

New Link Consulting LLP

Carbon Reduction Plan 2025



Independent evaluation

The baseline of this Carbon Reduction Plan was originally developed by Neuen Consult, specialists in supporting organisations to create effective and sustainable carbon reduction strategies. Figures reported for 2025 have been collected, evaluated and analysed internally to formulate this comprehensive plan, tailored to our now more comprehensive data collection and assessment methods, specific operations and environmental impact.

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Carbon Reduction Plan (PPN06/21)

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Introduction

Founded in 2011, New Link Consulting LLP was established by industry practitioners who recognised the need for a consultancy that could deliver greater value through a unique approach, distinct from conventional, methodology-driven models. Our mission is clear: to uncover opportunities others may overlook and to build our business around these insights. We are relentless in our pursuit of these opportunities, always aiming to maximise benefits for our clients. With exceptional industry knowledge, professional commitment, and an ability to adapt to market changes, we strive to make a meaningful impact on both our clients and the industry.

As we continue to drive business transformation, we are equally committed to our carbon reduction planning. We recognise that addressing environmental challenges is not only a necessity but an opportunity to lead by example. Our team, which embodies the values expected of top consultants—client focus, high-quality solutions, and unwavering integrity—also embraces sustainability as a core principle. With deep industry knowledge and a relentless drive to effect real business change, we integrate carbon reduction strategies into our operations, ensuring that our entrepreneurial spirit fuels both innovation and environmental responsibility. This includes the accurate assimilation and collation of emissions data, now in our third year of reporting.

Our 2025 emissions reporting shows an overall decrease in our emissions driven essentially by the change in our operating model aligned to our client's demands, further improved reporting and a consistent focus on embedding a culture of upheld environmental policy.

Our 2025 emissions report, encompassing January to December, reveals a decrease from a direct result of further implementation of more comprehensive and holistic tracking measures across our organisation, allowing for a more accurate and thorough assessment of our emissions and strengthening our commitment to sustainability. . We've integrated these tracking policies with our emissions training and reporting programs, ensuring organisation-wide awareness and accountability. To reflect these changes, we're updating our internal policies with relevant measures. A key strategic focus is our supply chain, where we're prioritising rigorous vetting of supplier emissions. This enhanced visibility allows us to identify and target specific areas for reduction, demonstrating our commitment to environmental responsibility.

Commitment to Net Zero by 2040

New Link Consulting LLP is committed to achieving Net Zero emissions by **2040**.

Baseline Year 1st January – 31st December 2023

The period 1st January to 31st December 2023 was our initial baseline reporting and first year of reporting. This timeframe serves as the cornerstone of our sustainability journey, providing a comprehensive and accurate snapshot of our carbon footprint. By establishing 2023 as the Baseline Year, we have created a clear reference point against which future emission reductions can be measured and tracked. This strategic decision reflects our dedication to transparency and accountability in our sustainability efforts, ensuring that we can effectively monitor progress as we work towards our long-term environmental goals.

Initial Reporting Baseline (2023) vs 2024

	Baseline 2023	2024
Scopes and categories	Metric tons CO ₂ e	Metric tons CO ₂ e
Scope 1: Direct emissions from owned/controlled operations	0.00	0.00
Scope 2: Indirect emissions from the use of purchased electricity, steam, heating, and cooling	0.00	0.90
Scope 3 emissions		
Category 1: Purchased goods and services	0.00	0.00
Category 2: Capital goods	0.00	0.00
Category 3: Fuel- and energy-related activities (not included in scope 1 or scope 2)	0.00	1.31
Category 4: Upstream transportation and distribution	0.00	0.00
Category 5: Waste generated in operations	0.00	0.00
Category 6: Business travel	0.0833	4.81
Category 7: Employee commuting – Local Bus	0.0054	11.42
Work From Home	0.3880	45.08
Other Hotel Stay	0.0936	0.28
Category 8: Upstream leased assets	0.00	0.00
Category 9: Downstream transportation and distribution	0.00	0.00
Scope 1	0.00	0.00
Scope 2	0.00	0.90
Scope 3	0.5727	63.03
Total	0.5727 tCO₂e	63.93 tCO₂e

