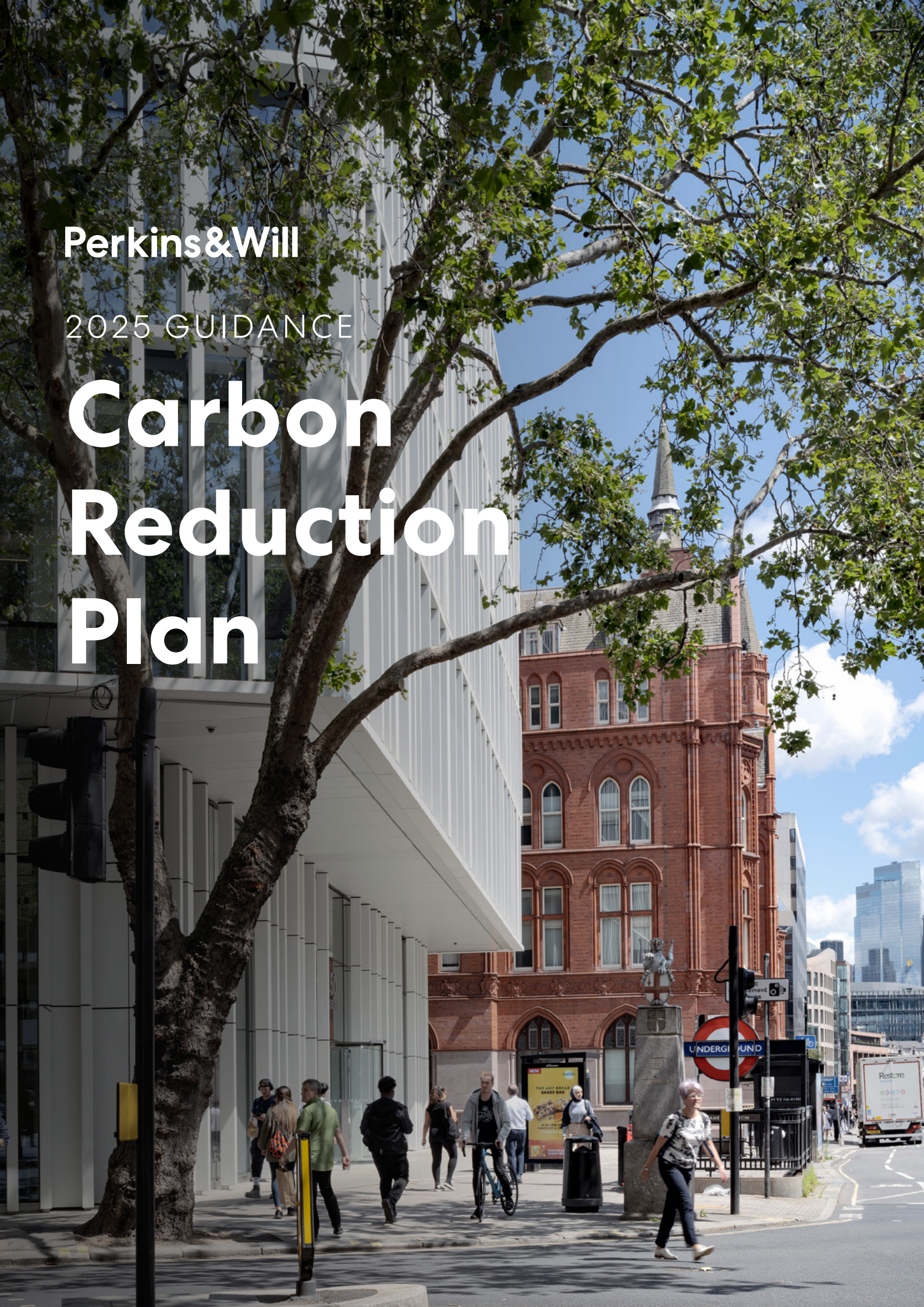
Perkins&Will

2025 GUIDANCE

Carbon Reduction Plan



Perkins&Will is committed to achieving Net Zero emissions by 2045.

Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured.

Baseline Year: 2019

There has been a change in employee number since 2019 and also a change to operating premises which contributes significantly to our carbon calculation.

