Ryder

Okana

Carbon Reduction Plan 2025

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Contents

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Introduction

Ryder is committed to achieving net zero for scopes 1, 2 and 3 GHG emissions by 2050.

Our Carbon Reduction Plan (CRP) contains the most recent reporting of Ryder's carbon emissions for the financial year 2025.

While there are ongoing challenges, we believe the initiatives highlighted are beginning to show impact following a second year reduction in our emissions intensity (CO_2e/FTE) compared to our baseline year.

This document presents our emissions data for scopes 1, 2 and a subset of scope 3 emissions in line with the PPN006 technical standards[1].

Methodology

The methodology adopted is in line with the Greenhouse Gas Protocol[2] and the UK Government Environmental Reporting Guidelines[3]. The calculations were completed on the SmartCarbon™ Calculator[4] using the UK Government Emissions Factors[5].

CO_2e is the universal unit of measurement to indicate the global warming potential (GWP) of Greenhouse Gases (GHGs), expressed in terms of the GWP of one unit of carbon dioxide.

1 Procurement Policy Note 006 (2021, Updated 2025): https://www.gov.uk/government/publications/ppn-006-taking-account-of-carbon-reduction-plans-in-the-procurement-of-major-government-contracts/ppn-006-taking-account-of-carbon-reduction-plans-html

2 The GHG Protocol Corporate Accounting and Reporting Standard. Revised Edition (2015) World Resource Institute and World Business Council for Sustainable Development

3 Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance (March 2019) UK Government Department for Business, Environment and Industrial Strategy.

4 SmartCarbon Calculator: https://www.smartcarboncalculator.com/

5 Greenhouse gas reporting: conversion factors - Full set (for advanced users). More at this link: https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting

Our boundary and data sources

Our boundary

Ryder has adopted an operational control approach in defining its organisational boundary.

Our boundaries have been updated to reflect acquisitions and Okana which is a subsidiary of Ryder. Therefore, this CRP covers Ryder and subsidiaries, including Okana Global.

The baseline has been recalculated accordingly to incorporate historic emissions from acquired companies retroactively.

Where accurate historic data is unavailable, estimations are used based on the data from all Ryder offices, adjusted for number of FTEs.

Where Ryder does not exercise operational control over scope 1 emissions, such as in leased offices - these emissions are reported under scope 3, category 8 (upstream leased assets), and are not included in the subset of scope 3 emissions for the CRP.

Data sources

The carbon emissions reporting period aligns with Ryder's financial reporting year, ie 1 May to 30 April.

Our carbon management protocol is updated regularly which tracks all data sources and types used in the recording of our emissions. The calculations are then completed on the SmartCarbon™ Calculator using the UK government emissions factors.

Three offices now use REGO certified electricity. Our CRP includes both location based and market based reporting methods, with graphics presenting the market based data.

We use primary data where possible, however in some cases we are required to use estimated data, extrapolated data, or proxy data, that is based on data from other areas of our practice or spend data converted using industry standards.

To address these challenges we continue to implement new measures to capture data across our seven offices in the UK and overseas.

Over each reporting period we can therefore increase the proportion of primary data used for our reporting. These measures include:

- Carbon representatives based in all Ryder offices to report emissions data from each office.
- Improvements to our data inputting mechanisms to reduce our use of spend data especially for scope 3 category 4 and 6.
- Working with our landlords to source primary data which has improved the accuracy of our scope 1, and scope 3 category 5 data.
- Aligning carbon reporting categorisation within all expense recording mechanisms to reduce the use of spend based calculation methods.
- In instances where we lease our offices, we weigh bins internally prior to collection. This avoids using a prorata of our footprint, of total building waste.

Financial year 2020 baseline emissions

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.

The baseline year, financial year 2020, ran from 1 May 2019 through to 30 April 2020.

Baseline emissions are the reference point against which emissions reduction can be measured.

The calculation includes scopes 1, 2 and a subset of scope 3 emissions in line with the PPN006 technical standards.

All carbon emissions are rounded to the nearest integer.