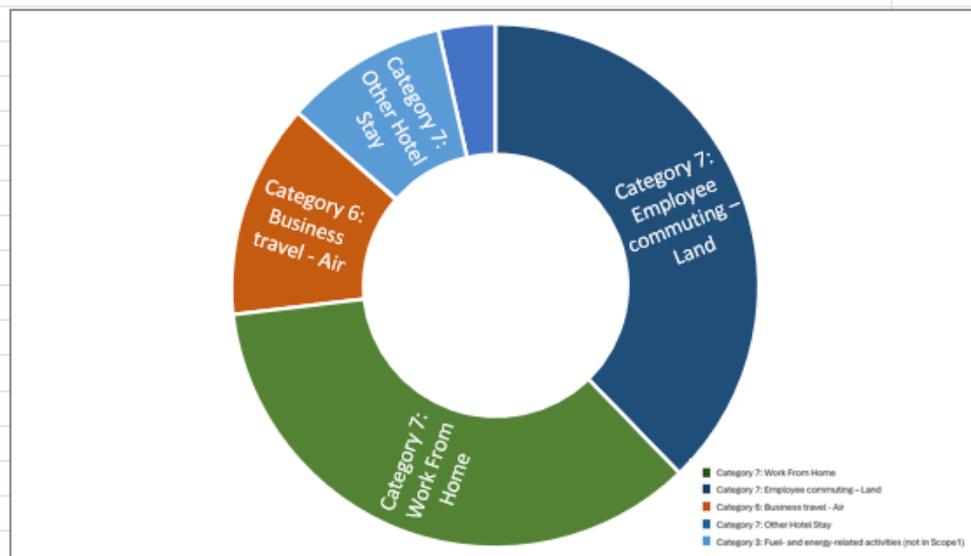
Note: The baseline preliminary emissions assessment reflects limited data due to our early-stage collation process. While the results were modest, we acknowledge the department's diligent effort in initiating this vital reporting. Our data collection has matured and proceeding years' reporting represents more comprehensive and accurate assessments.

While this improved methodology offers greater transparency, it also revealed a substantial increase in emissions from Baseline to 2024, our second year of reporting, particularly within Scope 3. The spike was attributed to the inclusion of previously unmeasured categories, such as work-from-home energy consumption and a more granular analysis of business travel.

Current Year Emissions Reporting January – December 2025

Scopes and categories	Metric tons CO ₂ e
Scope 1: Direct emissions from owned/controlled operations	0
Scope 2: Indirect emissions from the use of purchased electricity, steam, heating, and cooling	0.90
Scope 3 Emissions	
Category 1: Purchased goods and services	0
Category 2: Capital goods	0
Category 3: Fuel- and energy-related activities (not in scope 1 or scope 2) Water & Wastewater	1.31
Category 4: Upstream transportation and distribution	0
Category 5: Waste generated in operations	0
Category 6: Business travel - Air	4.93
Category 7: Employee commuting – Land	14.105
Work From Home	13.3
Other - Hotel Stay	3.76
Category 8: Upstream leased assets	0
Category 9: Downstream transportation and distribution	0
Scope 1 Total	0
Scope 2 Total	0.90
Scope 3 Total	37.405
Total	38.305 tCO₂e

Emissions Breakdown – Scope 3



Emissions Inventory

Our 2025 emissions inventory further demonstrates our advancement in data collection and reporting methodology, resulting in a more refined and accurate representation of our carbon footprint. We've transitioned from relying on industry averages for key categories to employing specific data sources and established emission factors. This enhanced approach includes utilising distance-based calculations for business travel and employee commuting, categorised by vehicle type for increased precision. Notably, we've incorporated emissions from work-from-home activities, previously unaccounted for, providing a more comprehensive view of our Scope 3 emissions.

During 2025 the reporting methodology has been further enhanced particularly impacting the work-from-home activity reporting; prior years there was no deduction for employee holidays per annum and thus figures were over inflated representing a substantial decrease in the Scope 3 emissions for current year reporting. This highlights the importance of robust data collection for effective emissions management and targeted reduction strategies. Moving forward, we will leverage this enhanced inventory to prioritise emission hotspots and develop data-driven solutions.

Zero Emissions Rationale

Scope 1: Direct emissions from owned/controlled operations – Our business activities, by their inherent nature, do not generate emissions within this scope.

Scope 3

Category 1: Purchased goods and services - Through detailed and accurate accounting of all purchased goods and services, and through working with our suppliers to gain their emissions data, we have accurately calculated that our scope 3 category 1 emissions are zero.

Category 2: Capital Goods:

- Our business model involves minimal or no procurement of capital goods.

Category 4: Upstream Transportation and Distribution:

- We do not have any physical goods transported to us.

Category 5: Waste Generated in Operations:

- Our operations generate no waste.

