

NCO EUROPE LTD

Carbon Reduction Plan

Prepared in accordance with PPN 06/21

Outshine. Outpace. Outperform.

Supplier name	NCO Europe Limited
Publication date	7 July 2026
Baseline year	2022
Reporting year	2025
Reporting standard	PPN 06/21 · GHG Protocol Corporate Standard
Independent validation	Furthr (outsourced ESG partner)
Approved by	Andrew Bretherton, Finance Director

NCO Europe is committed to achieving Net Zero emissions by 2050.

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Commitment to Achieving Net Zero

NCO Europe is committed to achieving Net Zero emissions by 2050.

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: 2022

Additional Details relating to the Baseline Emissions calculations.

NCO Europe are passionate about reducing its carbon footprint and committed to achieving Net Zero. Our ESG committee was formed in 2020 and subsequently many key milestones have been achieved in progressing our Objectives.

In 2022 NCO Europe obtained and since maintained ISO14001. In addition, we have engaged with an outsourced ESG partner since 2022 – Furthr. Furthr are an industry leading ESG consultant who independently validate our carbon emissions calculations as well as critically evaluate our carbon reduction plan and strategic objectives. Utilising Furthr in tandem with maintaining our ISO14001 certifications is part of the ESG committees strategy to ensure accurate and independently verified emission calculations are completed amidst a rigid and reliable control framework.

Scope 1 Emissions – 1.23 tCO₂e

Our scope 1 emissions relate solely to the refrigerants used in our facilities air conditioning unit

Scope 2 Emissions – 140 tCO₂e

Our scope 2 emissions relate solely to our facilities electricity usage.

Scope 3 Emissions – 825 tCO₂e

Our scope 3 emissions relate to multiple sources, but these are mostly generated from staff related emissions generated from either commuting to work or their consumption working from home, in addition to our purchased goods and services.

Baseline Year Emissions

Baseline year emissions: 2022	
EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	1.2
Scope 2	140.4
Scope 3 (Included Sources)	825.0
Total Emissions	966.6

Current Emissions Reporting

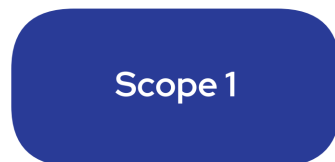
Reporting Year: 2025	
EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	2.4
Scope 2	87.0
Scope 3 (Included Sources)	456.3
Total Emissions	545.7

2025 Analysis

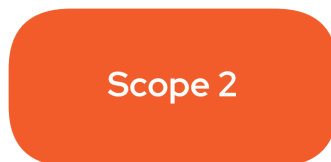
Over the course of April 2026, NCO Europe and Furthr teams have put together NCO Europe's emissions activity data. We've used the highest-quality 2025 methodologies and emissions factors to output NCO Europe's total emissions.

2025 emissions by scope – location-based and market-based (tCO₂e)

