

AMS Global Carbon Reduction Plan

2024 Global Baseline Carbon
Assessment and 2025 progress

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Executive Summary

AMS is a global talent acquisition firm, powering talent strategies that deliver results for leading organizations around the globe. Partnering with them to re-define a new era of talent, driven by people, process, data and technology.

This Global Carbon Reduction Plan sets out the actions AMS will take to reduce greenhouse gas (GHG) emissions in line with our approved near-term, long-term and net-zero Science Based Targets initiative (SBTi) commitments. The plan uses 2024 as the global baseline year and has been updated to reflect AMS’s 2025 greenhouse gas assessment, completed by Nature Positive Ltd for the reporting period 1st January 2025 to 31st December 2025.

The plan focuses on practical, time-bound actions to reduce operational emissions, increase renewable electricity sourcing, improve data quality and reduce material Scope 3 emissions, particularly purchased goods and services, capital goods, business travel, employee commuting and homeworking. It is designed to align with AMS’s wider Global Climate Transition Plan and broadly aligns with the principles of PPN 06/21. A separate UK-only Carbon Reduction Plan is maintained for UK Government procurement requirements.

In 2025, AMS’ total assessed emissions were 19,254 tCO₂e market-based and 19,590 tCO₂e location-based, compared with 17,941 tCO₂e market-based in 2024. This represents a 7% year-on-year increase in market-based emissions. Scope 3 emissions remain the largest part of the footprint, accounting for approximately 98% of total emissions. The main drivers of the increase were purchased goods and services and business travel. Purchased energy emissions decreased by 20%, supported by increased procurement of Energy Attribute Certificates.

Scope	Category name	2024 GHG emissions (tCO2e)	2025 GHG emissions (tCO2e)	% change
1	Direct emissions	157	71	-55%

Scope	Category name	2024 GHG emissions (tCO2e)	2025 GHG emissions (tCO2e)	% change
2	Purchased energy	404	324	-20%
3.1	Purchased goods & services	9,381	10,506	12%
3.2	Capital goods	1,595	1,060	-34%
3.3	Fuel and energy related activities	135	223	65%
3.5	Waste generated in operations	17	46	171%
3.6	Business travel	2,536	3,268	29%
3.7	Employee commuting & homeworking	3,641	3,757	3%
3.15	Investment*	75	-	-
Total	N/A	17,941	19,254	7%

*Note: two entities (The Up Group and Amiquis both within the UK) were previously assigned to the Investment category in 2024, however, these have since been reassigned within AMS' organizational boundary, for SBTi Alignment.

Intensity & Activity Metrics

Metric	2024	2025	% Change	Trend
FTE	8,072	8,077	~0%	→
Gross Internal Area (m²)	19,508	18,275	-6%	↓
Emissions per FTE	2.2	2.4	+9%	↑
Emissions per m²	0.9	1.1	+22%	↑

2025 Performance Summary

The 2025 assessment shows progress in some operational areas, particularly Scope 1 and Scope 2 emissions, but also highlights the need for further action on material Scope 3 categories. Scope 1 emissions reduced from 157 tCO₂e in 2024 to 71 tCO₂e in 2025, representing a 55% reduction. Scope 2 market-based emissions reduced from 404 tCO₂e in 2024 to 324 tCO₂e in 2025, representing a 20% reduction.

However, overall market-based emissions increased by 7%, primarily due to increases in purchased goods and services and business travel. Purchased goods and services increased by 12%, from 9,381 tCO₂e to 10,506 tCO₂e, and business travel increased by 29%, from 2,536 tCO₂e to 3,268 tCO₂e.

Emissions intensity also increased year on year. Emissions per FTE increased from 2.2 tCO₂e/FTE in 2024 to 2.4 tCO₂e/FTE in 2025. Emissions per m² increased from 0.9 tCO₂e/m² to 1.1 tCO₂e/m², partly reflecting the reduction in reported floor area from 19,508 m² to 18,275 m².

The 2025 results confirm that AMS should prioritise the following areas:

- continued transition to renewable electricity through EACs, green tariffs and landlord engagement;
- improved primary data collection for electricity, natural gas, refrigerants, waste, homeworking and commuting;
- supplier engagement for purchased goods and services and capital goods;

- tighter management of business travel emissions, particularly air travel;
- employee engagement on commuting, homeworking and responsible energy use.

