

# Carbon Reduction Plan For Kordel Ltd

Publish date: December 2025



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# Net Zero Commitment

**Kordel is committed to achieving Net Zero emissions by 2050.**

## What does Net Zero mean in practice?

To achieve Net Zero, we will be aiming to reduce emissions in line with the latest guidance from the Science Based Target initiative (SBTi), who publish research-based timelines outlining the rate of reduction required to limit global temperature increases to 1.5°C compared to pre-industrial levels.

SBTi defines various scenarios under which an organisation can deem itself to have achieved Net Zero. Scope 1 and 2 emissions must be reduced by at least 90% compared with base year emissions, while scope 3 emissions must be reduced by either 90% in absolute terms or 97% in both physical (tCO<sub>2</sub>e/FTE) and economic (tCO<sub>2</sub>e / £) intensity terms. Given Kordel Ltd is a rapidly growing organisation the emissions intensity pathway to achieving Net Zero scope 3 emissions is most appropriate.

In addition to long-term Net Zero goals SBTi recommends that organisations commit to near-term targets covering a 5 - 10 years from the initial reporting period and at regular intervals following this. This encourages action today while working toward longer-term goals. We have set near-term targets based on the rate of reduction required to keep us on track to achieve Net Zero by 2050. Absolute targets are based on linear reductions while intensity-based targets are based on compound annual reduction, per SBTi guidance.

## Long-Term Targets

- Reduce scope 1 and market-based scope 2 emissions by at least 90% by 2050.
- Reduce scope 3 emissions per FTE and £million revenue by at least 97% by 2050.
- Neutralise any residual emissions using verified carbon offsets.

## Near-Term Targets

- Reduce scope 1 emissions by 21% by 2030.
- Reduce scope 2 market-based emissions by 100% by 2030, through the procurement of 100% REGO backed renewable electricity.
- Reduce scope 3 emissions intensities by at least 55% by 2030, reflective of 12.5% annual compound reductions required to keep us on track to achieve Net Zero by 2050.

**Scope 1 emissions:** direct greenhouse gas emissions that occur from sources owned or controlled by a company, such as emissions from the combustion of fuels in on-site boilers, furnaces, or vehicles.

**Scope 2 emissions:** indirect greenhouse gas emissions that result from the generation of purchased electricity, steam or other forms of energy consumed by a company.

**Scope 3 emissions:** all other indirect greenhouse gas emissions that occur in an organisation's value chain, including emissions from upstream and downstream activities.

# Emissions Summary

## Base Year Emissions

Base year emissions are a record of the greenhouse gases (GHGs) that have been produced in the past and prior to the introduction of any strategies to reduce emissions. Base year emissions are the reference point against which emissions reduction can be measured. Kordel's base year covers the August 2023 - July 2024 financial reporting period.

| Base Year: August 2023 - July 2024  |   |
|---|---|
| The base year measurement will be updated in line with updates to emissions accounting methodologies, relevant emission factors or other influencing factors to ensure future measurements are comparable. The base year measurement may also be adjusted where a significant organisational change occurs which would cause a significant (+/- 5%) change in base emissions.                                 |   |
| Emission Scopes   | Total (tonnes CO <sub>2</sub> e)                    |
| Scope 1   | 304.0   |
| Scope 2*  | Market-based: 1.0<br>Location-based: 4.5            |
| Scope 3 including: <ul style="list-style-type: none"> <li>• Purchased Goods &amp; Services</li> <li>• Capital Goods</li> <li>• Fuel &amp; Energy Related Services</li> <li>• Business Travel</li> <li>• Transportation &amp; Distribution (Upstream &amp; Downstream)</li> <li>• Employee Commuting &amp; Homeworking</li> <li>• Operational Waste &amp; Water</li> <li>• Leased Assets (Upstream)</li> </ul> | 577.5   |
| <b>Total Emissions*</b>   | <b>Market-based: 882.5</b><br>Location-based: 886.0 |

\*Purchased electricity can be measured in two ways. A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). A market-based method therefore takes into account the purchase of electricity via a verified renewable energy tariff. Kordel has chosen to use a market-based approach for Net Zero targets.

