company's[2] aspirations and carbon reduction plans. We also aspire and project to reduce to net 0% by 2050 in line with the UK government commitment.

1.6. Reductions will be achieved through a range of projects including use of green energy, the use of more efficient lower emission transport and awareness raising initiatives and informing and involving staff in its environmental activities.

1.7. The Sponsor for this CRMP is the CEO, who will be assisted in its delivery by the



Compliance and Safety Manager who will oversee the CRMP. NSSLGlobal has also introduced Green Champions to enhance communication and raise awareness by actively promoting and monitoring environmental projects both locally and among wider stakeholders. This role will be carried out by nominated members of the OH&S & E committee, the management team and nominated enthusiastic employees.

1.8. This CRMP is viewed as a 'live' document and it is envisaged that there may be changes on an annual basis as planning assumptions become a reality or the company's strategy changes. To ensure the CRMP remains 'fit for purpose' to deliver targeted carbon savings, this document will be reviewed on at least an annual basis as part of the Environmental Management System Senior Management review meeting which generally sits each February and with resources and update meeting in July.

[1] *2020 baseline was during the COVID-19 lockdown so is not fully representative of our actual output that would have been used in a typical business year without the pandemic effects and as such future reporting statistics may need to be reviewed with this in mind.*

[2] *Arendals Fossekompani*

2. Introduction

2.1. Background

2.1.1. The Intergovernmental Panel on Climate Change (IPCC) Special Report states 'Global Warming of 1.5°C' (2018) is clear on the causes and the effects of climate change on the world'. The report states that the primary driver of long-term global warming is carbon dioxide emissions (CO2) and that global temperatures relate to increased cumulative CO2 emissions from human activity, primarily from energy use. This will result in significant loss of ecosystems and biodiversity along with increased impacts on human health and the economy. The world is already around 1°C warmer than preindustrial times and is currently on track to reach between 3 - 4°C global temperature increase by 2100 if no action is taken.

2.1.2. The United Nations Framework Convention on Climate Change (UNFCC) Paris

Agreement (2015), to which the UK is a signatory, aims to:

"Strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5°C."

2.1.3. The United Kingdom (UK) is committed to deliver on the Paris Agreement by vigorously pursuing a target to reduce greenhouse gas (GHG) emissions to 'net zero' by 2050, ending the UK's contribution to global warming within 28 years. This was enshrined in law in June 2019 through amendments to the 2050 GHG emissions reduction target in the Climate Change Act 2008 from at least 80% to at least 100%, otherwise known as 'net zero'. The Conference of Parties (COP) 29 & 30 continued the push for further reductions in emissions.

2.1.4. NSSLGlobal's CRMP demonstrates our commitment to reduce greenhouse gas emissions from our own sites and operations with the aim of having net zero greenhouse gas emissions by 2050 or sooner. We have used guidance from Procurement Policy Note PPN 006 Carbon Reduction Plan in the generation of this CRMP.

2.1.5. As NSSLGlobal Ltd is classified as a large unquoted company under the definitions set in Section 465 and 466, Chapter 15 of Companies Act 2006, it needs to comply with the new government legislation implemented by The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 ("the 2018 Regulations") on Streamlined Energy and Carbon Reporting (SECR). To fulfil this commitment, we have measured our UK Energy and greenhouse gas emissions as classified within scope 1, 2 & mandatory elements of scope 3 (of the SECR) which are presented in tables 1, 2 & 3. This statement excludes non-mandatory elements of scope 3 emissions as these are not material to our organisation activities.

2.1.6. The Redhill site building (leased) was built in the early 1990's and comprises of a front two-storey office block structure with a small workshop (test and configuration area) and a large store room/small warehouse with space to the rear which was partly converted into office space. The two-storey office block is a brick/block construction with concrete slabs and a low-slope intersecting roof. Daylight is provided to the building through double-glazed, tinted windows across approximately 30% of the building façade. The warehouse section, which is partly converted into office space

with an additional mezzanine area is a typical industrial type structure of steel portal frames, and metal cladding insulated sheets.

2.1.7. The Newcastle site building (leased) was built in the early 2000's and comprises of a two-storey office block structure with a small workshop (test and configuration area) and small open store room on the ground floor and office space on the first floor. The building is a two-storey office block is a brick/block construction with concrete slabs has double glazed doors and windows.