GHG Inventory, Boundary and Reporting Approach

AMS maintains a greenhouse gas inventory covering Scope 1, Scope 2 and relevant Scope 3 emissions categories. The inventory is updated annually and is prepared in alignment with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, the GHG Protocol Scope 2 Guidance, and the GHG Protocol Corporate Value Chain Scope 3 Accounting and Reporting Standard.

AMS applies an operational control approach. All offices are leased, and AMS does not own office buildings or company vehicles. As a professional services organization, the most material emissions sources are indirect emissions from purchased goods and services, capital goods, business travel, employee commuting and homeworking.

AMS reports both market-based and location-based Scope 2 emissions in line with GHG Protocol Scope 2 Guidance. Market-based reporting reflects contractual instruments such as Energy Attribute Certificates, while location-based reporting reflects the average emissions intensity of the local electricity grids where energy is consumed.

Nature Positive Ltd has been engaged to calculate AMS's global greenhouse gas emissions for 2024 and 2025. The assessments use primary activity data where available and secondary data, benchmarks or conservative assumptions where primary data is not available. Data quality improvement actions are included in this plan to increase the proportion of primary data over time.

This plan should be read alongside the underlying annual Nature Positive GHG assessment report, which provides the detailed methodology, assumptions, emissions factors, operational boundary and category-level results.

Global Baseline Year: 2024 Emissions

Our global 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 global strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured globally.

All office spaces are leased, and our services are professional, with no manufacturing or owned facilities. In 2024, AMS established its first global GHG emissions baseline. Historically AMS reported UK emissions only. Our 2024 carbon emissions baseline has been established with market-based Scope 1, 2, and 3 emissions totaling **17,941 tCO₂e**.

These 2024 emissions were calculated in alignment with the Greenhouse Gas Protocol¹, assuming operational control, and are shown in the table below.

Baseline Year: 1 st January 2024-31 st December 2024			
Scope	Emissions source category		tCO ₂ e
1	Direct emissions from owned, leased or directly controlled stationary sources that use fossil fuels or emit fugitive gases		157
2	Emissions from generation of purchased energy	Location-based	368
		Market-based	404
3	Purchased goods and services		9,381
	Capital goods		1,595
	Fuel and energy related activities	Upstream emissions from purchased fuels	26

		Upstream emissions from purchased electricity	86
		Transmission and distribution (T&D) losses	23
	Waste generated in operations	Wastewater	1
		Other waste	16
	Business travel	All transport by air, public transport, rented/leased vehicle, and taxi	2,408
		Emissions from hotel accommodation	128
	Employee commuting	Employee transport between home and places of work	286
		Emissions arising from employee homeworking and remote work	3,355
	Investments		75
	Total: location-based scope 2		17,905
	Total: market-based scope 2		17,941

¹ World Business Council for Sustainable Development & World Resource Institute:

The Greenhouse Gas Protocol – Corporate Accounting and Reporting Standard (2004)

The Greenhouse Gas Protocol – Scope 2 guidance, An amendment to the GHG Protocol Corporate Standard (2015)

The Greenhouse Gas Protocol – Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011)

The following GHG emission categories are not applicable to AMS:

- Scope 1: Direct emissions from owned, leased or directly controlled mobile sources (AMS do not own or lease any company vehicles)

- Scope 3: Upstream transportation & distribution, Upstream leased assets, Downstream transportation & distribution, Use of sold Products, Processing of sold Products, End-of-life treatment of sold products, Downstream leased assets, franchises
- Scope 3 emissions represent the majority of emissions at 97% (as is typical for many organizations). Scope 3 emissions were predominantly from purchased goods and services (PG&S) at 52%, followed by employee commuting & homeworking at 20%, business travel (including well-to-tank (WTT) at 14%, and capital goods at 9%. Scope 2 emissions (approximately 2.1%) arose from electricity consumption. Scope 1 (direct) emissions from mains gas and refrigerant gas losses account for less than 1% of the carbon footprint.
- Primary data was used where available, representing actual activities during the reporting period (such as metered kWh of electricity consumed). Secondary data in the form of estimates, extrapolations, modelling, benchmarks, industry averages or other proxy sources were used when reliable primary data was not available.
- Key assumptions made for the above reporting can be found in [Appendix 1](#) of this document.