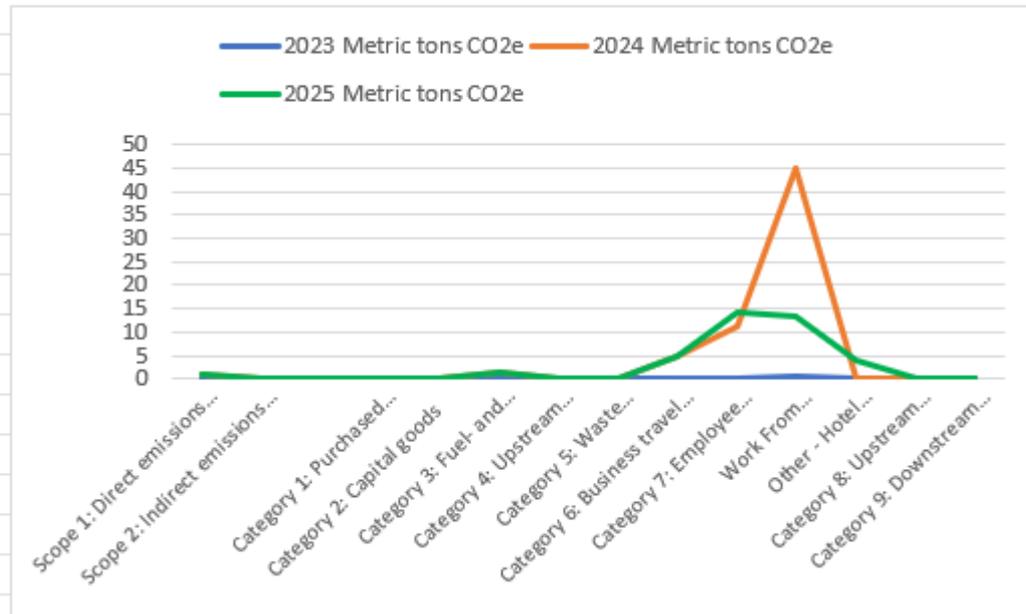
Category 8: Upstream Leased Assets:

- We do not utilise any leased assets.

Category 9: Downstream Transportation and Distribution:

- We do not have any physical products that are transported to customers.

Emissions Comparison since Baseline 2023 to Current 2025



Methodology and References

To calculate emissions for New Link Consulting LLP, the following methods and references are typically employed:

1. Emission Factors:

- Reference:** The UK Government's Department for Environment, Food & Rural Affairs (DEFRA) publishes annually updated emission factors, which are widely used in the UK for converting activity data (like energy consumption or travel distances) into CO2e (carbon dioxide equivalent) emissions.
- Method:** These factors are applied to different sources of emissions, such as fuel consumption, electricity use, and travel, to calculate the associated emissions. For example, kWh of electricity consumed would be multiplied by the relevant emission factor to determine Scope 2 emissions.

2. Activity Data Collection:

- Reference:** Our Internal data records, invoices, and travel logs are the primary sources for this information.
- Method:** This involves gathering specific data from various sources within our organisation, such as, mileage logs for business travel, and other relevant statistics. The accuracy of this data is critical for reliable emissions calculations.

3. GHG Protocol:

- Reference:** The Greenhouse Gas (GHG) Protocol is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions.

- **Method:** The GHG Protocol provides a comprehensive framework for measuring and managing emissions. It guides the classification of emissions into Scopes 1, 2, and 3, ensuring that all relevant sources within our business processes are accounted for.

4. ISO 14064:

- **Reference:** ISO 14064 is an international standard that specifies principles and requirements for quantifying and reporting greenhouse gas emissions and removals.
- **Method:** Using this standard helps ensure that the emissions inventory is credible and verifiable. It provides guidance on data collection, calculation methodologies, and reporting practices employed by our environmental advisors.

5. ISO 14001:

- **Reference:** ISO 14001 is the internationally recognised standard for Environmental Management Systems (EMS), providing a framework for organisations to improve environmental performance, reduce waste, and ensure legal compliance.
- **Method:** Following accreditation to this standard in June 2025 this standard is used to ensure that the company is reducing its environmental impact by managing energy, waste and suppliers responsibly and working towards measurable sustainability targets.