2.1.8. Both buildings have Energy Performance Certificates which are on display.

2.1.9. We lease a small office in Redruth, Cornwall where energy use is included in the service charge, the energy consumption has been estimated based the office having an occupied floor area of 46.7m^2.

2.1.10. We lease a small office in Havant near Portsmouth, Hampshire where energy use is included in the service charge, the energy consumption has been estimated based the office having an occupied floor area of 75.8m^2.

2.1.11. Across our sites NSSLGlobal has a total of 156 FTE employees of which 37% in 2025 travelled for business purposes at least once a year with our engineering and sales team traveling monthly or even weekly both within the UK and abroad. Typically, employees travel to their local office by car, bus or train and 57% are either within 10 miles of the office or work from home.

2.1.12. The key issues facing NSSLGlobal comprise the changes to the buildings, staff numbers and increasing energy consuming equipment and facilities, all of which will have significant impacts on future carbon emissions. NSSLGlobal's CMC will take measures to adapt the CRMP to any potentially significant impacts on achieving CRMP targets. The planned reduction of emissions is shown in the graph at Figure 3 for the 2035 target.

2.1.13. 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. Initially this will be based on NSSLGlobal's SECR statement and the emissions of 2020, it should be noted this was during the COVID 19 pandemic and the lock down period[3] so an initial rise in emissions from 2020 is expected.

2.2. Risks and Opportunities

2.2.1. In the climate risk assessment, three potential climate scenarios were defined: the Green Revolution (IPCC RCP 1.9), the delayed transition (IPCC RPC 4.5) and the climate crisis (IPCC RCP 60). These scenarios laid the foundation for further investigation of possible risks and opportunities in our value chain. A scenario workshop was held in order to identify risks and opportunities in different scenarios and these were sorted in a likelihood versus consequence matrix, this enabled the material risks and opportunities to be defined.

2.3. Key Findings

2.3.1. Opportunities

Market:

- Reduce climate footprint through increased circularity and reduction of waste.
- Demand for sustainable product offering and knowledge on green solutions.
- Gain investor/client confidence through climate risk and impact reporting.
- Demand for products and services enabling resource efficiency.

2.3.2. Risks

- Regulatory – Carbon tax and mechanisms affect the price of products and services.
- Market – Cost of utilities rising (Gas, electricity and water supplies).
- Acute Impacts – Weather events disrupting the supply chain and production activities.
- Chronic impacts – Heatwaves and flooding putting employee health, safety and the environment at risk, both in our own operations and in the supply chain.

2.4. Environmental Performance

2.4.1. NSSLGlobal decided to follow and adapt, for SECR reporting, a widely recognised Greenhouse Gas Reporting Protocol – Corporate Standard methodology. As at 31st December 2020 the company's total energy consumption and associated greenhouse gas emissions from Scope 1, Scope 2 and mandatory elements of Scope 3 for SECR Year 1 reporting period are shown in Table 1.

Table 1 – Total energy consumption and associated greenhouse gas emissions showing renewable energy 2020.

Energy Type:		Energy Use (kWh)	% Split (kWh)	Emissions (tCO_2e/yr.)	% Split (tCO_2e)	Comments
Scope 1	Combustion of Gas	842,277	51.23%	154.9	74.26%	
Scope 2	Electricity	576,196	35.05%	134.3 (0.00)	0.00%	Green energy equates to zero
Scope 1 & 3	Transport	225,539	13.72%	53.7	25.74%	See comments Table 3
Total	**(Scope 1, 2 & 3)**	**1,644,013**	**100.00%**	**208.6**	**100.00%**	

2.4.2. NSSLGlobal is looking to reduce its GHG emissions and contribute to tackling climate change. Therefore, we decided to purchase our electricity from 100% renewable energy sources claiming zero GHG emissions and claiming zero GHG emissions gas purchased from 10% green gas and 90% carbon credits in the reporting period.

2.4.3. As at 31st December 2020 the company's total energy consumption and associated greenhouse gas emissions from Scope 1 and mandatory elements of Scope 3 with electricity from renewable energy for SECR Year 1 reporting period are shown in Table 3. The 5 subsets of Scope 3 (Business travel, employee commuting, waste generated in operations, upstream transportation and distribution and downstream transportation and distribution) will be reported on for the year 2026 as insufficient data was available.