Emissions	Intensity (tCO2e / FTE)	Total (tCO2e)
Scope 1	**0.19**	**37**
Scope 2 (market based method)	**0.58**	**115**
Scope 2 (location based method)	**0.58**	**115**
Scope 3 Includes: 4 Upstream transportation and distribution 11 tCO2e 5 Waste generated in operations 3 tCO2e 6 Business travel 293 tCO2e 7 Employee commuting 76 tCO2e 9 Downstream transportation and distribution 0 tC02e* *not relevant to the scope of Ryder's business activities	**1.93**	**382**
Total emissions (scope 2 market based method)	**2.70**	**534**
Total emissions (scope 2 location based method)	**2.70**	**534**

Financial year 2025 emissions

Over the last reporting period, there was a reduction compared to our last reporting year, however our emissions are still higher compared to our financial year 2020 baseline emissions.

This increase was largely a result of significant business growth since our baseline reporting year.

We have maintained our 2050 and 2030 intermediate emissions reduction targets and aspire, through our initiatives, to reach our intermediate target despite this business growth.

Over the last reporting period there was a decrease in our scope 1 emissions. This reduction is primarily due to the change of our fleet cars from petrol to hybrid.

Over our last reporting period, we have also transitioned our London and Liverpool offices to REGO electricity supplies which has decreased our scope 2 emissions following the market based method.

Emissions	Intensity (tCO2e / FTE)	Total (tCO2e)
Scope 1	0.10	35
Scope 2 (market based method)	0.11	38
Scope 2 (location based method)	0.26	91
Scope 3 Includes: 4 Upstream transportation and distribution 11 tCO2e 5 Waste generated in operations 2 tCO2e 6 Business travel 368 tCO2e 7 Employee commuting 86 tCO2e 9 Downstream transportation and distribution 0 tCO2e* *not relevant to the scope of Ryder's business activities.	1.33	468
Total emissions (scope 2 market based method)	1.53	541
Total emissions (scope 2 location based method)	1.68	593

Estimations

- Scope 1, scope 2, and scope 3 category 5 data for residential properties rented by Ryder: Where is it not possible to obtain primary data, proxy data based on industry standards and UK Government DEFRA waste data.
- Scope 3 category 4: Spend data is used for postal and courier services and warehousing and storage.
- Scope 3 category 5: Where some primary data has been unavailable, estimations or extrapolations are used. Where we lease office space, in some cases this data is available for the building and then apportioned based on our footprint within the building.
- Scope 3 category 6: This is a mix of distance based data and spend based data following industry CO2e/£ conversation factors, where the distance or mode are not available. Average class of travel is used for flights given the current lack of this data.
- Scope 3 category 7: Data is extrapolated based on an annual staff travel survey.

