



The Employee Owned Biostatistics CRO

PLUS-PROJECT CARBON ACTION PLAN

2025/2026

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Version Control Table

Version	Date of Version	Signed	Reason for Change	Areas Changed
1.0	17/08/2025	<i>JM Wall</i>	Initial version	N/A

The action plan will be reviewed quarterly at a minimum.

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Introduction

Plus-Project Ltd is a UK registered professional services employee-owned Clinical Resource Organisation (CRO) in the life sciences sector with over 70 permanent employees based in the UK, Poland, and Armenia.

Plus-Project Ltd developed this Carbon Action Plan to formalise our approach to reduce greenhouse gas (GHG) emissions throughout our operations and supply chain. Whilst our carbon footprint is smaller compared to sectors like manufacturing, energy, or logistics, we recognize our responsibility to drive positive change by influencing our employees, suppliers, clients, and communities, and by actively working to reduce the environmental impact of our operations. We believe it is the right thing to do, the ethos at the heart of an employee-owned business, and a material factor in securing the longevity of our business.

This plan sets a pathway for achieving zero Scope 1 and 2 emissions and addressing key Scope 3 emissions (where we have the influence, and structures are in place to do so) in areas such as business travel, purchased goods and services, and procurement. We are validated under SBTi's small/medium enterprise (SME) route, submit annual carbon data to Carbon Disclosure Project (CDP) and currently hold a B score, and a Gold EcoVadis award, demonstrating our ongoing efforts and commitments.

Baseline Emissions Inventory

Plus-Project Ltd is an Employee Ownership Trust (EOT) with 100% control of our finances and operations and, therefore, our organisational boundary is determined by Plus-Project operations which are centralised in the UK. Our calculations have been prepared in collaboration with Positive Planet.

Our baseline year is 2022-2023. This is changing from 2021-2022 for the following reasons:

- Adjustments to the underlying calculations methodology and factors
- Adjustments to data inclusion in line with changing best practices and knowledge
- Post-COVID business operational impact

Our measurement period is 01 July to 30 June from 2024 onwards.

SBTi has undertaken public consultation in 2025, and we are waiting for the announcement of any impact and proposed changes before confirming our new baseline with SBTi. This will ensure that our re-baselining will be in line with up-to-date SBTi guidance and avoid the necessity of making further adjustments in the short term, saving time and money.

Our baseline emissions figures are as follows:

Scope	Total (tonnes CO ₂ e)
Scope 1	0
Scope 2	0
Scope 3	189.0
Total Emissions	189.0

Metric	Carbon intensity
Tonnes of CO ₂ e per employee	3.2
Kilograms of CO ₂ e per £1 of revenue	0.021

Carbon Emissions Figures

Our 2024/2025 carbon emissions figures

Scope	Total (tonnes CO ₂ e)
Scope 1	0.7
Scope 2	0.6
Scope 3	271.3
Total Emissions	272.6

Metric	Carbon intensity
Tonnes of CO ₂ e per employee	4.2
Kilograms of CO ₂ e per £1 of revenue	0.028