2.4.4. Table 2 shows the associated greenhouse gas emissions for 2025 with the renewable energy figure set in brackets. These are reflected on the tCO2e Emissions Target Graph at Figure 3. There was a reduction in the combined combustion of gas for heating and electricity usage and further reductions in the Scope 1 transport emissions. We have also seen a drop in the FTE intensity ratio which is shown in Table 3.

Table 2 – Total energy consumption and associated greenhouse gas emissions from renewable energy 2025 with green energy reduction.

Energy Type:		Energy Use (kWh)	% Split (kWh)	Emissions (tCO_2e/yr.)	% Split (tCO_2e)	Comments
Scope 1	Combustion of Gas	767,232	43.17%	140.4	40.93%	Green energy supplier (equates to net 0%)
Scope 2	Electricity	668,422	37.61%	118.3	34.50%	Green energy supplier (equates to net 0%)
Scope 1	Transport	245,178	13.80%	61.0	17.77%	
Scope 3	4. Upstream transportation and distribution	0	0	0	0	Data not currently available, no information received from supplier/courier
Scope 3	5. Waste generated in operations	NA	NA	17,950kg	NA	Total waste figures provided by waste contractor in Kg
Scope 3	6. Business travel	96,312	5.42%	23.3	6.80%	
Scope 3	7. Employee commuting	0	0	0	0	Data not collated, with limited facilities to do so
Scope 3	9. Downstream transportation and distribution	0	0	0	0	Data not currently available no information received from courier
Total	**Scope 1, 2 & 3**	**1,777,144**	**100.00%**	**343.0** (84.3)	**100.00%**	**() figure adjusted for renewables only**

Table 3 – Intensity Ratio - Energy consumption and associated GHG emissions per the number of FTE Employees

Reporting Year	Total Energy Consumption (kWh)	Total GHG emissions (tCO2e)	Number of FTE Employees (-)	Intensity Ratio (kWh/ FTE Employee)	Intensity Ratio (tCO_2e/ FTE Employee)	Adjusted Intensity Ratio (tCO_2e/ FTE Employee)
SECR Year 1 (2020)	1,644,013	342.9	120	13,700	2.86	1.74*
SECR Year 3 (2022)	1,811,293	359.1	125	14,490	2.87	**0.66+**
SECR Year 4 (2023)	1,890,065	382.3	136	13,898	2.81	0.64+
SECR Year 5 (2024)	1,753,220	375.6	153	11,459	2.34	0.58+
SECR Year 6 (2025)	1,777,144	343.3	156	11,391.95	2.20	0.59+

** Adjusted intensity ratios are claiming zero GHG emissions from grid-supplied electricity purchased from 100% renewable sources.*

+ Adjusted intensity ratios are claiming zero GHG emissions from grid-supplied electricity purchased from 100% renewable sources and gas purchased from 10% green gas and 90% carbon credits.

2.4.5. The Energy Savings and Opportunities Scheme (ESOS) Phase 2 assessment was completed in October 2020. The ESOS Audit is the route used across the group to achieve compliance. The audit type chosen was a Type 1, as defined by ISO 50002: a basic energy audit which defines high level opportunities and has enough detail to develop low cost/short payback opportunities.

2.4.6. As a result of the ESOS energy audit, a number of energy-saving opportunities were identified. The recommendations provided detailed the potential energy savings and the implementation costs were estimated to assists with planning and decision making, there were simple payback period calculations provided for each recommendation. A number of the recommendations were initially adopted and set as environmental objectives at the EMS Senior Management Review meeting held in February 2021, these objectives were achieved in year, see paragraphs 2.4.7, 5.2.1 and 5.3.2

2.4.7. An inspection of the air conditioning systems TM44:2012 edition was undertaken on the 11th June 2021 (cert number 4824-4819-9564-8887-3740) by an inspector accredited to the National Occupational Standard in accordance with CIBSE's methodology which identified further savings. These savings will eventually lead to further reductions in our carbon footprint within 5 years. The next TM44 inspection is planned for June 2026.

2.4.8. The ESOS Phase 3 assessment was conducted in 9th March 2023, the report has been submitted on the The Department for Energy, Security and Net Zero (Previously BEIS) ESOS portal. Our 5 year ESOS plan has also been approved by the CEO and submitted on to the portal and the first review was completed 5th December 2025.

3. Carbon Management Strategy

3.1. Context and Drivers for Carbon Management

3.1.1. NSSLGlobal faces a complex set of drivers which set the context for carbon management. Crucially, the organisation recognises that these cannot and should not be viewed in isolation from each other or the principal goal of continuously minimising its environmental impact whilst maximising its contribution to society and the economy.