	Location	Market
Scope 1	2	2
Scope 2	36	87
Scope 3	447	456
All Scopes	485	546



Refrigerant emissions
from NCO Europe



Purchased electricity
by NCO Europe

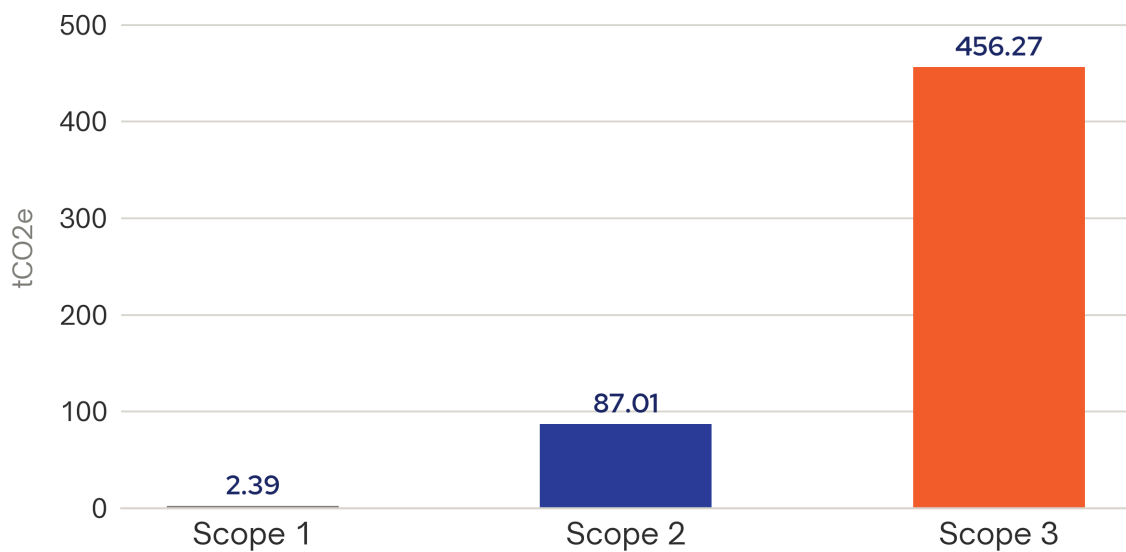


NCO Europe's Value
Chain Emissions

Measurement Protocol: Greenhouse Gas Protocol

Furthr have undertaken a comprehensive examination of NCO Europe's GHG emissions for 2025, encompassing Scope 1, Scope 2, and Scope 3 emissions. Through this analysis, NCO Europe is able to identify GHG hotspots in its operations, which will be critical in the delivery of ongoing emission reduction targets and monitoring. By adhering to established protocols and methodologies, NCO Europe aims to provide stakeholders with accurate and reliable information on its environmental impact. This report also delves into the contextual factors influencing NCO Europe's emissions, offering a transparent view of the challenges and opportunities faced to reduce emissions.

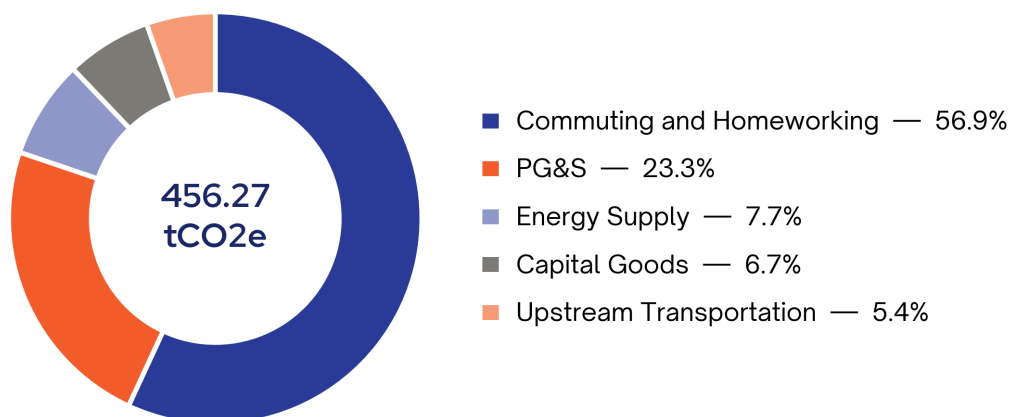
2025 Results



Intensity Metrics

Scope	Total (tCO2e)	tCO2e / £ mil revenue	tCO2e / FTE
Scope 1	2.39	0.15	0.01
Scope 2	87.01	5.60	0.22
Scope 3	456.27	29.39	1.17
All Scopes	545.67	35.14	1.40

