Carbon Reduction Plan PPN 06/21
Mott MacDonald

CARBON REDUCTION PLAN INFORMATION

This Carbon Reduction Plan has been developed to meet the reporting requirements set out in the UK Government supporting guidance for Procurement Policy Note 06/21. This plan includes our current carbon footprint and commitment to reducing emissions to achieve net-zero emissions.

This document is updated on an annual basis, is published on our external website and is approved by the executive board member sponsor of sustainability and climate change, demonstrating a clear commitment to emissions reduction at the highest level.

Supplier name: Mott MacDonald

Publication date: May 2025

Commitment to achieving net-zero

Mott MacDonald Group Limited is committed to achieving net-zero emissions by 2040. Our net-zero target has been validated by the Science Based Targets initiative (SBTi) in line with their Corporate Net-Zero Standard.

Baseline emissions footprint

Table 1 below provides our baseline emissions (2019) and Table 2 provides emissions for our most recent reporting year (2024). Both tables provide total emissions for Mott MacDonald Group, as well as the breakdown of emissions for Mott MacDonald Limited (UK engineering, management & development consultancy business) and J.N. Bentley Limited (JNB) (UK building & civil engineering contracting business). We monitor progress against our baseline using market-based[1] emissions.

Table 1: Baseline year emissions (2019)

Current reporting year: Jan-Dec 2019	Quantity (tCO$_2$e)		
	MMGL	MML	JNB
Total in-scope GHG emissions (tCO$_2$e)	**272,365**	**45,551**	**142,236**
Scope 1: Office gas, fuel and fugitive emissions (tCO$_2$e)	14,965	1,071	12,330
Scope 2: Market-based electricity[2] (tCO$_2$e)	8,666	2,112	53
Scope 3: Total (tCO$_2$e)	248,734	42,368	129,853
Category 1: Purchased goods and services	167,554	23,932	93,358
Category 2: Capital goods	4,033	-	4,033
Category 3: Fuel and energy related activities*	5,514	743	3,030
Category 4: Upstream transportation and distribution	24,588	-	24,588
Category 5: Waste generated in operations*	2,570	781	577
Category 6: Business travel*	29,714	12,518	3,328
Category 7: Employee commuting*	14,761	4,394	932
Category 9: Downstream transportation and distribution	This category is not relevant to our business		
GHG emissions intensity (tCO$_2$e/employee)	**17.81**	**7.91**	**91.53**
Outside of scopes: biogenic emissions (tCO$_2$e)	-	-	-

* Scope 3 emissions covered by our near-term absolute reduction target

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[1] Whilst location-based reporting uses national average grid factors, market-based reporting uses supplier specific and residual grid factors, therefore reflecting the impact of purchasing renewably sourced electricity.

[2] Location-based scope 2 emissions in 2019 for MMGL, MML and JNB are 7,851 tCO$_2$e, 2,664 tCO$_2$e and 171 tCO$_2$e respectively.

Current emissions reporting

Table 2: Current year emissions (2024)

Current reporting year: Jan-Dec 2024	Quantity (tCO$_2$e)		
	MMGL	MML	JNB
Total in-scope GHG emissions (tCO$_2$e)	**294,771**	**48,447**	**179,532**
Scope 1: Office gas, fuel and fugitive emissions (tCO$_2$e)	12,463	418	10,480
Scope 2: Market-based electricity[3] (tCO$_2$e)	3,257	106	10
Scope 3: Total (tCO$_2$e)	279,051	47,923	169,042
Category 1: Purchased goods and services	206,104	34,602	126,622
Category 2: Capital goods	9,880	-	9,880
Category 3: Fuel and energy related activities*	4,925	357	2,953
Category 4: Upstream transportation and distribution	26,411	-	26,411
Category 5: Waste generated in operations*	2,071	662	601
Category 6: Business travel*	20,853	9,171	2,003
Category 7: Employee commuting*	8,807	3,131	572
Category 9: Downstream transportation and distribution	This category is not relevant to our business		
GHG emissions intensity (tCO$_2$e/employee)	**15.70**	**6.18**	**88.05**
% change from base year (2019):			
Scope 1&2	-33%	-84%	-15%
Scope 3 (near-term focus*)	-30%	-28%	-22%
Scope 3 (total)	12%	13%	30%
Scope 1, 2 & 3	8%	6%	26%
Outside of scopes: biogenic emissions (tCO$_2$e)	*2,883*	*86*	*2,797*
% change from base year (2019) including outside of scopes:			
Scope 1, 2 & outside of scopes	*-21%*	*-81%*	*7%*
Scope 1, 2, 3 & outside of scopes	*9%*	*7%*	*28%*