3.1.2. Ultimately, a strong performance with respect to carbon emission reduction should deliver financial benefits to the company by mitigating the risks associated with e.g., increases in energy tariffs and levies.

3.1.3. The following represent the key carbon drivers for NSSLGlobal:

- UK & European targets.
- Shareholder Focus.
- Carbon Reduction Commitment – Energy Efficiency Scheme (CRC EES).
- Climate of reducing financial allocations.
- Rising energy costs.
- Principle that investments in carbon reduction are generally associated with commensurate reductions in future expenditure
- The need to eliminate waste of resources and to increase efficiency.
- The organisation's own carbon management targets.
- Depletion of the world's finite resources.
- Acute and chronic impacts.
- The ethical argument of "It's the right thing to do".

3.1.4. While reducing the financial and legal risks posed by various legislative requirements is a significant driver behind NSSLGlobal's carbon management programme there are other factors supporting the need for improving energy efficiency and reducing carbon emissions.

- **Cost saving:** The case for carbon reduction is strengthened by current financial constraints requiring reduced operating costs whilst maintaining effective service delivery.
- **Reputational benefit:** By delivery of sustained carbon reductions, NSSLGlobal will be viewed as an exemplar enhancing the organisation's broader sustainability credentials.
- **Improved staff satisfaction:** Studies have identified a correlation between an organisation with strong environmental performance and high staff satisfaction.
- **Improved engagement with key stakeholders:** Key stakeholders of NSSLGlobal, including the local community, are increasingly focusing on sustainability. NSSLGlobal's engagement and enhanced commitment will improve the relationship with these stakeholders.

Supporting MARINE CONSERVATION SOCIETY

Recycling company laptops and furniture to a local school

3.2. Target Setting

3.2.1. As detailed in our Executive Summary, NSSLGlobal project that carbon emissions will decrease over the next 13 years by 172tCO2e which is a reduction of 50% by 2035 compared with 2020 (scope 1 & 2). The target is aligned with the Paris agreement to limit the global temperature increase to well below 2°C. We also aim to introduce targets to reduce emissions from our value chain (scope 3 emissions) and have resource efficiency targets where required.

3.2.2. The analysis shows that, with the current projects in place detailed in section 5 and the anticipated 'Business As Usual' (BAU), carbon emissions will decrease throughout the duration of the CRMP to reach 172 tCO2e by 2035.

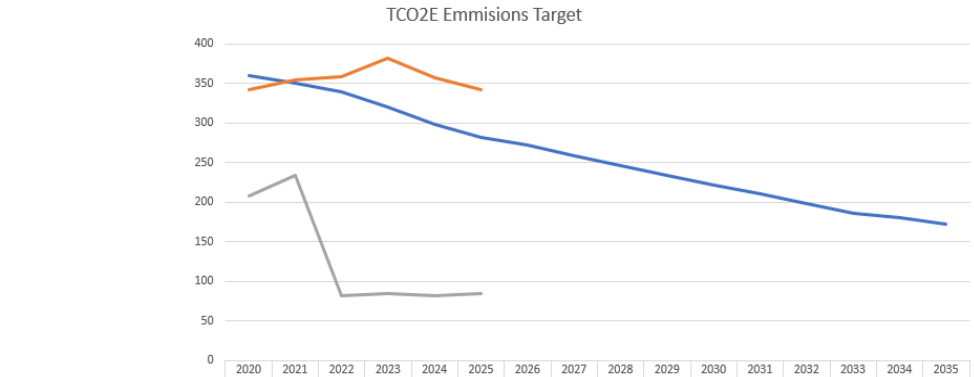
3.2.3. Based on this analysis, NSSLGlobal will therefore commit to a maximum projected target of 172 tCO2e (50%) reduction on the 2020 carbon footprint by 2035.

3.2.4. NSSLGlobal is likely to achieve our emission reduction target if all projects were to be implemented in accordance with the intended timescales.

3.2.5. The strategy going forward is to develop a long term plan for NSSLGlobal's infrastructure, including heating, cooling, power and water which will contribute to carbon emission reductions.

3.2.6. The associated cost may de/increase due to areas outside our control. Although NSSLGlobal has no control over utility, petrol, waste and water costs (limited through procurement choices and market prices), however it can control the amount of each used. In order to reduce the financial burden, NSSLGlobal must reduce the amount of carbon emissions.