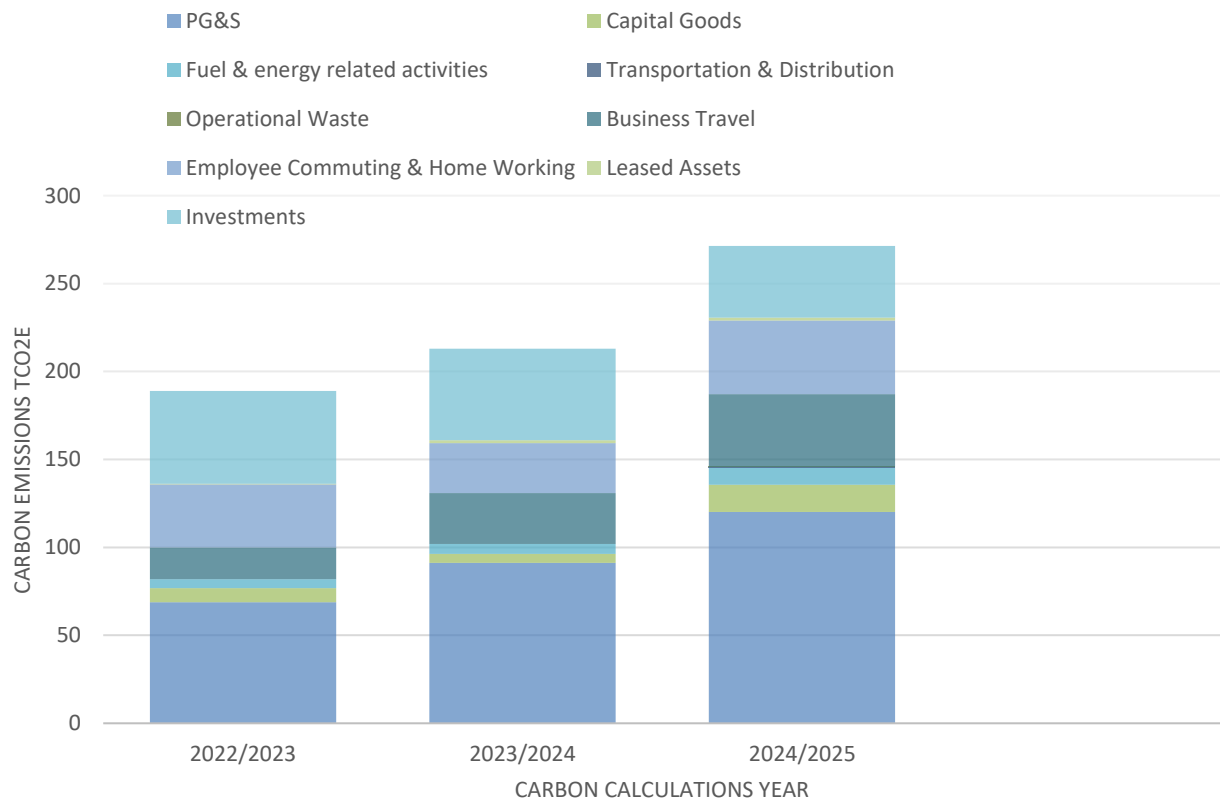
Emissions Comparison

Scope	2022/2023 tCO ₂ e	2023/2024 tCO ₂ e	2024/2025 tCO ₂ e	tCO ₂ e change from base year	% change from base year
Scope 1	0.0	0.0	0.7	+0.7	N/A
Scope 2 market-based (MB)	0.0	0.0	0.6	+0.6	N/A
Scope 3	189	213.0	271.3	+82.3	+43.54%
Total MB	189.0	213.0	272.6	+83.6	+44.23%

Scope 3 Emissions Analysis

Scope 3 category	2022/2023 tCO ₂ e	2023/2024 tCO ₂ e	2024/2025 tCO ₂ e	Change tCO ₂ e	Change %
Purchased Good and Services (PG&S)	68.8	91.2	120.1	+51.3	+74.6%
Capital Goods	8.0	5.2	15.5	+7.5	+106.7%
Fuel & energy related activities	5.1	5.5	9.8	+4.7	+58.8%
Transportation & Distribution	0.0	0.0	0.4	+0.4	N/A
Operational Waste	0.0	0.0	0.1	+0.1	N/A
Business Travel	18.0	29.0	41.2	+23.2	+128.9%
Employee Commuting	35.9	28.4	41.9	+6.0	+16.7%
Leased Assets	0.4	1.6	1.6	+1.2	+300.0%
Investments	52.8	52.1	40.8	-12.0	-22.7%

SCOPE 3 EMISSIONS CHANGES



- 99.5% of our emissions are in Scope 3, with 44% relating to PG&S.
- 85% of our total Scope 3 emissions are upstream and 15% downstream (our pension investments).

We have recalculated all three years emissions which present a notable change to our previously disclosed carbon emissions figures.

