Carbon Reduction Plan

3rd September 2026

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1 COMMITMENT TO NET ZERO

Red Penguin Associates Ltd is committed to reducing the greenhouse gas emissions arising from its business activities and to achieving Net Zero greenhouse gas emissions by 2050 at the latest. The company strives annually to achieve a positive net impact on carbon emissions through careful management, action and investment in offsetting activities.

Red Penguin is a specialist consultancy rather than a manufacturing or production business. Our environmental impacts therefore arise principally through office operations, energy and resource use, business travel, employee commuting, purchased services and other relevant activities within our value chain. Carbon reduction forms part of Red Penguin's wider environmental-management arrangements and is managed through our ISO 14001-certified Business Management System.

2 BASELINE EMISSIONS FOOTPRINT

Emissions	What it Means	Baseline year 2023 tCO_2e
Scope 1	Direct emissions from sources owned or controlled by Red Penguin	0
Scope 2	Indirect emissions from purchased energy + water	2.164 tCO_2e
Scope 3 categories included	Other indirect emissions generated because of Red Penguin's activities (travel and commuting)	(11.243 + 58.831) tCO_2e
TOTAL		**72.238 tCO_2e**

Red Penguin's internal Carbon Management Tracker is the controlled source of our data.

3 CURRENT EMISSIONS FOOTPRINT

Emissions	What it Means	Year 2024 tCO_2e	Year 2025 tCO_2e
Scope 1	Direct emissions from sources owned or controlled by Red Penguin	0	0
Scope 2	Indirect emissions from purchased energy + water	2.558 tCO_2e	1.38 tCO_2e[1]
Scope 3 categories included	Other indirect emissions generated because of Red Penguin's activities (travel and commuting)	(86.392 + 10.376) tCO_2e	(15.162 + 36.697) tCO_2e
TOTAL		**99.326 tCO_2e**	**52.239 tCO_2e**

[1] 2025 purchased energy and water figures are yet to be provided fully to Red Penguin by the Office Management Company so totals are for the moment extrapolated from figures available.

4 CARBON MONITORING AND REDUCTION APPROACH

Scope 3 emissions included within this Carbon Reduction Plan: In accordance with the applicable UK public-procurement Carbon Reduction Plan reporting categories, Red Penguin has assessed:

- upstream transportation and distribution;
- waste generated in operations;
- business travel;
- employee commuting; and
- downstream transportation and distribution.

Business air travel and employee commuting have been quantified where reliable reporting-year information is available. Waste and recycling activity is monitored, but historic records do not yet provide sufficiently reliable mass and treatment-route information to calculate a defensible waste emissions figure. Upstream transportation and distribution has not historically been recorded as a separate emissions category. Downstream transportation and distribution is considered not applicable because Red Penguin provides professional consultancy services and does not sell physical products requiring downstream distribution.

The footprint therefore distinguishes between quantified emissions, categories not applicable to Red Penguin's business model, and categories for which the underlying data requires further development. Red Penguin will improve the completeness of these categories through its ISO 14001-certified Business Management System and Carbon Management Tracker.

Red Penguin's approach is to measure material emissions, reduce avoidable emissions at source and continually improve the quality of its environmental data and controls. Environmental performance is monitored through the company's Business Management System, using environmental data logs and the Carbon Management Tracker, supported by review of environmental aspects, objectives and actions. Current carbon-management measures include:

- monitoring energy, waste, travel and water data;
- improving energy efficiency within office operations;
- reducing unnecessary business travel and making appropriate use of remote meetings;
- encouraging lower-carbon commuting and shared travel where practicable;
- improving waste reduction and segregation;
- considering lower-carbon transport options;
- reducing avoidable energy consumption from office equipment; and
- reviewing environmental performance and improvement actions through the management system.

The 2025 QHSE report identified energy efficiency and ride-sharing activity plus planned waste, travel, virtual-meeting, low-carbon transport and equipment-shutdown measures. Through engagement with QinetiQ who manage Red Penguin's office environmental systems the company will, where possible, monitor energy usage, waste, and water consumption.

5 CARBON REDUCTION TARGETS

Red Penguin will maintain measurable environmental objectives within its Business Management System and use verified reporting data to assess progress against its baseline. The organisation will prioritise reductions that are proportionate to its consultancy-based emissions profile, particularly office energy use, business travel, employee commuting, resource efficiency and relevant purchased goods and services. Performance against environmental objectives will be reviewed through the company's established environmental and management-review arrangements. Where performance does not meet the intended trajectory, corrective or additional reduction measures will be considered.

6 GOVERNANCE AND CONTINUAL IMPROVEMENT

Responsibility for environmental management is integrated within Red Penguin's Business Management System. Carbon and environmental performance are supported by controlled data, objectives and metrics, action tracking, review and internal-audit arrangements. Red Penguin's approach is one of continual improvement. The Carbon Reduction Plan will therefore be reviewed and updated as emissions data improves, material sources change and further practicable carbon-reduction opportunities are identified. Annual objectives will be tracked use the Carbon Management Tracker, travel data and QMR minutes as evidence, with effectiveness checked through QMR and internal audit. Of note the most significant contributor is business travel, which varies annually dependant on the nature of the contracts and work Red Penguin has undertaken throughout the year, hence for 2024 compared to the baseline year of 2023, increased overseas work results in a rise in CO_2 emissions.

This Carbon Reduction Plan has been completed on behalf of Red Penguin Associates Ltd.

Red Penguin Associates Ltd confirms its commitment to reducing greenhouse gas emissions and achieving Net Zero by 2050 at the latest.