Figure 1 – tCO2e Emissions Target Graph.



	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Predicted Emissions Reduction	360	350	340	320	298	282	272	258	246	234	222	210	198	186	180	172
Actual Combined Emissions	342.9	355.2	359.1	382.2	357.6	343										
Adjusted for Green Energy Emissions	208.6	234	82	84.2	82.28	84.3										

4. Emissions Baseline and Projections

4.1. Carbon Footprint Baseline, Cost and Projections

4.1.1. This section covers the establishment of the NSSLGlobal's carbon footprint, associated cost and BAU cost projections.

4.2. Scope and Boundaries of the Carbon Footprint

4.2.1. The resources to be included in a carbon footprint are defined in relation to two boundaries, the organisational and the operational boundary. Definition of the boundaries is determined by the extent of the sites, goods and services over which NSSLGlobal has operational control, and the availability of good quality data.

4.2.2. In keeping with the Greenhouse Gas Protocol (World Resources Institute (WRI) 2004), the operational boundary should include all Scope 1 and Scope 2 emissions (e.g., on-site fuel combustion, company owned vehicles and purchased electricity consumption). Scope 3 emissions (e.g., waste, water, commuting and business travel including air travel) are considered discretionary but are included where data is available. No train, upstream or downstream transport details have been included as data is unavailable. These are shown in Table 2.

4.2.3 **Table 4 –** NSSLGlobal's Carbon footprint boundaries for the 2 main sites.

Category	Function	Emissions Source
Offices (Redhill & Tyneside)	Office and stores areas, travel.	Electricity, gas, water, waste, fuel, business travel.

4.3. Data Sources

4.3.1. The data sources used in our CRMP are based on robust data provided. The main streams of data (consumption and costs) input are as follows:

i) Stationary Sources

- Electricity – NSSLGlobal Energy Management process, utility provider billing.
- Natural Gas – NSSLGlobal Energy Management process, utility provider billing.

ii) Water (Domestic)

- Metered water provider billing.

iii) Waste

- Mixed waste recycled – Waste Reports.

- Waste for Energy from Waste (EfW) – Waste Reports.
- Non-recyclable waste – Waste Reports.

iv) Transport

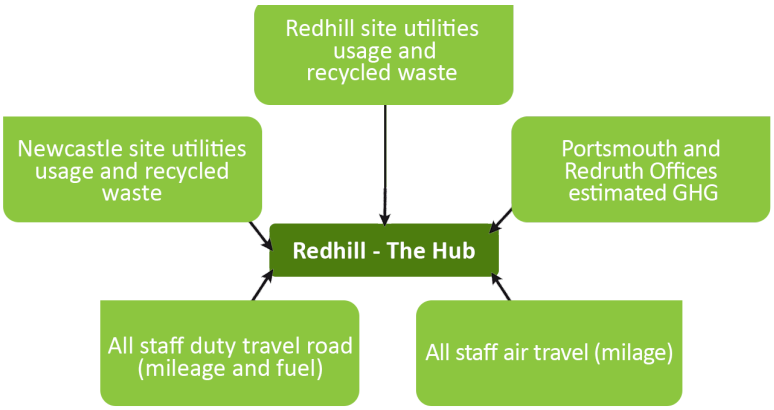
- NSSLGlobal owned fleet.
- NSSLGlobal grey fleet.

v) Others

- Business travel.

4.3.2. Data is collated and converted to a CO2e tonnage or Kg. The annual SECR reporting information is used. 2025 data is reported as shown in Table 2.

Figure 2 – Date Stream Reporting Organisation.