Carbon Intensity Metrics comparison

Metric	2022/2023 tCO2e	2023/2024 tCO2e	2024/2025 tCO2e
Tonnes of CO2e per employee	3.2	3.7	4.2
Kilograms of CO2e per £1 of revenue	0.021	0.024	0.028

Our carbon intensity metric increase between 2024/2025 and 2023/2024 unsurprisingly appears broadly in line with the default Emissions Factor (EF) increase for "IT Support, Cloud Services and Software Subscriptions".

We have neutralised the residual emissions through the voluntary purchase of United Nations (UN) Gold standard verified carbon offsets each year and will do this in 2025, focusing on nature-based solutions.

Methodology Updates

- The methodology for the calculation of spend-based factors was updated (by DEFRA), and this change applied to all previous years. The new emission factors for previous years have been applied to all calculations.
- Latest information regarding the use of the working from home (WFH) factors was included in the emission factor set, and we have updated our use of these factors following this leading to an increase in all three years.
- We have moved some emissions; scope 1 and 2 emissions, where activity data is available, are categorised in Upstream Leased Assets, and employee pension spending has moved to Investments (previously categorised under Purchased Goods & Services).
- Electricity emissions for Knutsford have moved to scope 2 as the office owner is also the energy supplier and therefore electricity is technically a direct purchase.
- We applied EF and Product Carbon Factors (PCF) and as these were higher than the default factors there is an increase in overall emissions e.g. the default EF for Banking and Financial Services was much lower than the actual EF for our supplier.

Data Quality Improvements

- We have identified EFs for our pensions and life insurance, and these have been applied to the previous year's data to obtain a like with like comparison as their EFs were much higher than the default EF, but the provider had remained the same
- This year, we used PCF data for some of our IT purchases. Where we have used PCF data, we have been able to categorise the delivery emissions in Upstream Transportation and Distribution.

Measurement Notes

- Commuting emissions have increased by 47% since the previous year, despite our employee numbers only growing by 15%. The response rate for the survey decreased by 23 percentage points so the increase may be a result of the changing data sample rather than a material increase. We will endeavour to increase survey responses in our next reporting year.

Discussion

The government has approved adjusted default EFs, which have raised our emission figures, in particular IT Support, Cloud Services and Software Subscriptions. As this is a major spend for us as a Professional Services business in the biostatistics sector it has had a considerable impact.

Decreases in carbon emissions in 2024/2025 include:

- Using EFs for employer pensions contributions resulting in a large absolute reduction in carbon emissions in Investments (Category 15) due to carbon reduction efforts of our pension provider (-12.0 tCO₂e compared to our Baseline year).

Key reasons for increases in carbon emissions in 2024/2025 presented in order of relative importance include:

- Our operations in Armenia
 - Legal services, recruitment, flights, and other operational costs to incorporate in Armenia, with ongoing training and support for the new team to ensure consistency of company service, brand, and culture, resulting in increases in our Scope 3 emissions, particularly business travel.

- *We acknowledge that some of this increase will continue in 2025/2026 as we continue to establish operations in a new region*
 - Support for our Armenian supplier, including provision of IT kit for all employees working in Plus-Project teams leading to an increase in capital goods.
 - *We do not anticipate such a large investment in 2025/2026 as we have extended warranties on most of our IT kit.*
 - Temporary rental (less than 6 months) of a non-serviced property paying directly for energy consumption leading to Scope 1 and Scope 2 emissions.
 - *We have secured new serviced offices so this will reduce to 0 for Armenia from our 2025/2026 emissions.*
- Investment in training of >90% of our employees including to support an industry shift to open-source programming (23.643 tCO₂e total).
 - *We anticipate a much lower spend on training in 2025/2026.*
- Homeworking calculation increased due to a low completion rate of the underlying survey
 - *We are considering ways to ensure higher employee participate in data collection to capture better data about homeworking and commuting in 2025/2026*
- Use of supplier EF and PCF for some of our PG&S, higher than the historic default factors.
 - *This may be an issue in 2025/2026 and will result in adjustment to the calculations for each year if the data is available. This is out of our control. Gaining better data is still the best approach.*
- IT Support, Cloud Services and Software Subscriptions is one of our largest per category spends in PG&S and spend based adjusted default EF increased 18% year on year
 - *This is one of our highest spend categories and as we have done for pension investments, we will endeavour to obtain higher quality data for subscriptions and licenses in 2025/2026. This information was not available for this year's reporting.*
 - *We will engage our IT suppliers with the goal of obtaining EFs.*