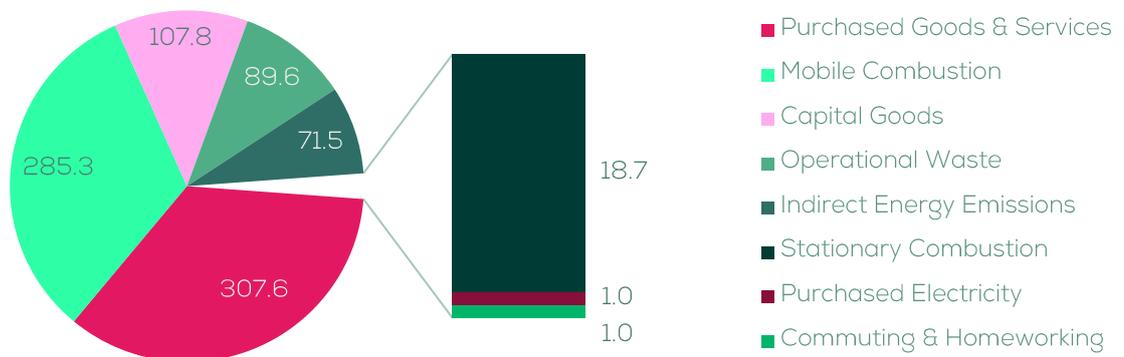
## Carbon Intensity Metrics

Kordel will work to minimise absolute emissions. However, given the context of the organisation as growing company we have set reduction targets based on scope 3 intensity metrics, as these can be used as meaningful indicators of the organisation’s progress towards increasing carbon efficiency.

| Intensity Metric    | Tonnes CO <sub>2</sub> e / Metric Unit |
|---------------------|--|
| Employees (per FTE) | 33.5                                   |
| Revenue (per £m)    | 175.8                                  |

The above intensity metrics use market-based emissions and are based on 26.4 FTE and a £5.0 million revenue during the measurement period.