Emissions	**Total (tCO_2e)**
Scope 1	60.4
Scope 2	87.0
Scope 3	341.8
Total Emissions	490.2

Current Emissions Reporting

2025

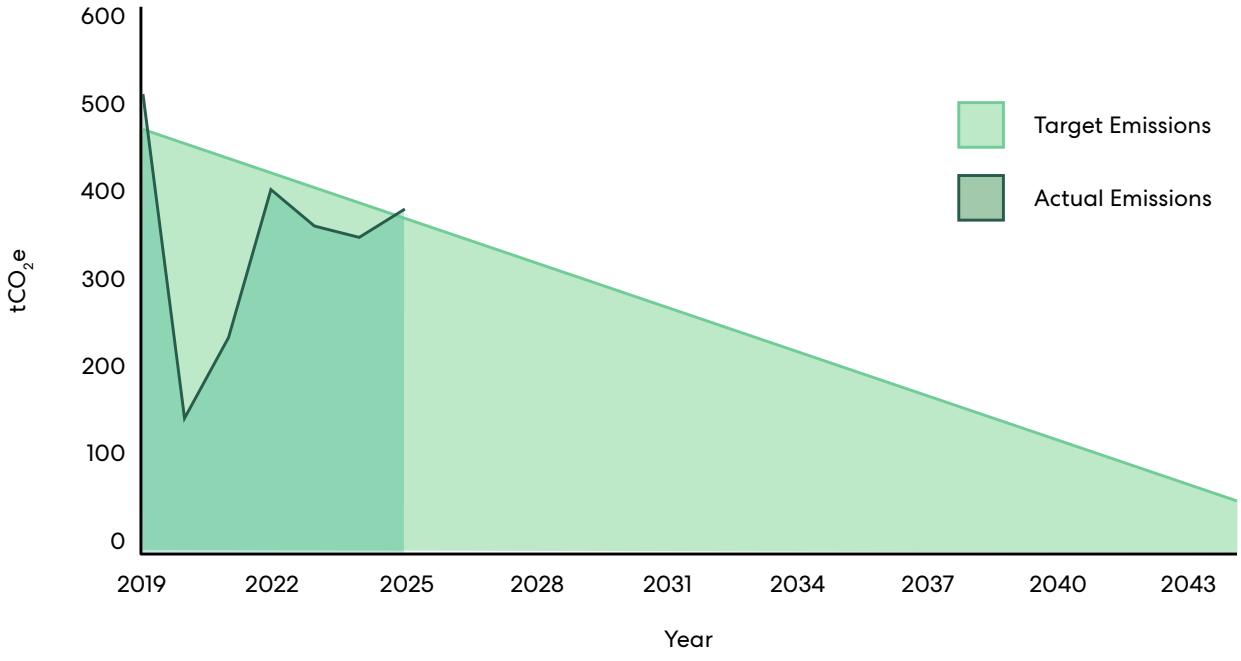
Emissions reduction targets

In order to continue our progress, we have adopted the following carbon reduction targets.

We project that carbon emissions will decrease over the next five years to 337.5 tCO2e by 2028. This is a reduction of 45.2%.

Emissions	**Total (tCO_2e)**
Scope 1	16.6
Scope 2	0
Scope 3	378.1
Total Emissions	394.74

Progress against these targets:





Carbon Reduction Initiatives

The following environmental management measures and projects have been completed or implemented since the 2019 baseline. The carbon emission reduction achieved by these schemes equate to 366.1 tCO2e, a 34% reduction against the 2019 baseline and the measures will be in effect when providing our services.

We are measuring the carbon using our existing ISO14001 methodologies

- We have put in place policies and a travel booking portal for air travel and its authorisation in place
- Air travel flight consider carbon as well as pricing
- Excluded fossil fuel taxis and couriers as a preference from suppliers
- We have used the SBTi protocol to reduce our emissions and do not consider any carbon offsets within this roadmap so are open to other industrial sectors (such as aviation) carbon reductions
- Accurately measure upload and download data from our offices however this excludes offsite processing (AI and homeworking)

In the future we intend to implement further measures such as:

- Identify and use air carriers, routes and travel classes with the lowest carbon footprint, including using higher proportion of Sustainable Aviation Fuel (SAF)
- Roadmap with landlord the elimination of fossil fuels from our existing building premises
- Identify electrical only hotels
- Create more accuracy of the data services we consume to more clearly quantify data usage with the rise of AI within work processes

Declaration & Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

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

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 .

This Carbon Reduction Plan has been reviewed and signed off by the Directors.