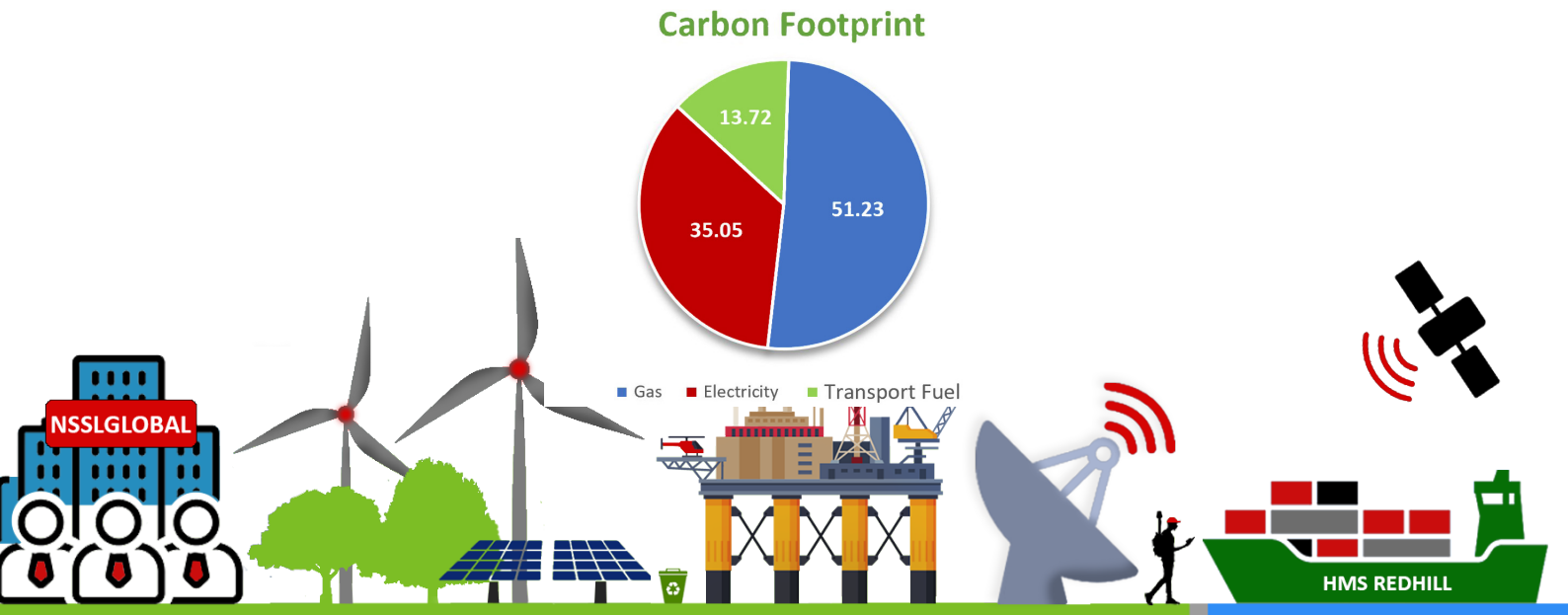


4.4. Carbon Footprint Baseline and Cost

4.4.1. NSSLGlobal's overall Carbon Footprint for the Baseline year of 2020 was 342.9 tCO2e.

4.4.2. The pie chart at Figure 3 shows that gas constitutes 51.23% of the 2020 Carbon Footprint with electricity (35.05%) and transport fuel (13.72%) representing the two next largest contributors.

Figure 3 – Carbon Footprint Percentage Pie Chart (2020).



4.5. Business As Usual

4.5.1. Analysis of projected emissions and the expected impact of BAU allows an evaluation of how the organisation's carbon emissions will change over time in terms of tCO2e emitted and cost.

4.5.2. The results of the BAU analysis help to explain what is happening in the short and long term, what is happening to different parts of the footprint e.g., gas and electricity, and the current importance of the grid emission factor forecast, including the level of uncertainty in relation to this beyond a certain point.

4.5.3. Within the next 5 years, the organisation will potentially see changes with the planned refurbishments for the Redhill site or the possible increase in the number of sites or employees as NSSLGlobal grows as a business. This will be captured in annual updates to this plan if and when they arise. The Portsmouth office was (2 units) leased in late 2023 with aspirations for Faslane and Plymouth in the future.

5. Carbon Reduction Projects

5.1. Introduction

5.1.1. In order to continue achieving emissions reductions and avoiding financial exposure, NSSLGlobal has a number of projects already in progress and is also committed to identifying and implementing new carbon saving projects.

5.1.2. Emissions from the 2 main UK sites will be reduced through a combination of property refurbishments, behaviour change, energy efficiency measures and purchasing renewable energy generated elsewhere.

5.1.3. Emissions from transportation (vehicles owned/ leased by NSSLGlobal) and grey fleet (vehicles owned by employees but used for driving for work) will be reduced through the further electrification of cars and vans (long term aim for NSSLGlobal owned vehicles with 2 EV vans leased in late 2023), behaviour change and hybrid working practices as well as the increased use and upgrade to TEAMS which took place in 2022.