Improved data quality led to reporting in additional Scope 3 Categories, moving spend from other areas:

- Direct purchase of electricity reported as Scope 2 as Bruntwood (office owners) also own Unify energy, so classed as a direct purchase of electricity (but it is also Renewable Energy (RE))
- Improved data quality from our landlords and Waste Electrical and Electronic Equipment (WEEE), so we have reported Operational Waste (Category 5) separately for the first time.
- Reporting the use of courier services separately and as we obtained Product Carbon Factors (PCF) for the procurement of laptops we have Transportation and Distribution (Category 4) carbon emissions figure for the first time.
- Office owners in Edinburgh and Leeds reported gas separately from our service charges this year resulting in the calculation of Upstream Leased Assets (Category 8) for the first time.

Carbon Emissions Reduction Targets

We have set near-term and long-term targets to help achieve longer term goals, in line with SBTi. Once we have achieved our near-term net-zero Scope 1 and Scope 2 targets, we will be required to switch to maintenance targets for SBTi [Target Validation Services for SMEs - SBTi Services](#).

Emissions covered by our targets are:

- Scope 1 emissions: direct greenhouse gas emissions that occur from sources owned or controlled by Plus-Project Ltd, such as emissions from the combustion of fuels in onsite boilers, furnaces, or vehicles.
- Scope 2 emissions: indirect greenhouse gas emissions that result from the generation of purchased electricity or other forms of energy consumed by Plus-Project Ltd
- Scope 3 emissions: all other indirect greenhouse gas emissions that occur in our value chain, including emissions from upstream and downstream activities

The Scope 3 Greenhouse Gas Protocol categories relevant to Plus-Project are:

- Category 1 - PG&S
- Category 2 - Capital Goods
- Category 3 - Fuel & Energy Related Activities
- Category 4 - Upstream Transportation and Distribution
- Category 5 - Operational Waste
- Category 6 - Business Travel
- Category 7 - Employee Commuting & Homeworking
- Category 8 - Upstream Leased Assets
- Category 15 - Investments

Our offices differ depending on our billing structure:

- Where we pay for the utilities directly, they are in Scope 1 (for gas) and Scope 2 (for electricity) emissions.
- Where the building and utilities are managed by an office owner/landlord, we pay a service charge considered as not within our direct control and therefore captured in Scope 3 emissions.

Our emissions are all upstream activities as we are a professional services organisation and do not produce or distribute (transport) goods apart from Investments which are downstream emissions.

Our near-term targets:

Scope	Target
Scope 1	Zero by 2030
Scope 2 location-based emissions	Zero by 2030
Scope 2 market-based emissions	Zero by 2030
Scope 3	Measure and, where possible, reduce by 2030*

*In line with guidance for SMEs

Our long-term targets:

Scope	Target
Scope 1	Maintain zero emissions
Scope 2 location-based emissions	Attain and maintain zero emissions
Scope 2 market-based emissions	Attain and maintain zero emissions
Scope 3	Reduce our emissions by 90% by 2050

Emissions Reduction Strategies

We have made many changes across our business to improve our understanding of our environmental impact and responsibilities and will continue to attempt to lower our carbon footprint. To achieve our goals, Plus-Project will further engage our suppliers, employees, and clients alongside advancements of wider environmental initiatives and improvements to local and global infrastructure.

Operations

As an SME and CRO in the life-sciences sector focusing on biostatistics we do not own properties or fleet, nor do we manufacture or have logistics in our operations. Plus-Project carbon emissions calculations are for our whole operations including a site in Poland, and a new site in Armenia. A new site created challenges impacting our carbon emissions including the local environmental, social and governance (ESG) infrastructure, societal engagement with ESG, goals and legislation, and the practicalities of supporting a new remote team.

An ongoing challenge is the lack of data available for data centre services and artificial intelligence (AI) usage. Globally, these are developing areas, and we are working with our suppliers to monitor when we can obtain this information. To-date, we have used spend-based data for most of our IT services and need to identify and use either EFs or PCFs to calculate more accurate carbon emissions figures.