Signed on behalf of Perkins&Will:



Francis Henderson
Operations Director
Perkins&Will

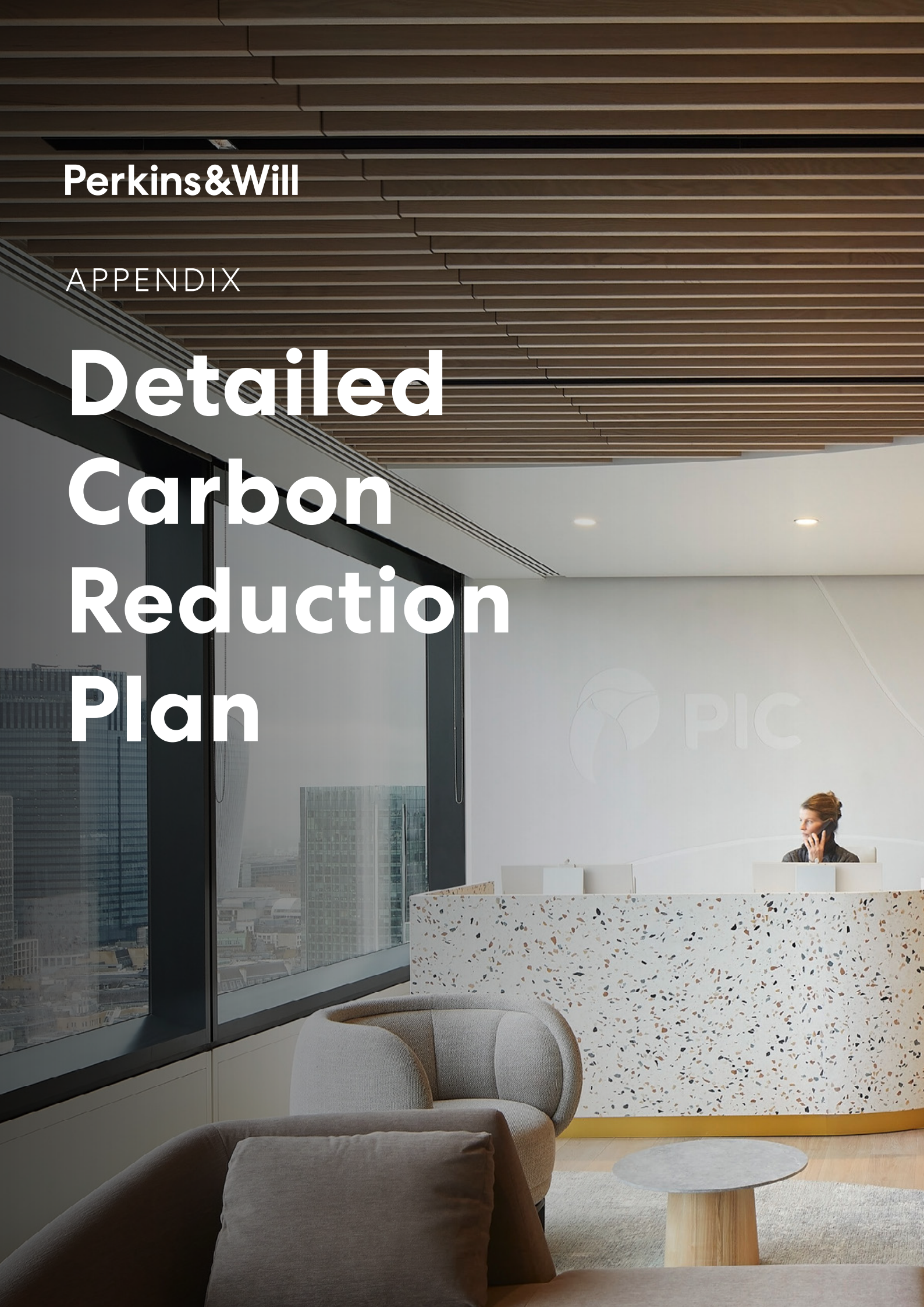
29th July 2026


Perkins&Will

Perkins&Will

APPENDIX

Detailed Carbon Reduction Plan





In 2019, pre-Covid, Perkins&Will undertook a full carbon inventory for scopes one, two and three of our business operations in the UK based upon the Science Based Targets Initiative methodology using the Greenhouse Gas protocol. This was to establish the amount of influence we had over the carbon content of our business operations and understand the ways in which these could be reduced.

We determined a target of 2045 to reduce our carbon to a residual amount of 10% under Science Based target rules with no offsets.

A separate stream of quantification of the carbon impacts from our projects was undertaken but is not included in this documentation. This will be progressed in the future under scope four or a hand printing process.

Baseline

A carbon audit, verified by Carbon Footprint Ltd, established that our carbon footprint in 2019 was significant in the following areas. These areas are provided in a metric of tonnes of Carbon Dioxide Equivalence (tCO2e) for each.