5.1.4. The amount of renewable electricity generated in the UK and fed into the national grid is increasing each year thus reducing the emissions from electricity used by NSSLGlobal, this is known as 'the greening of the grid'. Technological developments increase the efficiency of vehicles each year thus reducing emissions for each mile driven. This is referred to as 'with improved vehicle efficiency'.

5.2. Progress to Date

5.2.1. The following initiatives and projects have already been completed or implemented since 2019. The carbon emission savings achieved by these schemes will therefore have already contributed towards NSSLGlobal's carbon reductions and corresponding savings will therefore be included in the baseline carbon footprint for 2020/1.

- PIR lighting controls.
- Bike Racks to encourage cycling to work.
- Water restrictors on taps within restrooms and small kitchen areas.
- Replacement of LED lighting (100% complete).
- Implementation of water conservation measures identified through waterless urinals, eco toilets and tap restrictors.

NSSLGlobal free electric charging point

- 4 new electric charging points (more efficient) were installed at the Redhill site and 1 new electric charging point at the Newcastle site during 2023 increasing the availability to staff, visitors and the company EV vans.

5.3. Planned Future Projects

5.3.1. The projects identified below are a sample of those that have been selected for implementation within the period 2021 to 2026 because they either generally provide the largest proportion of savings or were already planned for delivery as part of an ongoing programme of works and post the ESOS reports.

5.3.2. **Energy**

- Pipe lagging for A/C etc (ESOS report & TM44 report).
- The provision of a green energy gas supplier in late 2021 has shown net reductions in 2022, 23, 24 & 25 and will continue; NSSLGlobal now use green energy suppliers for both Gas and Electric for both sites. The Portsmouth units are at a Base Point site which uses green energy and has a Certificate of Carbon Neutrality (TCD Group Ltd).

- Investment in collaborative tools to reduce travel internally within NSSLGlobal and customers and suppliers.

5.3.3. Travel/Transport

- Replacement company vehicles will be more environmentally friendly (Hybrid or electric vehicles producing less CO2 emissions). Two leased EV work vans in late 2023.
- Four free hybrid/electric vehicle charging points are now fitted at the Redhill site and are free to use for staff and visitors to encourage greener staff vehicles; our Newcastle office had a single charging point fitted in 2023 and we will ensure that we have sufficient charging points in the future as part of our continuous improvement and as more electric vehicles are utilised by NSSLGlobal (including grey fleet).
- Improved/innovative organisation/planning of field service engineers (1 person, two jobs, 1 trip).
- Hybrid working to reduce driving for work.
- Investment in collaborative tools to reduce travel within NSSLGlobal and customer/ suppliers.
- Further incentives for staff for cycling to work alongside purchasing electric vehicle/ hybrid cars.
- Additional small hubs (Portsmouth, Faslane and Plymouth) will reduce staff travel and include smart logistics planning.

5.3.4. Waste

- Continued provision of facilities for recyclable materials, Including food waste from 31 March 2025.

5.3.5. Water

- Staff awareness training.

NSSLGlobal hybrid working

NSSLGlobal engineer recycling an antenna

6. Management and Delivery of the Carbon Reduction Plan

6.1. Introduction

6.1.1. In order to ensure that there is effective and ongoing ownership of the CRMP, it is important to have a fully defined governance structure. NSSLGlobal will adopt the following structure for management accountability.

6.2. The Carbon Reduction Management Committee

6.2.1. The Carbon Reduction Management Committee (CRMC) has responsibility for implementing the strategic direction and implementation of the CRMP. The CRMC will be part of the Senior Management Board (SMB) responsibilities and is convened and chaired by the CEO.

6.2.2. The remit of the CMC includes:

- Be the champion for carbon reduction and managing performance against its targets.
- Staff focal point for development of new carbon reduction projects and energy saving suggestions for consideration by the Senior Management.
- Ensuring effective communication of the organisation's policies to staff, customers and suppliers thereby raising the profile of and promoting environmentally sustainable behaviour by all.

6.3. Resourcing and Ownership

6.3.1. The CRMP and carbon saving targets are approved by the CEO and the Senior Management team, providing endorsement and a clear commitment at the highest level, reinforcing the need for action across the organisation. The specific objectives of the CRMP will be included in the organisation's strategic plan and other high-level plans.

6.3.2. Key stakeholders at all levels of management will provide overall support for promoting a culture of carbon reduction.

6.3.3. The CRMP will be published on the company website, and on the Intranet, thus leading by example and saving paper and distribution costs.