Office Electricity Use

Total Electricity	MWh	%
Total Electricity	806.2	100
Carbon-Free Electricity (CFE) (renewable energy)	9.0	1.1
Non-CFE	797.3	98.9

FTEs and Operating Locations - 2024

In 2024, AMS had a workforce of 8,072 full-time equivalents (FTEs) operating across 52 countries. Our assessment covered 32 different office locations to account for offices that opened or closed at various points throughout 2024. A full list of countries and office locations can be found in [Appendix 2](#) of this document. It should be noted that during 2024 AMS did not mandate employees to work from

an AMS office therefore the number of employees was split equally across the offices within each country where multiple office locations exist. The gross Internal Area of AMS office space is 19,508 m².

Current Reporting year: 2025 GHG Emissions

AMS’s 2025 GHG assessment covers the reporting period 1 January 2025 to 31 December 2025. During this period, AMS employed approximately 8,077 FTE staff across 38 assessed sites, with a total assessed floor area of 18,275 m².

Total assessed emissions for 2025 were 19,254 tCO₂e using the market-based method and 19,590 tCO₂e using the location-based method. Scope 3 emissions accounted for approximately 98% of total emissions, confirming that value chain emissions remain the most material part of AMS’s footprint.

2025 GHG emissions by scope

Scope	2025 emissions, market-based tCO ₂ e	2025 emissions, location-based tCO ₂ e
Scope 1	71	71
Scope 2	324	659
Scope 3	18,859	18,859
Total	19,254	19,590

The largest Scope 3 emissions categories in 2025 were purchased goods and services, employee commuting and homeworking, and business travel. These categories are therefore prioritised within AMS’s Scope 3 reduction actions.

Emissions overview - 2025

Scope	Category name	GHG emissions (tCO ₂ e)	% of total
1	Direct emissions	71	<1%

Scope	Category name	GHG emissions (tCO ₂ e)	% of total
2	Purchased energy	324	2%
3.1	Purchased goods and services	10,506	55%
3.2	Capital goods	1,060	5%
3.3	Fuel and energy related activities	223	1%
3.5	Waste generated in operations	46	<1%
3.6	Business travel	3,268	17%
3.7	Employee commuting & homeworking	3,757	20%
Total		19,254	100%

Office Electricity Use - 2025

Total Electricity	MWh	%
Total Electricity	1684	100
Carbon-Free Electricity (CFE) (renewable energy)	870	51.7
Non-CFE	815	48.4

Key Data Improvement Recommendations to Support Future Carbon Footprint Reporting

AMS recognises that data quality is critical to effective emissions management. In the 2025 assessment, primary data represented approximately 6% of the data provided for the assessment. Improving the proportion of primary data is therefore a priority for future reporting cycles.

The following data quality improvements have been identified by Nature Positive Ltd and incorporated into AMS's action plan:

Emissions area	Current limitation	Improvement action	Priority	Timing
Natural gas	Limited direct consumption data for some offices	Request annual gas consumption in kWh or therms from landlords. Where unavailable, request whole-building data and apportion based on leased floor area	Low	Annually from 2026
Electricity	Benchmark data used where primary kWh data was unavailable	Request annual electricity consumption in kWh from landlords. Where unavailable, request whole-building data and apportion based on leased floor area	Medium	Annually from 2026
Refrigerants	Refrigerant losses estimated where primary data was unavailable	Request refrigerant top-up data in kg and gas type from landlords or maintenance providers	Low	Annually from 2026
Purchased goods and services	Emissions currently calculated largely from spend-based data	Continue to collate supplier-specific emissions factors and science-based target status for priority suppliers	Medium	2026–2030
Capital goods	Some data calculated using spend-based methods	Improve IT asset data and supplier-specific emissions information for laptops, monitors and other capital goods	Medium	2026–2030
Business travel	Some travel and hotel data provided using spend-based methods	Improve travel data capture, including distance, travel class, mode and hotel nights	Medium	2026–2027
Employee commuting	Survey responses uplifted to represent wider employee population	Increase employee commuting survey response rate and improve collection of distance, mode and frequency data	Medium	Annually or periodically from 2026

Emissions area	Current limitation	Improvement action	Priority	Timing
Homeworking	Homeworking days derived from attendance and sign-in data	Tabulate homeworking days by country and office population to reduce reliance on assumptions	High	Annually from 2026
Waste	Benchmark waste data used for some locations	Request waste mass by stream from landlords where practicable, including recycling and landfill information	Low	2026–2027

Targets

Greenhouse Gas Reduction Targets

AMS has approved science-based targets covering near-term, long-term and net-zero commitments. These targets use 2024 as the base year and are aligned to the Science Based Targets initiative.