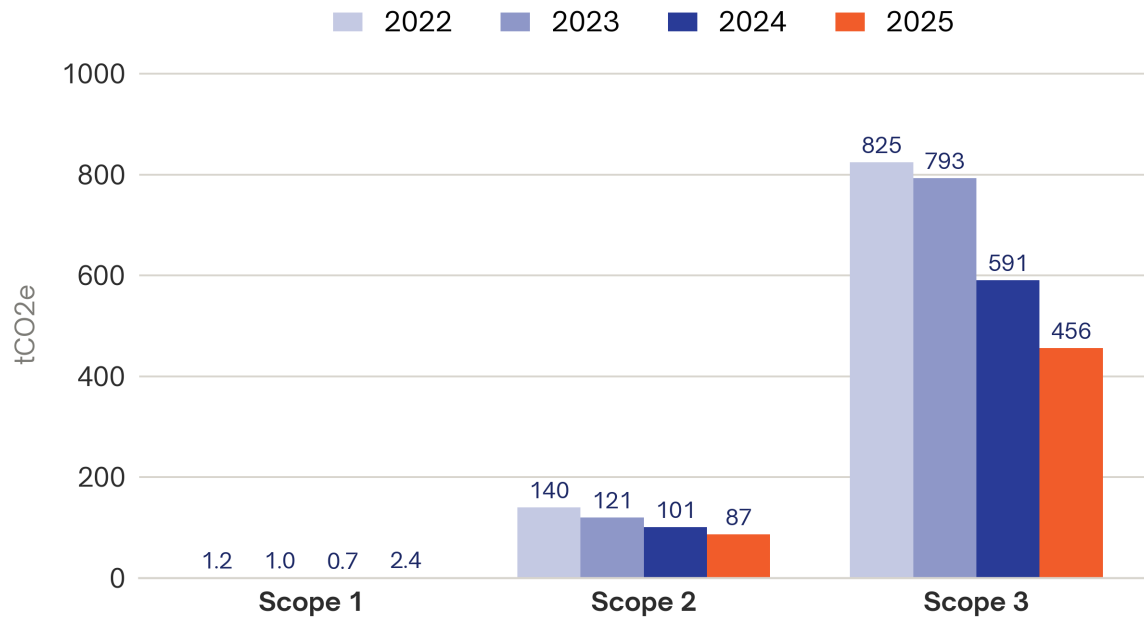
Scope 3 Emissions Reporting



Scope 3 GHG Categories

Scope 3 GHG Categories	tCO ₂ e
PG&S	106.37
Capital Goods	30.42
Energy Supply	35.29
Upstream Transportation	24.45
Waste	0.11
Business Travel	N/A
Commuting and Homeworking	259.62
Total Scope 3	456.27

NCO have reduced overall emissions by 21% compared to 2024.