* Scope 3 emissions covered by our near-term absolute reduction target

Emission reduction targets

Mott MacDonald Group Limited commits to reach net-zero greenhouse emissions across the value chain by 2040 from a 2019 base year. The SBTi have approved our science-based emissions reduction targets:

- **Overarching:** Mott MacDonald Group Limited commits to reach net-zero greenhouse emissions across our value chain by 2040 from a 2019 base year.
- **Long-term:** Mott MacDonald Group Limited commits to reduce absolute scope 1, 2 and 3 GHG emissions 90% by 2040 from a 2019 base year*.
- **Near-term:**
  - Mott MacDonald Group Limited commits to reduce absolute scope 1 and 2 GHG emissions 46.2% by 2030 from a 2019 base year*.
  - Mott MacDonald Group Limited also commits to reduce absolute scope 3 GHG emissions from fuel and energy related activities, waste generated in operations, business travel, and employee commuting 28% within the same timeframe.
  - Mott MacDonald Group Limited also commits that 70% of its suppliers by spend covering purchased goods and services, capital goods, and upstream transportation and distribution will have science-based targets by 2027.

*The target boundary includes land-related emissions and removals from bioenergy feedstocks

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[3] Location-based scope 2 emissions in 2024 for MMGL, MML and JNB are 4,860 tCO$_2$e, 902 tCO$_2$e and 72 tCO$_2$e respectively.

Progress against targets

Figure 1 illustrates our near-term emissions reduction trajectory to 2030. The blue lines show our committed absolute reduction targets, while the purple lines show our actual emissions in the years since 2019 (our base year). Between 2019 and 2024, we reduced our scope 1 and 2 emissions by 33% (or 21% when including biogenic carbon emissions), exceeding the pace required to meet our near-term reduction target. The reductions have been driven primarily by shifting our office electricity to renewable and the use of low-carbon sources of energy.

When considering the scope 3 emissions that are within our near-term absolute reduction target (excluding emissions covered by our supplier engagement target), we achieved a 30% reduction from 2019 to 2024. This progress is largely due to a significant reduction in business travel mileage across all modes of transport. To support this shift, we have encouraged colleagues to travel more efficiently, such as by consolidating trips and making use of video conferencing where possible. To address our supplier engagement target, we have started to develop regional engagement plans for the global business. These plans aim to foster collaboration with key suppliers and drive emissions reductions.
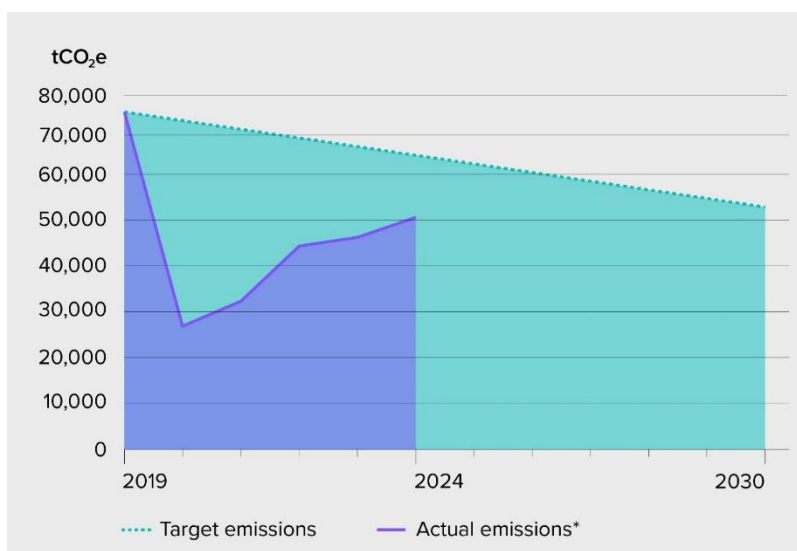