## Base Year Emissions Breakdown

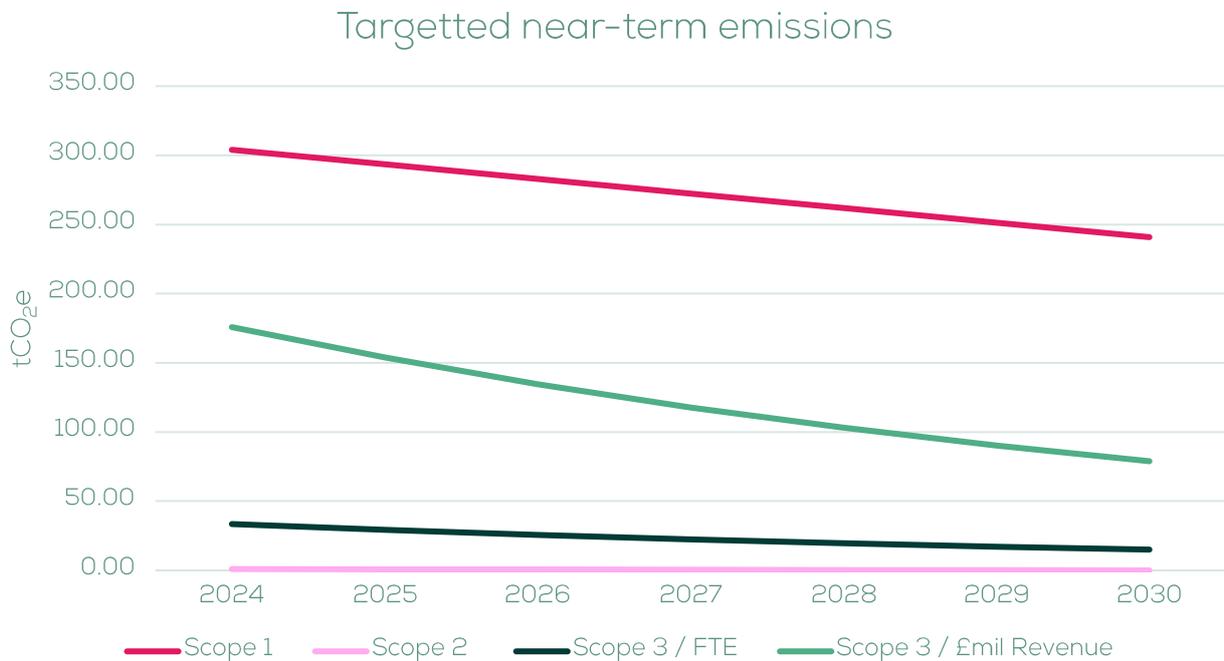


# Carbon Reduction Planning

## Progress against Base Year Emissions

There are no previous existing carbon emission reduction targets against which to report progress, as this reporting period is Kordel's first measurement. As such, there are no comparable previous measurements. Future reporting will assess progress against reduction targets, explore trends by category and identify any notable changes to data used to measure emissions.

In future reporting years progress against near-term targets will be discussed and evaluated against the below projected emissions, which reflect the rate of reduction required to achieve near- and long-term targets.



## Completed Carbon Reduction Initiatives

The following emissions management measures and projects have been completed or implemented prior to engaging with Positive Planet.

| Activity   | Completion Date | Scope   |
|--|-----------------|---------|
| Established a target to achieve Net Zero by 2040, creating a Net Zero Carbon Policy committing to measure emissions and implement initiatives to address company fleet and electricity demand.   | 2025            | 1, 2, 3 |
| Committed to measuring carbon footprint of business activities year on year to track progress against emissions reduction targets. Positive Planet was appointed to support with calculating GHG emissions and recommendations around reducing key emissions hotspots. | 2025            | 1, 2, 3 |
| A full-electric company pool van was purchased in February of 2022, facilitating low-emission travel amongst staff members where multiple staff members are travelling to the same destination.  | 2022            | 1, 2    |
| All light fixtures across Kordels HQ have been retrofitted to LEDs.  | <2023           | 2       |

## Future Carbon Reduction Initiatives

Based on the current measurement, Positive Planet recommended the following actions to begin addressing and reducing emissions. Following review for actions and timelines for implementation these have been assessed and approved by Kordel, forming basis of our emissions reduction strategy. These will be reviewed annually to update and add to actions based on progress made in the previous year wherever relevant.

| Overarching Reduction Initiatives |   |             |                |        |          |
|-----------------------------------|---|-------------|----------------|--------|----------|
| No.                               | Activity  | Target Date | Cost           | Impact | Category |
| 0.1                               | <p>Positive Planet is due to deliver Carbon Awareness Training to up to 20 Kordel staff during 2026. Recommended invitees include stakeholders engaged in driving sustainability forward, fleet, facilities and procurement leads.</p> <p>Further training (Carbon Literacy Training) for key personnel should be considered on a rolling basis, as should engagement programmes (Carbon Awareness Training / Couch to Carbon Zero) for the wider organisation.</p> | 2026        | Low/<br>Medium | Medium | All      |
| 0.2                               | <p>Establish a formalised 'Green Team' made up of stakeholders from different departments to lead on projects and initiatives across the organisation. Members of the Green Team will be tasked with key responsibilities such as contributing to and executing carbon reduction plans, managing data and providing information to colleagues. These members should benefit from prioritisation for training.</p>   | 2026        | Low            | Medium | All      |

## Scope 1

Kordel's scope 1 emissions come from fossil fuel consumption occurring in the company fleet, plant and machinery. Reducing scope 1 emissions will rely on addressing company fleet engines and reducing the volume of diesel consumed in plant and machinery.

| Scope 1 Reduction Initiatives |   |             |                |        |   |
|-------------------------------|---|-------------|----------------|--------|---|
| No.                           | Activity  | Target Date | Cost           | Impact | Category  |
| 1.1                           | <p>Data Quality - Currently diesel used in plant and machinery topped up via fuel stores at Kordel's HQ is calculated via a spend-based approach.</p> <p>Obtaining data around the volume of fuel purchased for the on-site depot will improve the quality of emissions reporting by allowing reflection of actual annual consumption. Taking this step would allow reflection of fuel efficiency improvements achieved through maintenance, driving efficiency and model improvements (for new/replacement purchases).</p> <p>Fleet emissions are currently calculated using annual purchased volume reports. Improving tracking of consumption to the vehicle level would improve tracking of emissions as outlined above.</p> <p>Kordel has confirmed that existing telematic tracking systems have reporting capabilities, utilising these reports to track and report fuel consumption will facilitate improved oversight in coming years. For depot fuel consumption keeping record of the volume of fuel purchased throughout the year is a good first step.</p> | 2026        | Low/<br>Medium | Medium | Stationary<br>Combustion,<br>Mobile<br>Combustion |