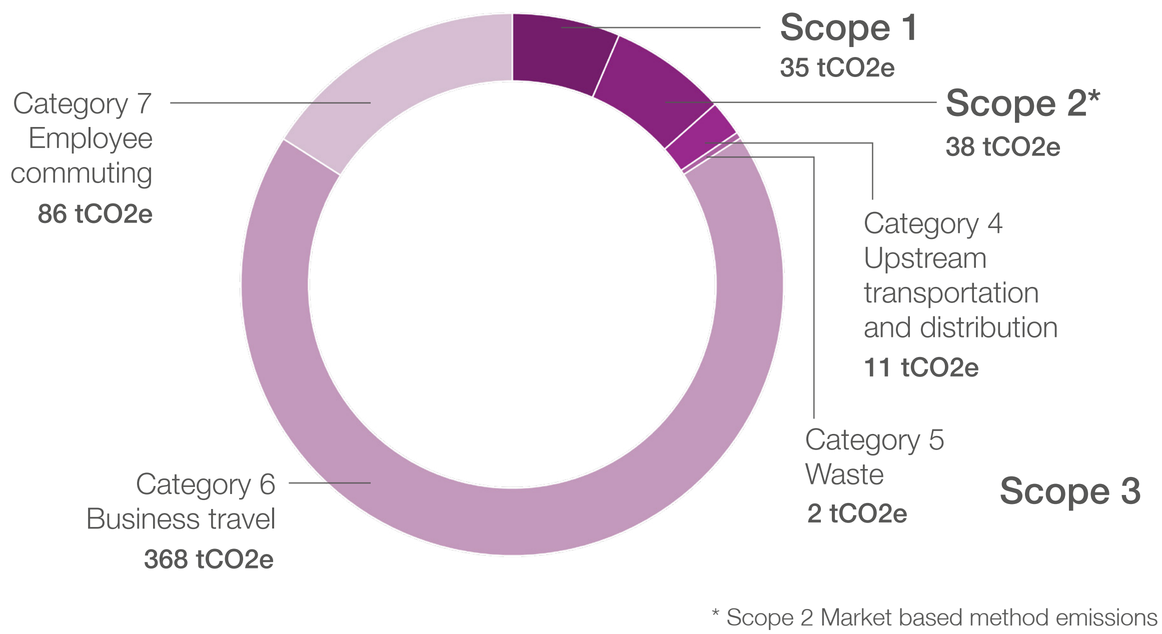

Figure 1. Financial year 2025 emissions broken down by scope and subset of scope 3 categories (tCO2e)

Carbon reduction targets

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

We project that carbon emissions will decrease over the next five years to 275 tCO2e by 2030. This is a reduction of 54%, with a reduction of at least 46% compared to our baseline year.

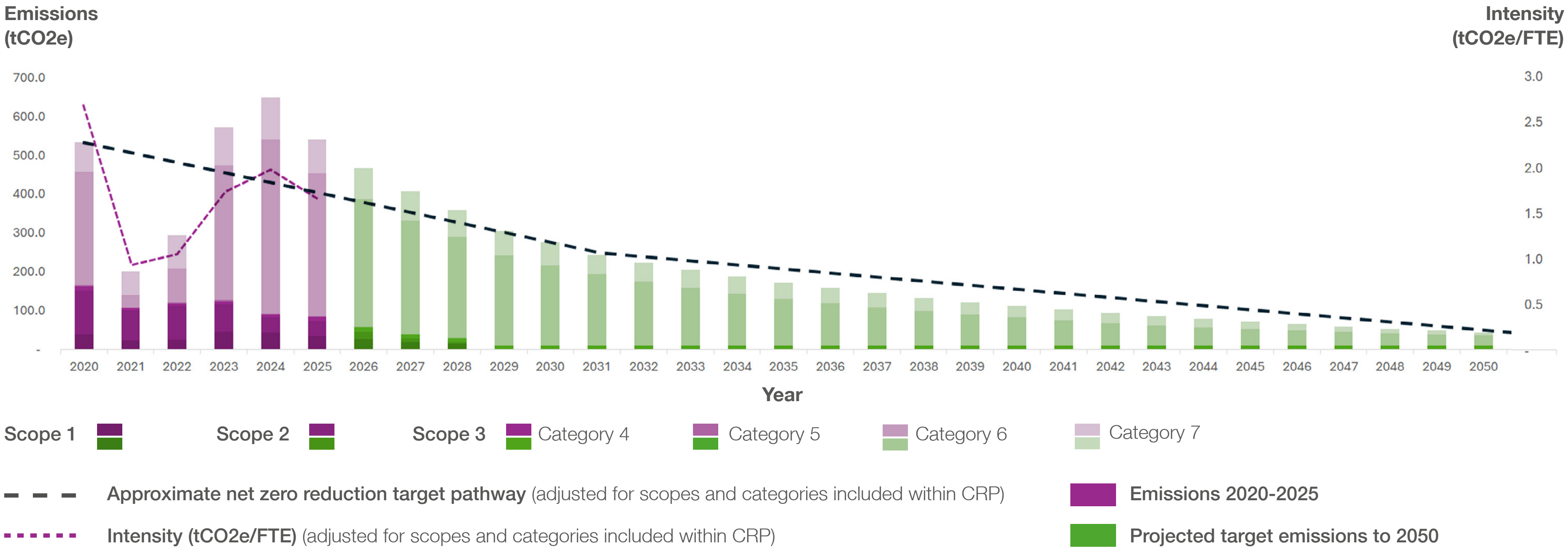

Figure 2. Emissions financial years 2020 to 2025 with illustrative net zero reduction targets to 2050 (tCO2e)

Carbon reduction projects

Historically, Ryder's environmental goals were captured in our ISO14001 Environmental Management System, which over time was enhanced and expanded. Building on our past achievements to mitigate our impact, we have sought to accelerate our efforts in combating the causes of climate change and the breakdown of the earth's natural systems.