Figure 1: Target vs actual emissions (*including only emission sources within our near-term absolute emissions reduction target)
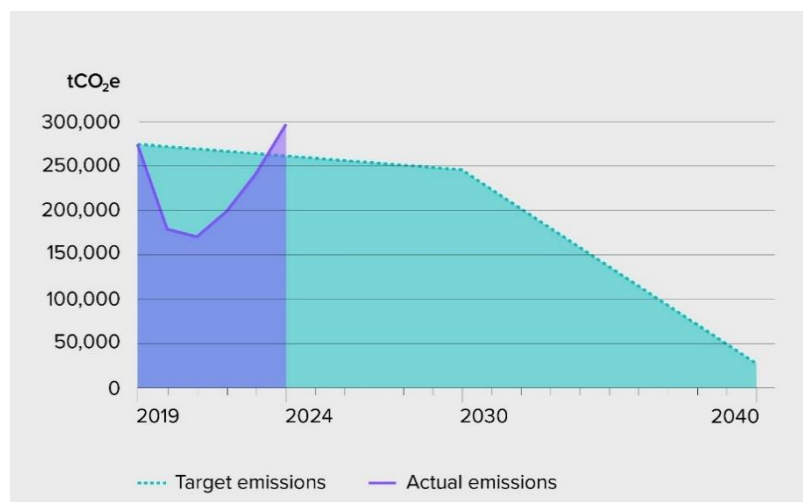

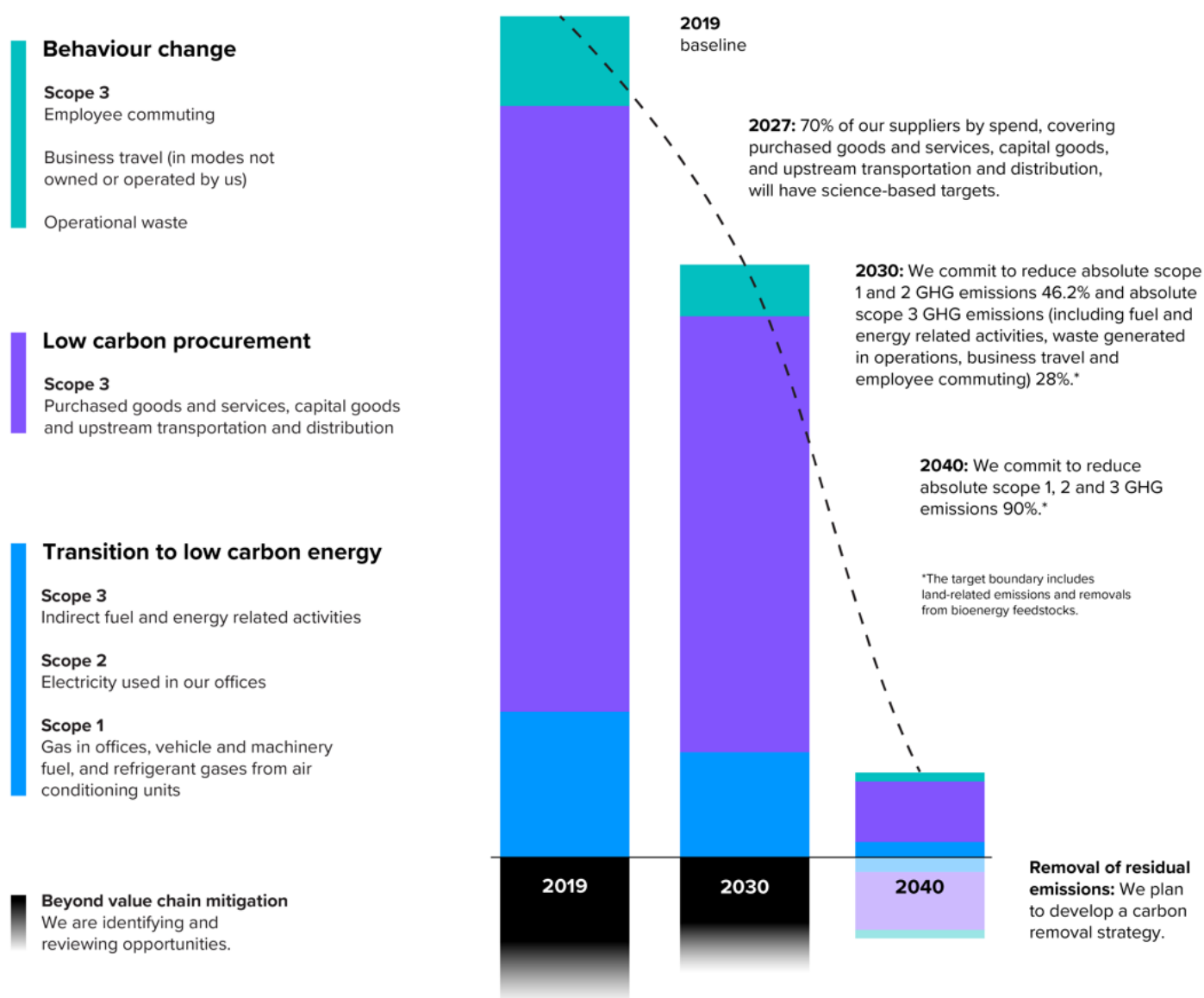**Figure 2: Target vs actual emissions (total emissions)**