|     |  |                             |            |      |  |
|-----|--|-----------------------------|------------|------|--|
| 1.2 | <p>Across plant, machinery and vehicles regular review of basic vehicle maintenance features such as tire pressure and mechanical parts condition can improve fuel efficiency. Kordel has confirmed that all plant undergo daily checks by operators in addition to 6 monthly maintenance checks. Expansion of checks across any fleet/machinery not already covered by these checks is recommended, in addition to a review of check protocols to identify opportunities to catch fuel/running inefficiencies.</p> <p><i>Tracking reductions associated with fuel efficiency is reliant on obtaining fuel consumption data.</i></p> | Near-term & ongoing         | Low        | Low  | Stationary Combustion, Mobile Combustion |
| 1.3 | <p>Provide driver-efficiency training courses for company vehicle users to increase fuel efficiency and reduce emissions. This especially applies for van drivers and those occupying vehicles for large portions of the day. Signpost for all drivers to reduce idle time and reduce air conditioning usage within comfortable working limits.</p> <p><i>Tracking reductions associated with driving efficiency is reliant on obtaining fuel consumption data.</i></p>  | Near-term & ongoing         | Low/Medium | Low  | Stationary Combustion, Mobile Combustion |
| 1.4 | <p>Outside of optimising fleet and machinery fuel consumption the replacement of existing internal combustion engine (ICE) vehicles and liquid fuelled equipment with electric models is the long-term solution to scope 1 emissions. Continual review of commercially available electric vehicles, equipment and machinery when current assets near end of lease will allow consideration of these solutions against current use cases.</p> <p>Similar considerations should be given to hybrid and/or alternative fuel assets, with fully electric alternatives preferred.</p>   | 6 months prior to lease end | Medium     | High | Stationary Combustion, Mobile Combustion |

|     |  |                     |        |        |  |
|-----|--|---------------------|--------|--------|--|
| 1.5 | To support with fleet electrification costs the Government <a href="#">Plug-in Van and Truck Grant</a> (31/03/26 deadline) may be appropriate.   | 2026                | Low    | High   | Stationary Combustion, Mobile Combustion |
| 1.6 | <p>Kordel may consider discussing the Government grants outlined below with the landlord to support with costs around expanding fleet charging capacity in line with projections for fleet electrification:</p> <ul style="list-style-type: none"> <li>• <a href="#">Electric vehicle infrastructure grant for staff and fleets</a> (31/03/26 deadline)</li> <li>• <a href="#">Electric vehicle chargepoint and infrastructure grants for landlords</a> (31/03/26 deadline)</li> </ul> <p>The deadline for applications to the <a href="#">Depot Charging Scheme</a> has now lapsed, however, it is recommended to monitor Government websites for scheme renewals or similar schemes.</p> | 2026                | Low    | Medium | Stationary Combustion, Mobile Combustion |
| 1.7 | To facilitate a move away from liquid fuelled 'hand-held' tools and machinery used by employees, Kordel is actively reviewing options to increase storage capacities for alternative electric solutions. This will support the ongoing roll-out of electric tools while ensuring adequate portable power storage.  | Ongoing             | Medium | Medium | Stationary Combustion                    |
| 1.8 | <p>Consideration should be given to substituting onsite diesel storage facilities with Hydrogenated Vegetable Oil (HVO). This can typically be substituted 1:1 with diesel with no additional alterations and has significantly lower emissions per litre.</p> <p>HVO is also a viable option for company vehicles, where viable filling vehicles with HVO/diesel mixes via Kordel's fuel depot should be investigated.</p>  | Near-term & ongoing | Low    | Medium | Stationary Combustion, Mobile Combustion |