Natural Gas	Scope 1	60.35
Electricity Consumption	Scope 2	86.98
Flights		249.15
Commuting		36.41
Hotel Stays		8.01
Electricity Transmission & Distribution		7.38
Purchased Materials		3.64
Outsourced Logistics - Air		2.73
Rail Travel		1.07
Taxi Travel		1.03

The combined total is **490.2tCO2e.** However, this data could also be evaluated by our turnover or employee number which gives differing results. To give a true indication of the carbon impact, all of these aspects have been evaluated by location based figures.

Total tonnes of CO_2e	490.20
Tonnes of CO_2e per employee	2.57
Tonnes of CO_2e ber £100k turnover	2.10

Significant Impacts

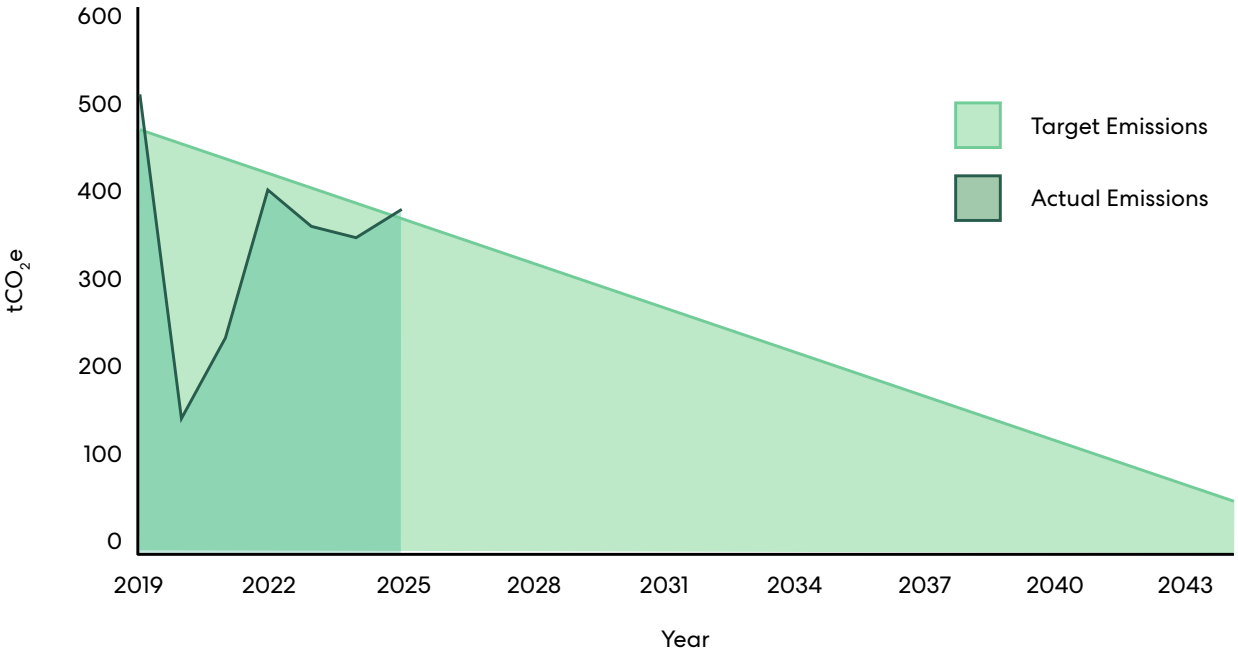
Since 2019, our categories for measurement changed slightly due to computing (on the cloud) and home working gaining significance. These were added to the 2019 audit retrospectively. In each of the cases we evaluated the most significant impacts and the amount of influence we had on the process. This is summarised below.

Natural Gas	Limited influence
Electricity Consumption	Limited influence
Flights	Influence
Home Working	Some influence
Commuting	Influence
Commuity	Some influence

Perkins&Will moved to new offices at the start of 2023, The significant changes include a tenancy agreement where Perkins&Will pay on a square meter basis converting our scope 1 and 2 emissions to scope 3 emissions, The change of location also changes the commuting emissions of our staff.

Targets & Progress

On the overall carbon trajectory a linear path is taken to achieve a 90% reduction to 2045. A 50% reduction to 2030 is not achievable from the main categories that we have and would increase the failure risk of an actionable plan.