Near-term targets to 2030

- Reduce absolute Scope 1 GHG emissions by 42% by 2030 from a 2024 base year. This means reducing Scope 1 emissions from 157 tCO₂e in 2024 to approximately 91 tCO₂e by 2030.
- Increase active annual sourcing of renewable electricity from 1.1% in 2024 to 100% by 2030.
- Ensure that 85% of suppliers by emissions, covering purchased goods and services and capital goods, have science-based targets by 2030.
- Reduce Scope 3 GHG emissions from business travel by 51.6% per FTE by 2030 from a 2024 base year. This means reducing business travel emissions intensity from approximately 0.30 tCO₂e/FTE in 2024 to approximately 0.14 tCO₂e/FTE by 2030.

Long-term and net-zero targets to 2050

- Reduce absolute Scope 1 and Scope 2 GHG emissions by 90% by 2050 from a 2024 base year.
- Reduce Scope 3 GHG emissions from purchased goods and services, capital goods, fuel-and-energy-related activities, business travel and employee commuting by 97% per FTE by 2050 from a 2024 base year.
- Reach net-zero greenhouse gas emissions across the value chain by 2050.

These targets are monitored through annual GHG assessments, internal sustainability governance, supplier engagement, business travel management, renewable electricity procurement and operational data improvement.

Carbon Reduction Action Plan

Action area	Reduction action	Scope/category addressed	Timeline	Owner/supporting teams	Expected impact
Renewable electricity	Procure Energy Attribute Certificates or equivalent renewable electricity instruments where direct green tariffs are not available	Scope 2	Annually to 2030	Sustainability	Supports transition from 1.1% renewable electricity in 2024 to 100% by 2030
Renewable electricity	Engage landlords to understand existing tariffs, renewable procurement options and data sharing arrangements	Scope 2	2025–2027, then ongoing	Facilities / Sustainability	Improves renewable electricity sourcing and data quality
Energy efficiency	Implement consistent office temperature set-point guidance where operationally feasible: heating	Scope 1 and Scope 2	2025–2026	Facilities / Office leads	Expected to reduce unnecessary heating and cooling demand where AMS has influence

Action area	Reduction action	Scope/category addressed	Timeline	Owner/supporting teams	Expected impact
	19°C and cooling 24°C				
HVAC and refrigerants	Build HVAC, refrigerant and maintenance questions into the Office Environmental Operational Efficiency Matrix	Scope 1	2025–2026	Facilities / Sustainability	Improves refrigerant data and identifies future reduction opportunities
Office energy data	Request annual electricity and gas data from landlords, including whole-building data apportioned by floor area where direct office data is unavailable	Scope 1 and Scope 2	Annually from 2025	Facilities / Sustainability	Increases primary data quality and supports better operational decisions
Office selection	Embed environmental criteria into future office selection, including renewable energy access, data sharing, metering, building performance and sustainable	Scope 1, Scope 2 and Scope 3	From 2026 onwards	Facilities / Procurement / Legal	Reduces future operational emissions and improves landlord collaboration

Action area	Reduction action	Scope/category addressed	Timeline	Owner/supporting teams	Expected impact
	commuting options				
Business travel	Review the Business Travel Policy to identify additional controls for high-emission travel, including air travel, class of travel and avoidable trips	Scope 3.6	2025–2026	Sustainability / Procurement / AMEX Travel provider / Business leaders	Supports reduction of business travel emissions intensity to 0.14 tCO ₂ e/FTE by 2030
Business travel data	Work with the AMEX travel provider to improve reporting of distance, class, mode and hotel-night data	Scope 3.6	2025–2026	Procurement / AMEX Travel provider / Sustainability	Improves accuracy of business travel emissions and supports targeted interventions
Supplier engagement	Identify suppliers representing 85% of purchased goods and services and capital goods emissions	Scope 3.1 and 3.2	2026	Procurement / Sustainability / Third Party Assurance / EcoVadis Carbon Action Manager Tool	Establishes the supplier engagement population for the 2030 target.
Supplier engagement	Engage priority suppliers to understand whether they have science-based	Scope 3.1 and 3.2	2026–2030	Procurement / Sustainability / Third Party Assurance	Supports target for 85% of suppliers by emissions to have science-