## Scope 2

Kordel's HQ benefitted from 90% renewable electricity during the base year measurement (based on supplier Fuel Mix Disclosures). Securing a 100% REGO-based renewable electricity tariff in the future will bring market-based emissions to zero. Consideration should still be given to location-based emissions as these are expected to rise in coming years as ICE assets are replaced with electric alternatives.

| Scope 2 Reduction Initiatives |  |             |      |        |                       |
|-------------------------------|--|-------------|------|--------|-----------------------|
| No.                           | Activity   | Target Date | Cost | Impact | Category              |
| 2.1                           | Securing a 100% Renewable Energy Guarantees of Origin (REGO) backed electricity tariff as soon as existing energy contracts will allow is a priority for addressing scope 2 emissions. Kordel has confirmed the current energy contract matures in February 2028.  | 2028        | Low  | High   | Purchased Electricity |
| 2.2                           | <p>While purchasing renewable electricity ensures market-based emissions will reach zero, opportunities to reduce total electricity consumption should still be pursued with the landlord. This has dual benefits of reducing energy costs and stress on the National Grid.</p> <p>Suggestions are provided here as there may be potential for implementation of relatively low-cost options which should be discussed with the landlord:</p> <ul style="list-style-type: none"> <li>introducing PIR sensor lighting and aligning sensor times to usage patterns (e.g. 3 minutes for corridors, 20 minutes for working spaces).</li> <li>installing timers on sockets/equipment to align with operating periods and reduce passive (standby) energy use.</li> <li>Reviewing air conditioning and other electrically powered heating systems to align with working hours.</li> <li>Reviewing and renewing inefficient equipment and machinery (when at end of life) and actively considering energy efficiency when new purchases are required (e.g. laptops, fridges, dishwashers).</li> </ul> | Review 2026 | Var. | Var.   | Purchased Electricity |

|     |  |      |                 |                 |                          |
|-----|--|------|-----------------|-----------------|--------------------------|
| 2.3 | Kordel has already committed to the installation of on-site solar PV capacity to supplement increased energy demands from the electrification of company assets. This will reduce costs and location-based emissions long-term.  | 2030 | Medium/<br>High | Medium/<br>High | Purchased<br>Electricity |
| 2.4 | During the installation of solar generation capabilities consideration should be given to the installation of high-capacity power storage batteries, this will allow Kordel to store excess electricity generated on-site and utilise it during low generation periods. Installing this capacity alongside solar panels early is recommended to begin benefitting from stored energy, however, budgetary restrictions are recognised as a key decision factor. | TBC  | Medium/<br>High | Medium/<br>High | Purchased<br>Electricity |
| 2.5 | In the future it is likely that electric/hybrid company fleet and/or machinery will be charged away from Kordel's HQ. In this instance tracking electricity demand will require telematic systems with EV supportive capabilities. These systems have the primary benefit of allowing improved oversight of vehicle battery capacity, range and other key indicators that can inform fleet optimisation reviews in the long run.                               | 2029 | Low/<br>Medium  | Enabler         | Purchased<br>Electricity |

## Scope 3

The majority of Kordel's scope 3 emissions are associated with Purchased Goods and Services, this includes all of Kordel's suppliers but is primarily weighted towards contractors. Addressing these emissions will be reliant on obtaining primary data from suppliers regarding the emissions of purchased activities/goods, this is discussed further below. Wider scope 3 emissions are associated with (high>low) Capital Goods (machinery purchases), Operational Waste and Employee Commuting/Homeworking. Currently no emissions are reported in Upstream Transportation & Distribution category as delivery of materials/goods is included in the spend-based approach taken to calculate Purchased Goods and Services emissions. Additional scope 3 emissions are associated with fuel- and energy-related emissions but as these are intrinsically linked with other categories discussed herein this category is not directly addressed.