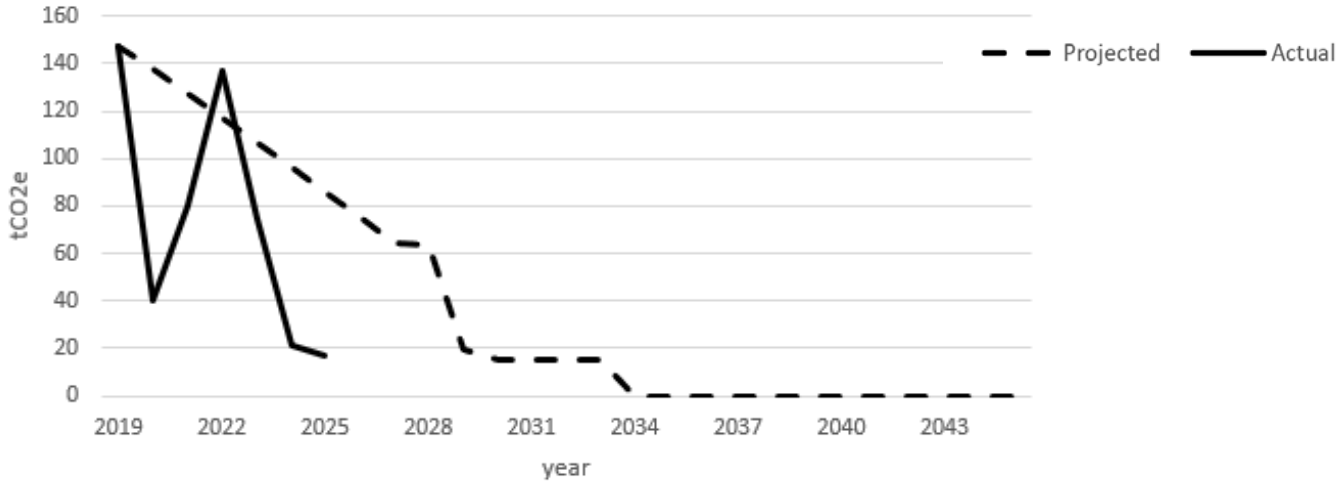


For the summary of this report the top six results are taken from significant impacts list from the 2019 baseline audit with the combination of electricity and gas as a single category. Below we have illustrated how positive steps were taken.

Our overall carbon impact for 2025 is 395tCO2e

Fuel

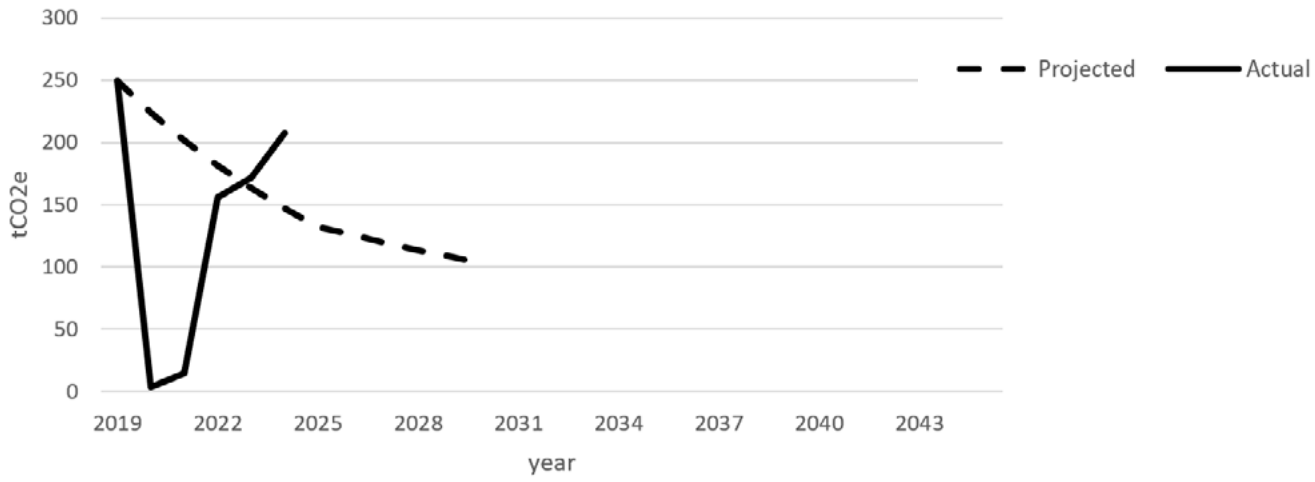
Scope 1 and 2 within this report but is actually part of our scope 3 emissions due to the manner in which we are billed within our tenancy



As we have successfully created a transition to green tariff with appropriate RECS has safeguarded our electricity footprint. Electrical emissions have dropped to 2030 levels ahead of plan. This still leaves the gas footprint which although offset is not permissible by SBTi protocols. All the gas consumed has been offset by a hydrogen injection into the national grid system. Operations within the building have been revisited and optimised to suit use pattens and weather conditions.