Action area	Reduction action	Scope/category addressed	Timeline	Owner/supporting teams	Expected impact
	targets or equivalent emissions reduction commitments				based targets by 2030
Procurement governance	Embed environmental criteria into procurement processes, supplier due diligence, contracts and Supplier Code of Conduct	Scope 3.1 and 3.2	2025–2027	Procurement / Legal / Sustainability	Improves purchasing decisions and supplier accountability
Employee commuting	Conduct employee commuting surveys to improve data on mode, distance and frequency of travel	Scope 3.7	Annually or periodically from 2025	Sustainability / Internal Communications	Improves data quality and supports lower-carbon commuting engagement
Homeworking	Collect homeworking days by country or office population to improve emissions calculations	Scope 3.7	Annually from 2025	People & Culture / Sustainability / Facilities	Reduces reliance on assumptions and improves accuracy of homeworking emissions

Action area	Reduction action	Scope/category addressed	Timeline	Owner/supporting teams	Expected impact
Employee engagement	Share environmental guidance on energy use, commuting, responsible travel and homeworking	Scope 2 and Scope 3	Ongoing from 2025	Sustainability / Internal Communications	Supports behavioural change and internal awareness
Technology	Review IT asset inventory and identify opportunities to decommission legacy or underused equipment	Scope 2 and Scope 3.2	2026–2027	Technology / Sustainability	Supports reduced electricity demand and improved lifecycle management
Responsible AI	Develop governance principles for responsible AI use, including provider transparency, renewable energy commitments and avoidance of unnecessary compute	Scope 2 and Scope 3.1	2025–2027	AI Governance / Technology / Sustainability / Procurement	Supports responsible management of emerging digital emissions risks
Waste	Improve waste data collection from landlords and offices, including recycling, general	Scope 3.5	2025–2027	Facilities / Sustainability	Improves waste emissions data and supports landfill

Action area	Reduction action	Scope/category addressed	Timeline	Owner/supporting teams	Expected impact
	waste, food waste and landfill diversion where available				diversion reporting

Reduction Initiatives

The initiatives in this section summarise existing controls and near-term opportunities that support AMS's carbon reduction priorities. Detailed delivery actions, owners, timelines and expected impacts are set out in the Carbon Reduction Action Plan. Appendix 3 provides the Office Environmental Operational Efficiency Matrix fields that will support future gap analysis and help identify additional office-level reduction opportunities.

Actions are reviewed at least annually following completion of the annual GHG assessment and may be updated as data quality improves, operational circumstances change, or new reduction opportunities are identified. Progress will be monitored through the Sustainability Steering Committee and the Net Zero Working Group.

Existing Global Reduction Initiatives

- Business Travel Policy: Travel is restricted to essential business needs only.
- HVAC Management: Server room temperatures are maintained at 21°C in accordance with BS EN 50600-2-5 standards.
- Laptops are preferred over desktops for energy savings
- Shared printer policies in place with secure print release

Immediate Impact opportunity

- Establish consistent temperature set-point standards across all AMS offices: heating (19°C/66°F), cooling (24°C/75°F)

Key Performance Indicators (KPIs)

To ensure measurable progress toward our science-based targets, we have established KPIs that balance ambition with operational feasibility. These indicators will be tracked quarterly, reported to the Sustainability Steering Committee, reviewed annually by the Net Zero Working Group, ensuring alignment with operational plans, governance structures, and the broader AMS Climate Transition Plan.