EcoVadis Score

On 20th December 2025, New Link Consulting LLP achieved an EcoVadis sustainability assessment score of 59/100, 4 points increase on the prior year score, maintaining our position in the 54th percentile. This increased scoring resulted in the receipt of a 'Committed Badge', recognising the strong foundation in managing environmental, social, and governance (ESG) criteria, achieving a score of 45 or higher, indicating "Good" performance and a solid commitment to sustainability beyond just basic compliance, showing it is integrated into our business. This demonstrates our continued commitment to sustainable practices and building upon the strong foundation established in second year of assessment.



Emission Reduction Targets

New Link Consulting LLP: Year-on-Year Emissions Reduction Plan (Net-Zero by 2040)

Using updated Baseline (2025): 38.305metric tons CO₂e

Key Assumptions/Achievements:

- As a service-led business with a footprint comprised mainly of Scope 3 emissions, our total carbon output is closely linked to our headcount. To ensure we scale sustainably, we will begin to track emissions intensity per employee. This will allow us to measure the effectiveness of our reduction initiatives—such as sustainable procurement and low-carbon travel policies—even as our absolute footprint increases in line with our workforce expansion.
- Consistent growth in the business, requiring sustained reduction efforts.
- Implementation of aggressive reduction measures in Scope 3.
- Gradual integration of carbon removal technologies.
- Improved reporting methodologies
- Recognition of the changing scope of client demands as ours and our clients' businesses develop and ensuring the careful balance of respecting our clients' preferences and work styles.

Year-on-Year Targets:

- **2025:**
 - Achievement of 40% reduction on prior year emissions 38.35 metric tons CO₂e
 - Despite recent significant reductions, our future targets have been adjusted from our 2024 carbon reduction plan to account for projected business growth and evolving client requirements.
 - We remain committed to balancing ambitious reductions in Scope 3 emissions with the flexibility required to meet evolving client service demands and business growth. This agile approach ensures that our carbon reduction pathway remains realistic and sustainable as we scale our operations.
- **2026:**
 - Target: 34.5 metric tons CO₂e (approx. 10% reduction).
 - Actions: Expand sustainable commuting incentives rail first initiatives. Implement a strict policy to minimise air travel for internal business, while providing clear recommendations to clients and recognising that travel is sometimes necessary. We will also champion remote work where feasible, respecting client preferences and work styles. Furthermore, we will actively engage with our suppliers to collect carbon footprint data and collaborate on reducing their environmental impact. Finally, we will strive to hire locally to minimise travel distances and promote virtual meetings and alternative communication methods.

- **2027:**
 - Target: 31 metric tons CO₂e (approx. 10% reduction)
 - Actions: Begin to prioritise suppliers with SBTi aligned targets and finalise supplier emissions data collection. Increase the number of remote meetings.
- **2028-2030 (Mid-Term):**
 - Target: Achieve an approx. 16% reduction from 2025 levels, aligning with a 1.5°C pathway. This would mean reaching approximately 28 metric tons by 2030, and then further reducing this to roughly 27 metric tons.
 - Actions: Deepen supplier collaboration for emissions reductions, invest in renewable energy for office operations where applicable, explore local carbon removal projects.
- **2031-2035:**
 - Target: Aggressive reductions, focusing on difficult to abate emissions. Target is to reach roughly 15 metric tons of CO₂e.
 - Actions: Implement advanced energy efficiency measures, increase the use of electric vehicles for any company owned vehicles where applicable, and increase the amount of carbon offsets.
- **2036-2040 (Long-Term):**
 - Target: Reach near-zero emissions, with residual emissions offset through high-quality carbon removal.
 - Actions: Transition to 100% renewable energy, invest in cutting-edge carbon removal technologies, and offset all remaining emissions.

Key Considerations:

- **Data Accuracy:** Continuous improvement in data collection and verification is essential.
- **Technology Adoption:** Embrace emerging technologies for emissions reduction and carbon removal where applicable by using technologies to perform work internationally to reduce travelling requirements.
- **Policy Alignment:** Stay informed about and comply with Britain's sustainability regulations.
- **Flexibility:** Adapt the plan based on technological advancements and changes in business operations.
- **Third party verification:** Have all data and plans verified.

Reporting and Review:

- Annual progress reports will be published, detailing emissions performance and reduction initiatives.

- Regular reviews of the plan will be conducted to ensure alignment with SBTi criteria and evolving best practices.

By adhering to this plan, New Link Consulting LLP can demonstrate its commitment to climate action and achieve its net-zero target by 2040.