Renewable Energy

We have switched to a renewable energy (RE) supplier at all sites in the UK. In Armenia we are switching to serviced offices to reduce our energy liabilities and will explore renewable energy options. We closed our office in Poland at the end of 2024 and adopted a remote working model.

Business Travel and Commuting

We have a hybrid and remote working model for our UK and Polish teams, encouraging the use of public transport for business travel, using the train where possible. We offer an electric vehicle scheme and a cycle to work package through our subsidised employee benefits scheme in the UK.

Plus-Project monitors our business travel data on a quarterly basis. Flights are a significant challenge with no viable alternatives to air travel to Armenia from the UK, and no direct flights. Flights generate our highest business travel emissions, with limited scope for reducing emissions for the foreseeable future.

Waste Reduction

As a professional services company, we generate limited physical waste, with most forming part of onsite waste collection through office owners (landlords). Waste electrical and electronic equipment (WEEE) is incredibly low resulting in minimal carbon emission figures. We identified a WEEE supplier in the UK in 2024 and offer our employees the opportunity to dispose of their personal EEE as part of this process.

We have donated small items where possible e.g. out of date kit, outdated notebooks, and returned printer cartridges via print company schemes with suppliers Hewlett Packard (HP) and Canon.

Procurement

We have implemented a Supplier Code of Conduct and an assessment process for suppliers. We buy local, low-carbon goods and services, prioritising SMEs where business allows. For events and marketing, we procure recycled or recyclable materials where available, prioritising suppliers pursuing sustainability.

The major source of emissions for Plus-Project is our PG&S (44%). We are engaging our supply chain and actively pursuing new partnerships with suppliers who are measuring their carbon emissions (where products and services are suitable) to reduce our Scope 3 emissions as we have seen this year with our pension investments. We will actively pursue this in 2025/2026 engaging existing suppliers and obtaining EFs or PCFs from our larger suppliers.

In 2024 we produced a Greenhouse Gas (GHG) Inventory Management Plan and GHG Inventory identifying suppliers with high carbon factors and those with high spend. Identifying products, services and suppliers with lower carbon factors and better-quality data is essential. We aim to obtain carbon emissions data from suppliers, with an initial focus on those who are:

- within our sphere of influence, providing business levels to ask/expect carbon emissions figures
- at a carbon calculations maturity level to provide carbon emissions data
- a big enough business with the time and resource to calculate carbon emissions

A challenge facing our business is that many of our key suppliers are currently unable to provide data, impacting our ability to move to higher quality data to reduce our carbon footprint, and those that are big enough to calculate data have not yet done so.

Carbon Action Plans

To achieve net zero emissions, we have a carbon reduction plan, building on completed actions.

Achievements

Since launching our sustainability efforts in 2022 we have implemented the following:

Action	Impact	Date
Assessments, reporting & commitments		
Submitted data for assessment by CDP on an annual basis.	Public commitment to carbon emissions reductions.	2022
Obtained an EcoVadis rating.	Demonstrated sustainability credentials to stakeholders.	2023
Updated the Plus-Project website to include our ESG efforts, sharing policies & reports.	Increased transparency with stakeholders, including potential clients, suppliers & employees in our ESG efforts.	2024
Emissions data		
Track Scope 1, 2 and 3 carbon emissions year-on-year.	Better understanding of our impact and prioritisation of our efforts.	2022
Offset carbon emissions each year.	Taking responsibility for our carbon emissions; mitigating not avoiding, the impact of carbon emissions.	2022
Moved to high quality data for business travel, capturing vehicle, mileage, fuel, and journey, as well as hotel stays.	Improved the quality of our business travel emissions measurement.	2024
Produced a GHG Inventory Management Plan and a GHG Inventory.	Better understanding of our supply chain, their impact on our GHG emissions, & ability to prioritise supplier engagement.	2024
Engagement & knowledge		
Appointed a C-suite level Sustainability Sponsor.	Leadership & commitment from Board-level, ensuring strategic buy-in and link to materiality.	2022