6.3.4. The key to success of this CRMP is effective engagement with staff and the local communities where required. Everyone has a role to play in embedding and delivering the CRMP and collaborative working is essential to deliver the desired carbon savings.

6.4. The Internal Delivery Model

6.4.1. Green Champions (senior management and enthusiastic employees) will be appointed by the CEO and will be members of the Carbon Management Committee (CMC). Their task is to encourage good environmental practices amongst colleagues by setting an example in their own work places.

6.4.2. Green Champions implement energy saving activities within their area, from educating and encouraging staff to monitoring and evaluating energy usage and identifying opportunities for reduction. The scope covers carbon reduction, energy saving, recycling, travel reduction, and climate impacts.

6.5. Communication and Training

6.5.1. Knowledge transfer is a key performance indicator for NSSLGlobal. The expansion of Green Champions must be associated with the provision of management information on carbon consumption at department level. This management information would be important to ensuring that the Green Champion role is given sufficient status.

6.5.2. A planned approach to raising carbon reduction awareness through the development of a robust communications and awareness strategy will be put in place.

6.5.3. There are many avenues of communication available and these will be fully utilised in promoting the carbon reduction message to all staff and visitors. Effective communication and engagement are the key to success. It is recognised that substantial cultural change will take time to deliver.

6.5.4. Performance Data and Initiatives for awareness include:

- Joining induction training.
- Ongoing awareness via online training, newsletters, intranet and noticeboards as well as promotion of how staff can be involved and contribute to progress and the generation of new carbon reduction ideas (e.g. a “Green day at work” & “World Recycle Day”).

6.5.5. The progress of the CRMP is regularly monitored by the Compliance and Safety Manager and formally reported to the CMC ensuring that all major stakeholders are kept informed.

7. Progress Reporting

7.1. Yearly Updates to the Carbon Reduction Management Plan

7.1.1. The CRMP is viewed as a ‘live’ document and it is envisaged this will change on an annual basis as the organisation’s estate changes and planning assumptions become reality. To ensure that the CRMP remains ‘fit for purpose’ to deliver targeted carbon savings, this document will be reviewed at least on an annual basis. This process will be overseen by the CEO and form part of the EMS Management Review meeting agenda.

7.1.2. Specifically, the following areas of the CRMP will be subject to annual review:

- Progress towards overall carbon reduction target including TCO2e savings against target and quantifiable benefits.
- Progress with identified carbon reduction projects.

- Financial savings achieved as a result of carbon reduction projects.
- Costs of the programme.
- Wider benefits.
- Stakeholder engagement.
- Risk Register.

7.1.3. The annual progress review report will be placed on the Hub and TEAMS in the form of this CRMP.

7.1.4. Environmental and Social Governance annual reports are also submitted to the parent company in Norway, this also covers scope 1, 2 & limited 3 reporting.

7.2. Data Collection and Management

7.2.1. Data measuring the progress of the CRMP will be collected quarterly where possible and presented to the various relevant levels of governance.

7.2.2. The data collected will include:

- Progress on specific projects.
- Details of the performance of the variables contributing to the emissions in the quarter such as utilities, water, fuel, waste generated.

7.3. Other Reporting Requirements

7.3.1. NSSLGlobal will continue to fulfil requirements to report on environmental performance through a range of other mechanisms as required.

7.4. Annual Improvement Action Plan

7.4.1. Following each Annual Review, an Annual Improvement Action Plan (AIAP) will be compiled in response ensuring that Carbon Management remains on track. This document will highlight the priorities for the forthcoming year and will become a formal addendum to the CRMP. This aligns with the ESOS 5 year plan.

7.4.2. Subsequent Annual Reviews will thereafter require assessing of progress against both the original CRMP and the AIAP.

7.4.3. NSSLGlobal will celebrate success and be transparent about necessary improvements, share and learn from other leading companies.

8. Declaration and Sign Off

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

8.2. Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard[4] and uses the appropriate Government emission conversion factors for greenhouse gas company reporting[5].

8.3. 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[6].

8.4. This Carbon Reduction Management Plan has been reviewed and signed off by the Management Board of NSSLGlobal.

[4] https://ghgprotocol.org/corporate-standard

[5] https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting

[6] https://ghgprotocol.org/standards/scope-3-standard

Signed:

Sally-anne Ray
CEO
Date: 01/05/2026

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V5 2026