KPI Category	KPI	Unit	2024 Baseline	2026 Target	2028 Target	2030 Target	Notes / Delivery Mechanism
Scope 1 – Direct Emissions	Absolute emissions	tCO ₂ e	157	135	110	91	Optimisation, HVAC upgrades, refrigerant management
	Offices with optimised HVAC	%	0	50	75	100	Collaboration with landlords and facilities teams
	HVAC units assessed for efficiency	%	0	50	75	100	Lifecycle replacement planning
Scope 2 – Purchased Electricity	Renewable electricity sourced	%	1.1	25	70	100	EACs, green tariffs, landlord engagement
	Offices covered by EACs / green tariffs	%	0	50	80	100	Track via energy contracts and landlord reporting
	Offices with landlord engagement initiated	%	0	50	75	100	Target engagement with priority locations
Scope 3 – Business Travel	Emissions per FTE	tCO ₂ e/FTE	0.299	0.247	0.196	0.145	Travel policy compliance, modal shift, booking tools
	Trips aligned with sustainable travel policy	%	0	60	80	90	Train preference, economy class, reduced short-haul flights

	Travel bookings through carbon-reporting tool	%	0	90	100	100	System integration and mandatory use
Scope 3 – Supplier Engagement	Suppliers with approved SBTs	%	0	30	60	85	Supplier engagement program, procurement requirements
	High-impact suppliers engaged on sustainability reporting	%	0	50	100	100	Prioritise high-emissions suppliers first
	New contracts with sustainability criteria	%	0	100	100	100	Embed in procurement policy
Landlord Engagement	Offices providing landlord-controlled data	%	0	50	75	100	Data collection protocols, engagement with landlords

The 2025 business travel emissions intensity was 0.38 tCO₂e/FTE, which is above the 2025 target trajectory of approximately 0.27 tCO₂e/FTE. This reflects increased flight travel during the year. Business travel will therefore be a priority focus area for policy review, travel data improvement and engagement with the AMEX business travel provider.

While these KPIs focus on measurable progress toward our near-term 2030 targets, additional indicators will be established as we approach 2030 to guide and track AMS's ongoing journey toward achieving our overall net-zero commitment by 2050.

Governance & Reporting

This Global Carbon Reduction Plan is owned by the Sustainability Team, part of the Legal, Risk & Compliance function. Executive oversight is provided by the Sustainability Steering Committee, chaired by the Chief Legal Risk & Compliance Officer, ensuring strong governance and alignment with wider compliance objectives. The Sustainability team will form a Net Zero Working Group, comprised of Facilities, Internal Communications, Procurement and 3rd Party Assurance, to meet quarterly, to discuss and update action plans. Progress on this working group will be reported to the AMS Sustainability Steering Committee.

AMS report progress annually through Carbon Disclosure Project and the AMS Sustainability Report. The London head office is ISO 14001 certified, reflecting our commitment to environmental management. Nature Positive Ltd has been engaged to prepare AMS's annual GHG assessments. These assessments provide third-party calculation and methodology support. Formal third-party verification should only be claimed where a separate verification statement has been issued under a recognised verification standard such as ISO 14064-3 or ISAE 3410.

This document has been reviewed and approved by our Chief Legal, Risk & Compliance Officer.

Appendix 1

2024 Baseline Key assumptions

Primary data was used where possible for the GHG assessment. However, where data was unavailable, efforts were made to estimate the likely associated emissions for the reported activity. Following the quality assurance phase, the following assumptions were agreed.

- No data was available relating to refrigerant gas losses for all sites; therefore, data has been assumed based on the following: 0.0125 tonne air conditioning (AC) unit per m², with a 2.27kg refrigerant gas charge per tonne AC weight and a 3% annual leakage, as per the Screening Method set out in Defra's 2020 reporting guidelines.
- FTEs and office usage assumptions, Nature Positive has split the number of employees equally across the offices within each country where multiple locations exist.
- Electricity consumption was estimated applying a benchmark of 226 kWh/m² for locations where there was no data provided, this represents typical practice for air-conditioned offices (CIBSE Guide F).
- Well-to-tank (WTT) emissions were included for all scopes, including all transport and distribution, business travel and employee commuting.
- Staff commuting was estimated using average distance by transport mode.
- Water consumption was estimated applying a benchmark of 45 liters/FTE/day (BSRIA Rules of Thumb 5th Edition (2011)). Wastewater was assumed to equal the volume of water consumption.
- Waste emissions were assumed to be average commercial waste, and assumed 130 kg/FTE/year (Cundall, 2013) assuming 50% to landfill, 50% recycled. Office waste was estimated based on an average of 5 kg per bin bag.
- Flights within this GHG assessment include radiative forcing (see section 2.7 for more detail).
- All car journeys have been assumed as 'average car size, unknown fuel'.