Developed sustainability training for our employees.	Increased knowledge of employees in ESG and their role in initiatives.	2022
Implemented a cycle to work scheme.	Encouraged employees to reduce their commuting and personal travel carbon impact.	2023
Added sustainability KPIs to the bonus scheme.	Leadership & employee commitment to sustainability.	2023
Provided sustainability training for resource suppliers.	Increased knowledge of suppliers & contracted employees, ensuring understanding of our stance.	2023
Produced a regular internal sustainability newsletter sharing industry, international and employee content & data.	Engagement and education of employees, sharing best practice, ideas and achievements relating to ESG.	2024
Paid for industry recognised professional studies for our Sustainability Manager.	Cambridge Institute of Sustainable Leadership (CISL) Sustainability Management Course providing knowledge, skills & network for the Sustainability Manager & our business.	2024
Capture & calculate our business travel on a quarterly basis.	Better understanding of our business travel carbon emissions, providing input into strategic decisions involving travel.	2024
Operations		
Implementation of companywide policies with carbon emissions impacts and actions ➤ Expenses Policy ➤ Sustainability Policy ➤ Sustainable Procurement Policy ➤ Business Travel Policy ➤ Electrical & Electronic Equipment Policy	Incorporation of environmental considerations and standards across our business, rather than as a standalone activity.	2023-2024
Moved to serviced offices in Armenia in July 2025.	An alternative serviced property in Armenia will remove Scope 1 and Scope 2 emissions from our calculations.	2025
Procurement		
Purchased TCO-certified electronic goods.	Reduced the impact of our laptops as TCO certifications addresses energy efficiency, hazardous substances, and circularity, promoting product designs that minimize environmental impact & e-waste.	2023
Switched to a “green” pension provider.	Reduced the impact of our pensions contributions and encourage investment in environmentally positive/sympathetic funds	2023
Purchased event kit & marketing materials made from recycled or recyclable materials.	Reduced our impact on the environment by engaging with the circular economy.	2024
Renewable Energy		
Switched to a Renewable Energy Guarantees of Origin REGO certified energy supply for our Knutsford office.	Removed Scope 2 emissions for our Knutsford office.	2023
Ensured that our energy supply at our Leeds and Edinburgh offices are from a REGO certified source.	Removed our Scope 2 emissions for our Leeds & Edinburgh offices.	2025

Waste		
Management of our WEEE.	Responsible recycling and disposing of our WEEE through a UK approved supplier.	2024

Initiatives in Progress

Action	Impact	Target date
Assessments		
Recalculate our SBTi baseline once the announcement of the revisions from the 2025 SBTi review are known.	More accurate baseline for monitoring our progress with carbon emissions reductions.	Q3 2025
Operations		
Assess alternative premises for our offices in the UK identifying those using solar or another non-grid source of energy.	Remove Scope 2 emissions from our emissions reporting, increasing our use of RE.	Q2 2026
Procurement		
Engage our high impact suppliers to obtain better quality carbon emissions data.	Improve the quality of our data by moving our PG&S away from spend-based data, using PCFs and EFs.	Started in 2025, ongoing
Encourage high carbon emission impact SME suppliers to engage with SBTi SME pathway. Where the supplier is a large company, report scope 1, 2 and 3 data by 2028. If our suppliers are not willing or able to provide data, we will consider the viability of switching suppliers.	Improve our carbon emissions data by moving away from spend in our PG&S, enabling us to target reductions where possible.	Ongoing - 2028
Further engage office owners (landlords) who are not reporting service charge data beyond electricity using Bruntwood data as an example of best practice, aiming for more granular data for our 2025-2026 calculations.	Provide more granular data for our carbon emissions calculations focusing on our UK sites in 2025-2026. Armenia will follow.	Ongoing
Implement Digital Impact Guidance by Q4 2025.	Improve the efficiency of our data sharing, storage, and usage, reducing energy usage in our data centres.	2025
Renewable energy		
Continue to investigate schemes and incentives to encourage low-emissions travel and homeworking, sharing best practice and ideas in our Sustainability Newsletter.	Reduce the environmental impact of homeworking for remote and hybrid-based employees. We will share information captured in our 2025-2026 commuting survey.	Ongoing
Engage our office owners to reduce building and energy emissions by upgrading the building to reduce the need for heating and cooling, installing energy-saving technologies such as light sensors, switching to an RE tariff and conducting a feasibility study for renewable energy technologies.	We have small offices in larger premises but hopefully it will improve the environmental impact and energy efficiency of our rental spaces.	Ongoing