Carbon Reduction Initiatives

The NLC Board has established a dedicated Sustainability Steering Committee led by Business Management, which ensures diligent oversight and reporting of our environmental and social initiatives. The Carbon Reduction Plan (PPN06/21), incorporating ESG reporting, is now a core component of our governance, complementing our updated sustainability policy as well as maintaining our ISO 14001 accreditation. This has been integrated into our annual reporting cycle, strengthening our commitment to ongoing monitoring and responsible corporate governance. To enhance this, we have implemented day one employee sustainability training and more stringent supply chain vetting. This strategic shift underscores our dedication to transparency, continuous improvement, and verifiable progress in our sustainability performance.

New Link Consulting LLP with its newly formed sustainability Steering Committee is committed to maintaining and enhancing its carbon neutrality through focused reduction targets but also understands that with an already low carbon footprint there are minimal areas for improvement. However, building on its current baseline of zero emissions, the company aims to:

- **Minimise Scope 3 Emissions:** Further reduce Scope 3 emissions, particularly in business travel, employee commuting, and hotel stays. Strategies include promoting virtual meetings, encouraging sustainable transportation options, and implementing policies to reduce travel-related carbon footprints. New Link Consulting recognises also that business travel is linked to our client demands.
- **Enhance Employee Awareness:** Expand initiatives to raise awareness and encourage sustainable practices among employees, both in the office and remote work environments, to minimise commuting emissions and promote eco-friendly habits. 2025 Christmas party included a gift for all employees of a carbon neutral light bulb to use for working from home periods.
- **Enhance Employee Training:** Expand training programs to educate employees on sustainable practices and the importance of reducing their carbon footprint, both in the office and in remote work settings. This includes guidance on reducing commuting emissions and adopting eco-friendly habits. Regular communications through our quarterly newsletter to disseminate top tips or initiatives to employees.
- **Strengthen Supply Chain Practices:** Collaborate with suppliers and partners to implement sustainable practices and reduce carbon footprints across the supply chain. This involves confirming with suppliers' that they have environmental policies in place and encouraging them to adopt greener practices.
- **Leverage Technological Solutions:** Invest in technology and tools that support remote work and reduce the need for business travel, further decreasing the company's carbon impact.

- **Review and Improve:** Regularly review and update the carbon reduction plan to identify new opportunities for emission reductions and ensure alignment with best practices and evolving sustainability standards.

SWOT Analysis

In line with updates to ISO management system standards introduced in February 2024, requiring organisations to consider climate change within the analysis of the Context of the Organisation, NLC has assessed climate-related risks through a SWOT analysis. This analysis supports the Carbon Reduction Plan to ensure that environmental considerations are integrated into strategic planning, operational decision-making and sustainability governance. The analysis reflects the reality of NLC as a professional services consultancy with a carbon footprint primarily driven by Scope 3 emissions.

Strengths: NLC has a relatively low operational footprint and no direct operational emissions from owned facilities or production activities. We have established governance structures to support sustainability objectives, including a Carbon Reduction Working Group who are responsible for oversight of initiatives. Emissions reporting capabilities have improved through enhanced data collection and monitoring of business travel and remote working activity. Accreditation to ISO 14001 provides a structured framework for environmental management and continuous improvement.

Weaknesses: The majority of NLC's Scope 3 emissions sources are business travel, employee commuting and accommodation linked to client engagements. These emissions are influenced by client requirements and operational demands, limiting NLC's direct control over some reduction measures. Multiple emissions categories also rely on supplier-provided data, which can affect the completeness and accuracy of reporting.

Opportunities: Greater use of remote collaboration technologies and digital delivery of consulting services would reduce the need for travel where appropriate. NLC has opportunities to strengthen supplier engagement by encouraging improved emissions transparency and environmental commitments across the supply chain. Continued endorsement of sustainable travel practices, such as prioritising rail travel, supports progress towards emissions reduction targets.

Threats: Client expectations for on-site engagement may continue to require travel. Business growth and increased client activity may also lead to higher absolute emissions despite efficiency improvements. Additionally, evolving sustainability regulations and reporting expectations may increase compliance requirements, while progress in reducing certain emissions remains partly dependent on the environmental performance of suppliers and partners.

Declaration and Sign Off

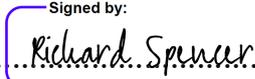
This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard¹ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting².

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) Standard³.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Signed on behalf of New Link Consulting LLP:

Signed by:

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Name: Richard Spencer

Position: Managing Partner

Date: 06 March 2026 | 09:08 GMT

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

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

³ <https://ghgprotocol.org/standards/scope-3-standard>