Within 2026 we will seek a technical solution to decarbonise the current gas usage with our landlord.

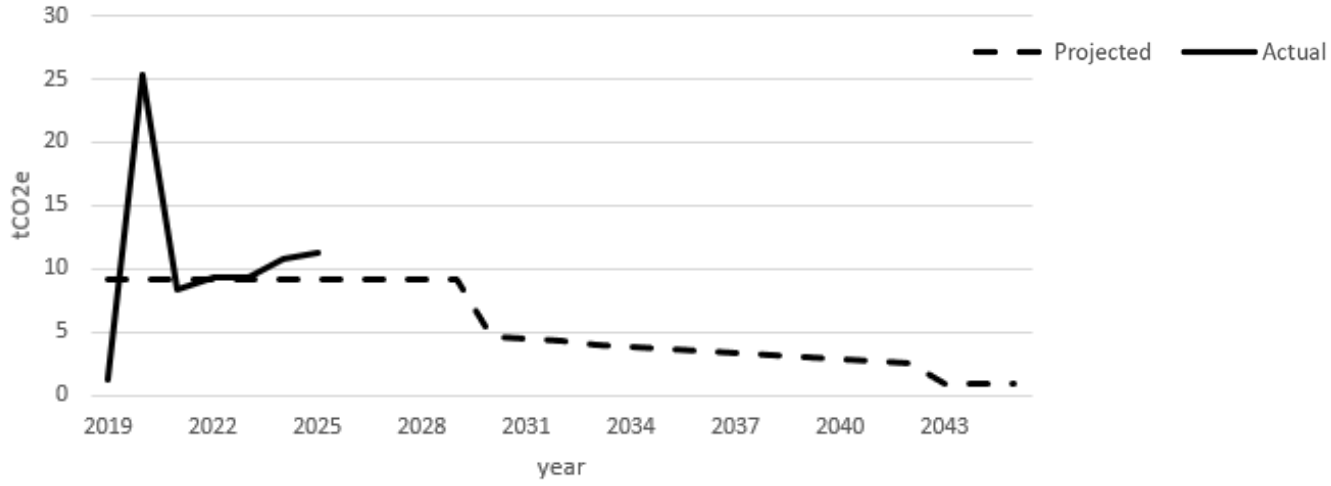
Flights



As an international company a significant carbon expenditure is on flights. We have seen this increase due to more business being acquired from international clients. Within 2026 we will trial a booking system that prioritises carbon within the booking process for potential roll out in 2027. The projected dotted line considers potential savings that can be made- the use of fully laden flights and the adoption of sustainable aviation fuel as given by the aviation industry. The sector does not have a roadmap from 2030 onwards and therefore will need to be updated to reflect the thinking in this sector.

In 2025 we had an artificial increase from a once in a decade leadership retreat in the US. If this is excluded from our figures this would lead to a marginal 23t over the budget allocation for 2025. Although not allowed under the SBTi parameters, gold grade offsets have been purchased to mitigate our full travel (air, road and rail) environmental impacts for 2025.