Targets

Action	Impact	Target date
Assessments, reporting & commitments		
Assess and report on the viability of investment in nature-based solutions for business by end Q1 2026.	To create a positive impact for our environment, improving our reputation and offsetting through local rather than global offsetting initiatives.	2026
Emissions data		
Engage our IT suppliers to collect meaningful data beyond spend relating to our use of data centres by end of Q2 2026.	To better understand and measure the emissions from data centres which contribute to our carbon emissions (spend currently).	2026
Identify & assess the viability of adopting a carbon accounting reporting system by end Q1 2026.	To consolidate our sustainability processes and data improving data quality assurance and operational efficiency.	2026
Engagement & knowledge		
Visit Armenia to identify how we can implement ESG best practice like those elsewhere in the company, making local connections & exploring networking opportunities.	Improve our knowledge of the ESG infrastructure, culture & approach in Armenia to develop a site-specific action plan, applying ESG standards in line with the rest of the company where possible.	Q1 2026
Renewable energy		
Assess the viability of purchasing RE in Armenia by Q2 2026.	To reduce our environmental impact, ensuring all sites have RE.	2027

The essential services needed to run our business operations included in our Scope 3 emissions where it is currently difficult to make significant reductions due to a lack of data and information from supplier's progress on their carbon emissions are:

- Accounting, book-keeping, tax consultancy
- Banking and financial services
- Insurance Fees
- IT Support, Cloud Services and Software Subscriptions
- Legal Services
- Services of Head Offices, Consultancy Services (Independent EOT Trustee, legal requirements)
- Telecoms and Broadband

We have been unable to find guidance from sources, including GHG Protocol, UNGC, CDP and other industry experts regarding excluding or ringfencing these services from carbon emissions reductions.

A risk to achieving reductions in our carbon emissions is a lack of EFs and PCFs in professional services businesses and IT as these account for a significant % of our spend.

Carbon Offsetting / Carbon Credits

We recognise that reducing our carbon emissions is the goal but each year we have purchased UN Gold standard approved carbon credits to offset where we have not managed to do so. We have detailed these projects in our Annual Impact Report. We are researching alternative nature positive investments and funding in the UK to further our commitment to the environment, and this is our longer-term strategy.

Declaration and Sign-off

We have reported and recorded in accordance our carbon emissions with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol using the appropriate Government emission conversion factors for greenhouse gas company reporting. Positive Planet provided the carbon emission conversion factors and calculated our carbon emissions.

A member of the Plus-Project Board has reviewed and approved this Carbon Action Plan.

Signed on behalf of Plus-Project Ltd.

X J M Wall
J M Wall (Aug 18, 2025 08:46:47 GMT+1)

Jackie Wall
Sustainability & Marketing Manager

Reference List

AI	Artificial Intelligence
CDP	Carbon Disclosure Project
CO ₂ e	Carbon Dioxide equivalent
CRO	Clinical Resource Organisation
C-Suite	Senior executives in an organization whose job titles typically begin with the word "Chief"
EF	Emissions factor
EOT	Employee Ownership Trust
ESG	Environmental, Social and Governance
GHG	Greenhouse Gas(es)
MB	Market-based
PCF	Product Carbon Factor
PG&S	Purchased Goods & Services
RE	Renewable Energy
REGO	Renewable Energy Guarantees of Origin
SBTi	Science Based Targets Initiative
SME	Small-Medium Enterprise
TCO	Global sustainability certification for IT products
tCO ₂ e	Tonnes of Carbon Dioxide equivalent
WEEE	Waste Electrical and Electronic Equipment
WFH	Work(ing) From Home

Plus-Project Ltd

Final Audit Report

2025-08-18

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