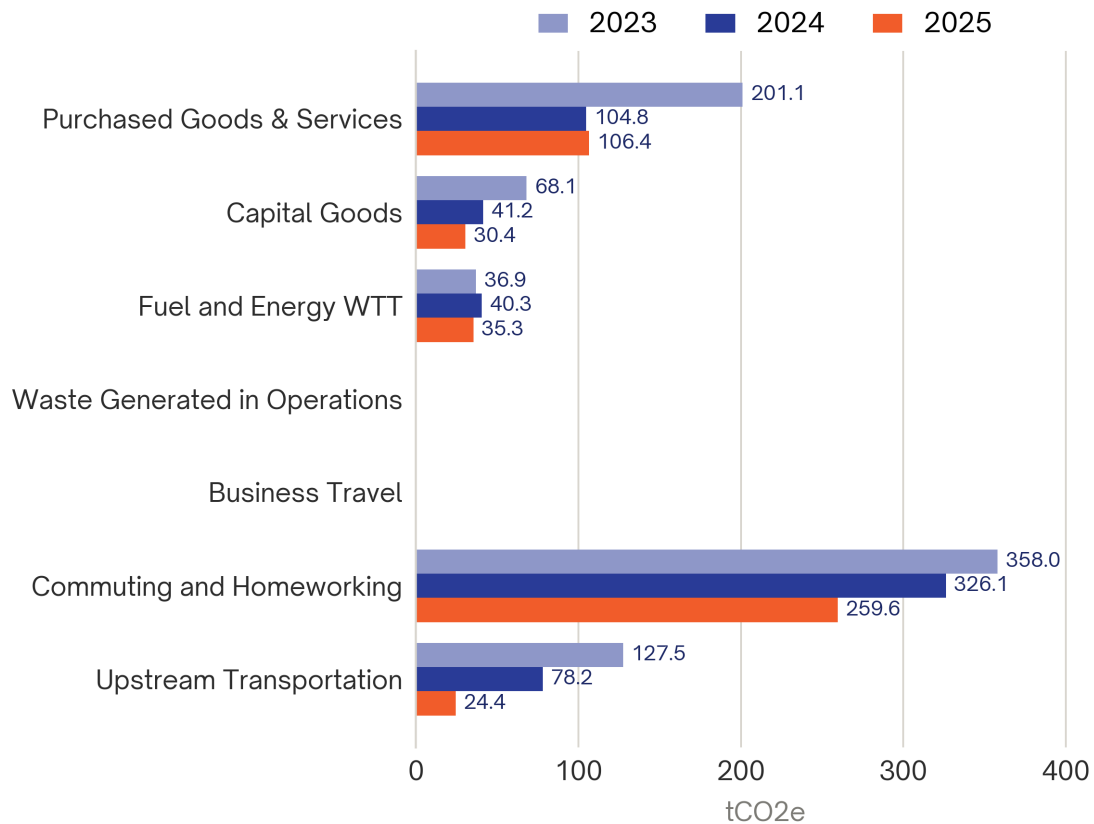


- **Scope 1:** Change in scope 1 due to newly included Petrol vehicle under Mobile Combustion for 2025.
- **Scope 2:** Lower electricity consumption at New City House reduced scope 2 emissions in 2025.
- **Scope 3:** A deep dive into scope 3 can be found in the Scope 3 Emissions Reporting section.

Year-on-year comparison (tCO₂e)

	2024	2025	% change
Scope 1	0.66	2.39	262%
Scope 2	101.21	87.01	-14%
Scope 3	590.94	456.27	-23%
All Scopes	692.82	545.67	-21%

NCO have reduced emissions most notably from Commuting due to a 10% reduction in FTE between 2024 and 2025.



- **Purchased Goods & Services:** There was an 30% increase in overall in-scope spend for PG&S, contributed to the rise in emissions.
- **Capital Goods:** There was less IT equipment purchased in 2025 than in 2024 which contributed to a decrease in emissions in this category.
- **Business Travel:** No Business Travel data was reported for 2025.
- **Commuting and Homeworking:** There was a reduction in total FTEs between 2024 and 2025. This has resulted in a reduction in emissions from commuting.
- **Upstream Transportation:** A reduction in the number of letters sent in 2025 has reduced upstream transportation emissions.

Emissions Overview

Category	2022	2023	2024	2025	% Change
Mobile Combustion	N/A	N/A	N/A	1.73	+100%
Refrigerant Gases	1.20	1.00	0.66	0.66	1%
Total Scope 1	1.20	1.00	0.66	2.39	262%
Electricity	140.40	120.00	98.83	87.01	-12%
Company Owned EV's*	0.00	0.70	2.38	N/A	N/A
Total Scope 2 (Market-Based)	140.40	120.70	101.21	87.01	-14%
PG&S	227.70	201.10	104.78	106.37	2%
Capital Goods	64.60	68.10	41.25	30.42	-26%
Energy Supply	35.00	36.90	40.32	35.29	-12%
Upstream Transportation	129.90	127.50	78.16	24.45	-69%
Waste	6.40	0.60	0.03	0.11	277%
Business Travel *	0.00	0.40	0.28	N/A	-100%
Commuting and Homeworking	361.30	358.00	326.13	259.62	-20%
Total Scope 3	824.90	792.60	590.94	456.27	-23%
Total (All Scopes)	966.60	914.40	692.82	545.67	-21%

All figures in tCO₂e. Percentage change compares 2025 against 2024.