Home Working

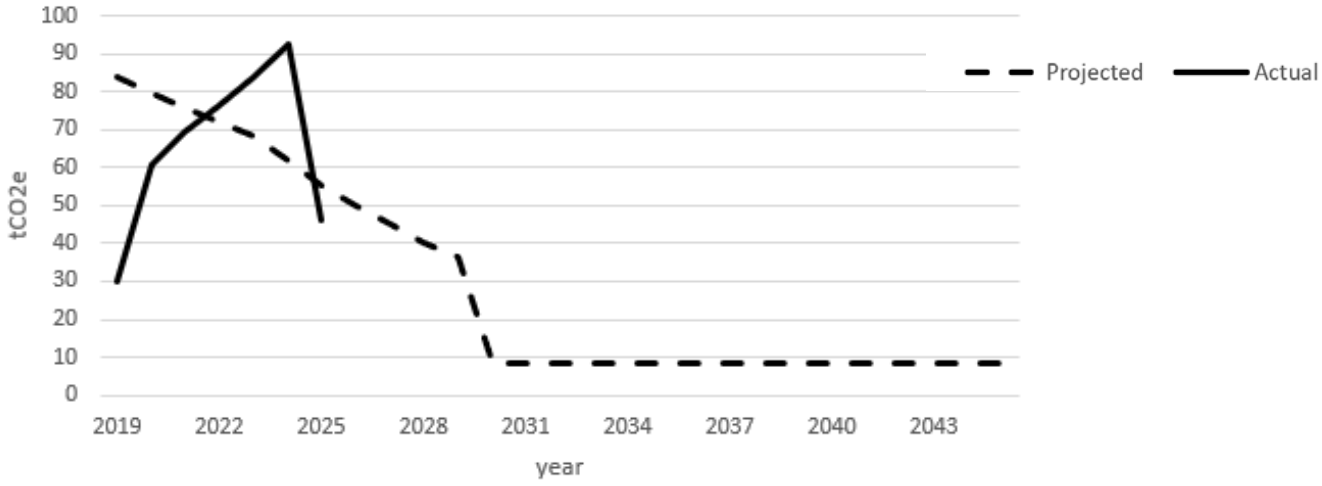


This estimate is based on survey information to estimate domestic arrangements and number of days out of the office but still contains an error rating in the region of 25% due to the amount of equipment individuals possess.

As there is limited influence on these environments this is projected (dotted line). This is set to reduce due to decarbonisation of the grid in 2030 and then a radical retrofit program from 2030-2050 projected by Department of Energy Security and Net Zero however both of these targets are under political risk. Although public works are due to electrify in the future, this is not the case with the private sector in which most of our employees reside.

In 2026 we will look to get a better understanding of the impact of the category and increase data robustness.

Computing

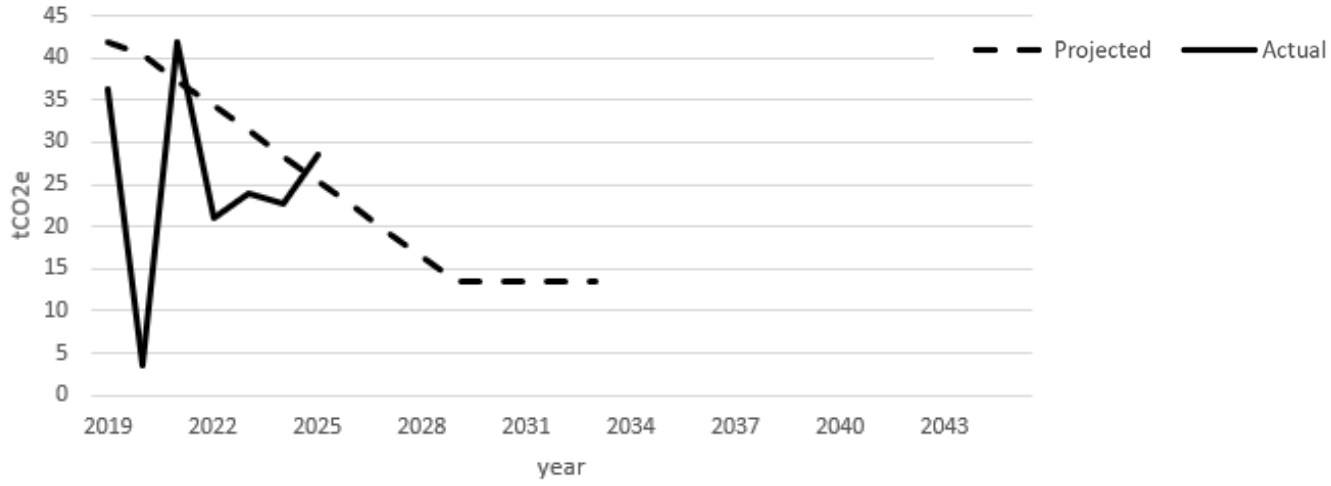


Within 2025 we have been able to quantify with more accuracy the amount of data across the office firewall the data upload and downloads that have been undertaken but are still using industry averages due to the uncertainty of where this storage is held globally. We have also accounted for equipment that has been brought, leased and returned with a high level of accuracy from actual product supplier carbon information.

The largest missing piece of information is that of usage of AI or other cloud computing that happens offsite and ubiquitous with all computing processes. In 2026 we will approximate this realistically with a higher degree of robustness of use of tokens and their origin to propose future contractual or purchasing controls.