- Cost-to-distance conversions for business travel for car hires were made per country based on transportation cost research.
- Investments were estimated at a high-level using GIA from AMS subsidiaries.
- Remote working was based on AMS reported annual working days; where unavailable, 240 days/year was assumed
- Finally, note that results within the tables of this report are accurate to the number of significant figures presented. Any inconsistencies in totals versus individual values are due to rounding and should not be viewed as erroneous.

Appendix 2

2024 Baseline Office Locations, floor size, energy consumption and FTE per location

AMS Office Location Assessed	Floor area (m ²)	Energy consumption (MWh)	FTE
Canada	522	33.9790	168
China - Wuhan	133	1.3680	58
China - Shanghai	391	15.0250	58
Croatia	46	2.7280	48
Germany – Berlin	85	8.9790 (100% Green Tariff)	68
Germany - Dusseldorf	103	0.0910	68
Hong Kong	13	0.0005	88
India – Mumbai Kaledonia	102	0.0182	168
India – Mumbai	102	0.0181	168
India – New Delhi	297	0.5231	168
India – Pune	111	0.0055	168
India – Bangalore	111	0.0478	168
India – Hyderabad	111	0.0656	168
Japan – Tokyo (JustCo)	23	0.0021	26
Japan – Tokyo (WeWork)	26	0.3981	26

Mexico	991	24.0834	163
Norway	60	8.1520	8
Philippines – Makati OCD	230	2.1720	257
Philippines – Manila South Hub	113	61.5150	257
Philippines – Manila LE	378	9.2175	257
Philippines – Cebu	138	9.4870	257
Poland – Gdansk	1,270	45.3860	574
Poland – Krakow	3,063	112.9560	574
Poland – Krakow Bonaka	5,046	26.7754	574
Serbia	60	0.8170	23
Singapore	22	1.2031	66
Spain	126	13.4470	145
United Kingdom – Belfast	2,049	154.8674	671
United Kingdom – 7BG	658	1.2000	671
United Kingdom – LW	973	42.7790	671
United States of America – Cleveland	2,134	228.9290	419

Remote (Australia, Austria, Belgium, Brazil, Bulgaria, Colombia, Costa Rica, Czechia, Denmark, Egypt, Finland, France, Hungary, Indonesia, Ireland, Israel, Italy, Republic of Korea, Lithuania, Malaysia, Morocco, Netherlands, Panama, Portugal, Romania, Saudi Arabia, Slovakia, South Africa, Sweden, Switzerland, Taiwan, Thailand, Türkiye, United Arab Emirates, Vietnam)	-		452
Total	19,508		8,072

It should be noted that during 2024 AMS did not mandate employees to work from an AMS office therefore the number of employees was split equally across the offices within each country where multiple office locations exist.

Note that results within the tables of this report are accurate to the number of significant figures presented. Any inconsistencies in totals versus individual values are due to rounding and should not be viewed as erroneous.

Appendix 3

Office Environmental Operational Efficiency Matrix Fields

The Office Environmental Operational Efficiency Matrix should be used to identify future reduction initiatives and inform a schedule for replacing older HVAC units with more energy-efficient systems and improved maintenance schedules to reduce leakage from refrigerants.

Office details: office name/location, region/country, floor area, average visits per quarter, lease start and end dates.

Building energy and utilities: building energy availability, energy source, control over energy and utilities, landlord renewable energy procurement options, metering, sub-metering and smart building technology.

Lighting systems: lighting type, control over lighting systems, occupancy sensors, timers or smart controls, and daylight harvesting features.

HVAC systems: number and type of HVAC units, age, control, servicing and maintenance schedule, thermostat controls, temperature set points and server room cooling practices.

Water efficiency: water metering, low-flow fixtures, water recycling and rainwater capture.

Waste and recycling: waste segregation, recycling streams, composting facilities, control over waste and recycling, and waste reporting availability.

Landlord engagement and certifications: green building certifications, landlord sustainability policy, landlord net-zero or carbon commitment and willingness to collaborate on efficiency improvements.

Document Control

This document was last reviewed and updated in July 2026. In line with AMS's Quality Management System (QMS) the next review is scheduled for no later than July 2027. Document Version Control is managed centrally and access is restricted, please request if required.



Sustainability & Resilience

Document Control

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