A cornerstone of this strategy is to reduce our carbon emissions and become net zero in the operation of our practice. To deliver this, working with external consultants, we have developed our net zero roadmap.

The roadmap sets out targets, carbon reduction projects and key next steps.

We have identified that further improvements in the data we collect on our emissions will allow us to continually evaluate emission hotspots and prioritise resource allocation.

Completed carbon reduction initiatives

The following environmental management measures and projects have been completed or implemented since the 2020 baseline. Whilst our overall carbon emissions have increased since our 2020 baseline, due to business growth, a reduction in our carbon emission intensity has been achieved which equates to a 37% (tCO2e/FTE) reduction against the baseline and the measures will be in effect when performing the contract.

The following environmental management measures and projects have been completed and implemented since our baseline year.

These measures will remain in place when performing contracts over the coming year:

1 Developed carbon dashboards that are accessible to all Ryder people, that provide a platform to record current data on our emissions and highlight key areas where intervention is required.

2 Included progress against our net zero roadmap in our annual reports.

3 Provided a public transport season ticket loan to encourage people to utilise public transport.

4 Maintained an electric vehicle salary sacrifice scheme that enables people to lease an electric vehicle and maintain existing cycle to work scheme.

5 Over the last reporting period we have relocated our London office which has phased out the use of natural gas and transitioned us to REGO backed electricity supplies at this location.

Future carbon reduction initiatives

In the future, we also hope to implement further measures such as:

1 Where we have direct control, transition to 100% of electricity being sourced from high quality greed tariffs of PPAs (REGOs).

2 Work with our landlords to drive down emissions, identifying opportunities to transition away from fossil fuel energy sources and enhance each site.

3 Develop our existing sustainable travel policy across our operations, prioritising the reduction of the need to travel through the adoption of technology, followed by the adoption of low impact travel methods. We will aim to minimise the need to fly or the use of single occupancy petrol and diesel vehicles as a priority.

4 Work with our supply chain to develop and deliver their carbon reduction plans, prioritising engagement with the most significant suppliers.

5 Review pool car specifications at time of replacement to select the lowest carbon emissions option.

6 Improve carbon literacy and staff engagement within our Environmental Management System.

7 Introduce new waste streams, increase staff awareness of waste streams, and use waste collection service provider data together, to reduce the carbon emissions associated with waste collection.

Where we have operational control over our offices we have also embarked on a programme of energy reduction and efficiency initiatives. This includes a detailed energy study of our largest office, Cooper's Studios in Newcastle. From this study we have identified a range of carbon reduction measures of varying scale, cost and complexity. This study not only seeks to improve the buildings performance but also enhance user health and comfort, benefiting the environment and the wellbeing of our people.

Works currently planned for 2026 include:

1 Replacement of the existing gas fired heating system with electric air source heat pumps.

2 Upgrade and replacement of building management systems to enhance efficiency.

3 Improved lighting design and controls, with all lights replaced with low energy, long life LED fittings.

4 Enhancement of existing ductwork including insulation upgrades to reduce system losses.

5 Integration of photovoltaic panels to the existing roof, providing on site renewable energy.

6 Targeted fabric upgrades to improve insulation levels and air leakage, reducing heating and cooling demand.

7 The installation of sensors and metering that will allow us to better understand building use and operation, and identify future efficiencies.

8 Improved cycle facilities to enable more staff to cycle to work.

9 Use of pioneering low embodied carbon materials, with the office acting as a living lab to monitor their performance, to potentially use within our future projects.

Declaration and sign off

This Carbon Reduction Plan has been completed in accordance with PPN006 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 GHG Protocol Corporate Value Chain (scope 3) Standard.

This Carbon Reduction Plan has been reviewed and signed off by the Ryder Leadership Board.

Mark Thompson
Principal, Managing Director

Ryder Architecture

23 October 2025

Dr Graham Kelly
Principal, Managing Director

Okana Global

23 October 2025

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