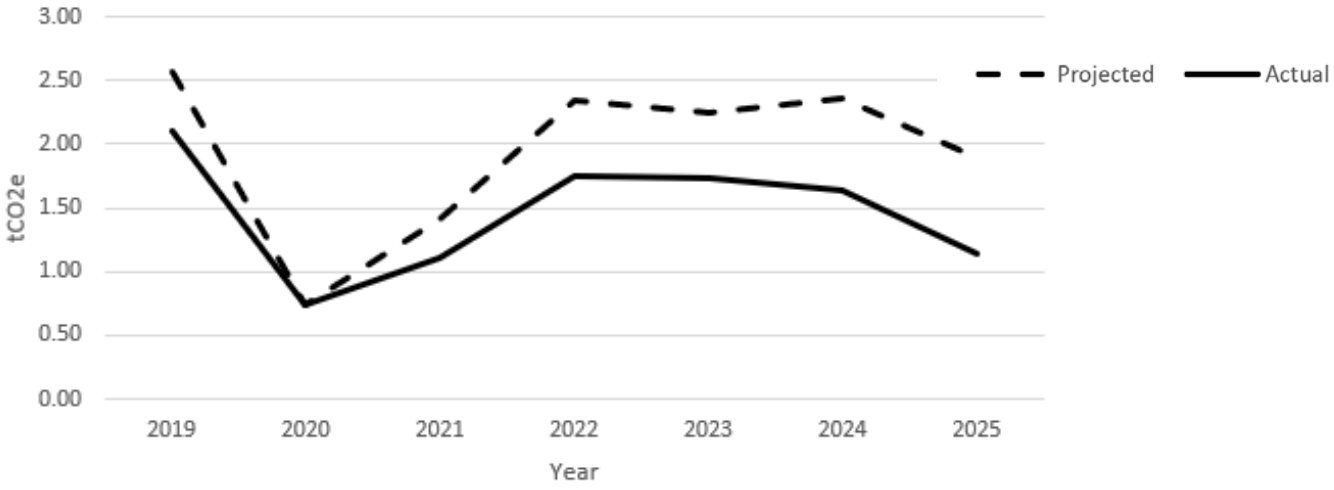
In 2024 this was able to be estimated with survey information but this is not the case in 2025 and so has been omitted showing an artificial saving against this category.

Commuting



Our current location is served by the tube and electric trains with little change in walking and cycling to work. Future projections are for further decarbonisation of transport. There has been a small increase in what is a small influence in our overall carbon expenditure however a more detailed survey will be required in 2026 to establish commuting impact. It should be noted that no mitigations have been undertaken in employment or new hires based on this information.

Result by Other Metrics



In 2025 we saw a slight drop in employee numbers from the previous year. The tracking of revenue against carbon is largely steady showing that the decarbonisation of our workspace has little influence on the business overall. It may be suggested in future reports that intensity either by revenue or by employee may be a better reflection of carbon reporting per category as this allows flexibility in working practices and more relevance in comparison with others in the industry

Future Evaluation

The main measures of possible control for each of the categories are:

- The lobbying of our landlord for a PPA rather than RECS to achieve renewables supply for the building with a future switch to a full non fossil carbon fuel source.
- Defining a carbon price to be used when booking flights on the proposed travel portal
- A greater level of certainty on where tokens are used and geographic locations of offsite data storage to refine calculations.
- Collecting more information to calculate home working conditions and frequency on how this impacts the business operations carbon impact.

We are seeing a trend for courier and taxi servicing completed through electrical means but more certainty is required in terms of point of purchase to make sure that this is the default mode. The recommendation of hotels by carbon (not just flights) is required on a city basis (rather than using country averages) so the true impact of a whole business trip creates greater level of accuracy.

To create more accurate results, we need to start to consider the subcontracting of other professional services as part of the design and construction projects we are responsible for. For 2024 reporting we have established our top 10 suppliers by cost. In 2025 we have used supplier surveys but in 2026 this should be further enhanced with environmental questions and thresholds to be established.

We have reported results quarterly to management on the largest contributors but in 2026 this should be enhanced with a menu of actions for management to consider as to future mitigations of these categories.

In 2026 a full review and documentation of the calculation methodologies used rather than false savings that have been made in the last report from the omission of AI data as there was not a material method that this could be measured. This will allow the right level of information to be collected and error ratings reduced whilst not introducing staff to survey fatigue or low response rates which further reduces reported data confidence.

Summary

Our path to zero-carbon compatible business operations is achievable and on track. We cannot be a zero-carbon business currently since we still require materials and resources for our business to run.

We are seeing electrification through most of the categories taking effect but although an anomaly business air travel continues to increase. The use of AI has the biggest potential change in future carbon accounting but only if this can be measured accurately. We will continue to refine our calculation methods and reduce the amount of industry averages used to show the true impact of our business.

Our own carbon reductions are simplistic and assumptions have been described. This roadmap is reliant on other industry predictions, some of which do not span far into the future. Perkins&Will operates as part of an ecosystem where we are reliant on other sectors and companies to develop their own roadmaps. Once this happens, we will be able to report with more certainty and evaluate the control we have on our own pathway.