NCO has no downstream transportation and distribution

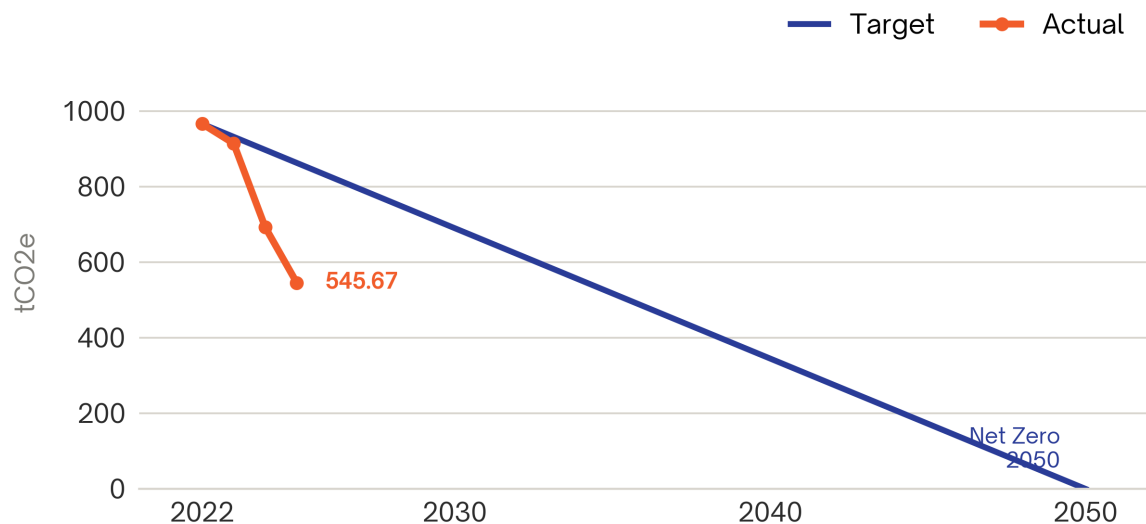
Emissions Reduction Targets

As part of our long term goals to achieve Net Zero, for the initial 5 years post baseline year we aim to reduce our carbon emissions by 18%.

4 years post baseline we have exceeded this target reducing our carbon emissions by 44%. Given the success of NCO Europe's initiatives in reducing Carbon emissions the board are reviewing and approving annual targets proposed by the ESG committee to encourage continuous improvement.

Actual performance 2022–2025 and approved targets 2026–2027

Emission Type	2022	2023	2024	2025	2026	2027
	Actual	Actual	Actual	Actual	Target	Target
Scope 1 (tCO2e)	1.23	1.00	0.66	2.39	0.66	0.66
Scope 2 (tCO2e)	140.44	120.72	101.21	87.01	82.66	81.01
Scope 3 (tCO2e)	824.91	792.65	590.92	456.27	433.46	424.79
Total tCO2e	966.58	914.37	692.79	545.67	516.78	506.45
% Reduction vs 2022 Baseline	–	5%	28%	44%	47%	48%
FTE (inc temp)	503.06	480.57	436.00	391.00	390.38	390.38
tCO2e / FTE	1.92	1.90	1.59	1.40	1.32	1.30
tCO2e / FTE change vs 2022	0%	-1%	-17%	-27%	-31%	-32%



Carbon Reduction Projects

Completed Carbon Reduction Initiatives

The following environmental management measures and projects have been completed or implemented since the 2022 baseline.

- **Lettering and Communication Strategies** – One of our main carbon emitting suppliers relates to the lettering generated for our correspondence requirements. NCO Europe have transitioned throughout 2025 a significant amount of communications away from physical to digital reducing emissions. This contributed significantly towards a 69% reduction in upstream transportation and a saving of 54 tCO₂.
- **Furthr partnership** – With 2022 being our baseline year, we continue to utilise Furthr to communicate our ESG impact as a business and have employees engage via the Furthr app on how they can minimise their carbon footprint.
- **Facility amendments** – NCO Europe have reconsidered how we deliver our services to clients and the flexibility we can provide employees in the workplace. This involved adapting to an ever-increasing demand for WFH. In doing so we have also adapted our office locations to more efficiently utilise the spaces we have, not just in respect of service but also to reduce our energy consumption and carbon impact.

On the back of this strategic review NCO Europe reduced the size of its on site facility by 62.5% delivering a significant reduction in our scope 2 emissions by approximately 40 tCO₂e per annum.

- **Employee initiatives** – NCO Europe openly encourages its staff to be mindful of the environment and how daily choices can have an impact. Recycling is promoted throughout the business and since 2021 the company have transitioned to be paperless. In respect of Scope 2 emissions, the Facilities and Housekeeping team are incentivised to actively reduce electricity consumption reducing our day to day consumption.
- **Hardware Recycling** – NCO Europe have taken the steps to reduce our on premise server footprint to reduce the amount of carbon we produce. So far we have gone from 110 physical servers down to 2 generating a significant carbon footprint saving.
- **Procurement considerations** – NCO Europe already audits its key suppliers to ensure their policies and practices align with our ESG commitments, however NCO are committing to more comprehensive onboarding policies in regard to ESG commitments and furthermore developing processes with existing suppliers to measure, report and reduce Scope 3 emissions.

Future Carbon Reduction Initiatives

- **Server Reduction** – NCO have identified a main consumer of scope 2 emissions relates to our servers. Throughout 2026 and 2027 NCO Europe are looking to make alterations to its storage requirements allowing its server requirements to reduce by 66%.

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 reporting**².

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 the Supplier	
Name	Andrew Bretherton
Position	Finance Director
Date	09/07/2026
Signature	

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

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

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