| Scope 3 Reduction Initiatives |   |             |        |         |                              |
|-------------------------------|---|-------------|--------|---------|------------------------------|
| No.                           | Activity  | Target Date | Cost   | Impact  | Category                     |
| 3.1                           | <p>Managing emissions associated with the goods and services Kordel purchases to complete site work and run business operations is reliant on moving away from a spend-based approach to measuring these emissions.</p> <p>To begin moving away from a spend-based approach to estimating emissions supplier emissions data will be required, as will information regarding suppliers own decarbonisation strategies. This will allow evaluation of suppliers against Kordel's goals and further development of emissions reductions programmes.</p> <p>Positive Planet recommends the development of a supply chain sustainability programme / strategy, beginning with the integration of sustainability criteria into existing procurement policies and/or processes. This will require engagement with the relevant purchasing teams and stakeholders to ensure knowledge and support across the organisation, with the establishment of a long-term strategy and timeline to be confirmed as part of ongoing discussions with Positive Planet.</p> | 2027        | Medium | Enabler | Purchased Goods and Services |

|     |   |               |        |             |                              |
|-----|---|---------------|--------|-------------|------------------------------|
| 3.2 | <p>Following the integration of sustainability criteria into internal processes communication of Kordel's intentions and goals to new and existing suppliers should be carried out. Possible mechanisms include:</p> <ul style="list-style-type: none"> <li>• engaging suppliers by sharing this Carbon Reduction Plan and communicating net zero targets, and asking for suppliers' information in return.</li> <li>• introducing/increasing sustainability weighting in tender processes/contracts.</li> <li>• adding sustainability criteria to all purchasing decisions, focusing on lifespan and efficiency.</li> <li>• increasing supplier monitoring/reporting requirements including provision of supplier-specific data.</li> <li>• partnering with sustainable suppliers and vendors for events and other business requirements.</li> </ul> | 2027 & onward | Low    | Enabler     | Purchased Goods and Services |
| 3.3 | <p>As part of the sustainability programme, and following communication of goals to the supply chain, annual audits will be required to monitor emissions. A staggered approach to audit roll-out is recommended, with top suppliers by spend/intensity/industry engaged first.</p> <p>This and the above processes will support the reduction journey by:</p> <ul style="list-style-type: none"> <li>• improving the accuracy of carbon footprint measurements through collecting supplier-specific data</li> <li>• allowing the positive impacts from reduction actions to be captured</li> <li>• identifying business risks in the supply chain</li> <li>• encouraging supply chain integration towards Net Zero.</li> </ul>   | 2028 & onward | Medium | Medium/High | Purchased Goods and Services |

|     |   |         |     |         |                   |
|-----|---|---------|-----|---------|-------------------|
| 3.4 | Common capital goods include vehicles, machinery and IT equipment. When making these purchases, consider the energy/fuel efficiency and carbon footprint of these goods. For one off purchases it may be possible to obtain embodied carbon emissions data for purchased products to enable accurate tracking and comparison against similar products.  | Ongoing | Low | Low     | Capital Goods     |
| 3.5 | Operational Waste emissions are currently estimated using a spend-based approach applied to HQ and site waste management services.<br><br>Requesting weight and disposal reports from waste management companies is increasingly commonplace. This is the first recommended step in improving oversight of HQ and site waste generation. This will allow evaluation of waste management providers approaches and identification of any opportunities to reduce emissions. | 2026    | Low | Enabler | Operational Waste |
| 3.6 | While there are minimal Business Travel or Employee Commuting emissions, due to employees driving company fleet vehicles, should long-distance journeys for meetings/site visits be required low-emission options should be actively considered. Wherever possible replacing journeys by car/van with rail is a good first step.<br><br>Kordel may consider establishing a Sustainable Travel Policy to be referenced whenever the need arises for long-distance travel.  | TBC     | Low | Low     | Business Travel   |

# Declaration and Sign Off

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard<sup>1</sup> and uses the appropriate Government emission conversion factors for greenhouse gas company reporting<sup>2</sup>.

This Carbon Reduction Plan has been reviewed and approved by the Executive Team at Kordel.

**Signed on behalf of Kordel:**

*A. Tewkesbury*

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**Name: Ashley Tewkesbury**

**Position: Health and Safety Manager**

**Date: 15.12.25**

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<sup>1</sup> <https://ghgprotocol.org/corporate-standard>

<sup>2</sup> <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>