Our total annual progress can be seen in Figure 2. The graph displays our trajectory to 2040, which includes our total scope 1, 2 and 3 emissions (including emissions covered by our supplier engagement target), all of which are covered by our absolute reduction target in the long-term. As a result of supplier spend, our total emissions increased 8% from 2019. Over the same period the business saw a growth of 41% in total revenues. Despite this growth our emissions intensity per FTE has decreased by 12% since 2019.

We are firmly committed to continuing to reduce our emissions in line with what is required by our carbon reduction targets. We continue to monitor our emissions to inform appropriate strategies and initiatives to reduce the carbon impact of our business.

Carbon reduction projects

Future carbon reduction initiatives

We have developed a Group Carbon Reduction Plan to outline how we will deliver our carbon reduction commitments. Our plan is reviewed annually and updated as required. The actions are summarised within the below infographic, and further detail is provided in the preceding paragraphs.

Behaviour change

Scope 3
Employee commuting

Business travel (in modes not owned or operated by us)

Operational waste

Low carbon procurement

Scope 3
Purchased goods and services, capital goods and upstream transportation and distribution

Transition to low carbon energy

Scope 3
Indirect fuel and energy related activities

Scope 2
Electricity used in our offices

Scope 1
Gas in offices, vehicle and machinery fuel, and refrigerant gases from air conditioning units

Beyond value chain mitigation
We are identifying and reviewing opportunities.

2019
baseline

2027: 70% of our suppliers by spend, covering purchased goods and services, capital goods, and upstream transportation and distribution, will have science-based targets.

2030: We commit to reduce absolute scope 1 and 2 GHG emissions 46.2% and absolute scope 3 GHG emissions (including fuel and energy related activities, waste generated in operations, business travel and employee commuting) 28%.*

2040: We commit to reduce absolute scope 1, 2 and 3 GHG emissions 90%.*

*The target boundary includes land-related emissions and removals from bioenergy feedstocks.

Removal of residual emissions: We plan to develop a carbon removal strategy.

2019   2030   2040

Transition to low carbon energy: We are continuing to procure renewable energy for our offices and embedding low carbon considerations into new lease agreements and office refurbishment, this is driven by our regional targets to achieve 100% renewable electricity and enhance energy efficiency. Our contracting business is continuing to generate energy efficiency improvements through the implementation of a site power hierarchy, alongside the transition to higher energy performance rated site cabins (e.g. A/B Energy Performance Certificate (EPC) ratings).

Low carbon procurement: A key element of reducing the scope 3 emissions from the goods and services we purchase is through supplier engagement and procurement decisions. We have started this process by gaining a more detailed understanding of the supply chain across our regions and have used this insight to develop localised action plans for supplier engagement. We will continue to roll out these plans by actively collaborating with key suppliers and strengthening engagement efforts. In parallel, we are exploring improved governance frameworks to better integrate sustainability into our decision-making processes.

Travel policy and behaviours: Our science-based targets require deep carbon abatement at pace. A step change in behaviour is required to manage our demand for business travel and commuting. As part of our climate-conscious business travel roadmap, we are continuing to investigate and implement initiatives, policies and/or directives to facilitate lower carbon travel across the company.

PAS 2080: Mott MacDonald has been certified to PAS 2080 as a designer (the international specification for carbon management in buildings and infrastructure) since 2017. We plan to maintain our certification and in doing so continue to mature our carbon management systems.

Governance: We are continuing to codify our carbon reduction processes into our business management system. This ensures the roles and responsibilities are clear, and that the accountability is detailed to support greater carbon reduction.

Completed carbon reduction initiatives

The following environmental management measures and projects have been completed or implemented since the 2019 baseline and the measures will be in effect when performing the contract.

- Employee training: In 2024, our contracting business, JNB, initiated eco-operator training for our plant operators. This training aims to reduce the time our machines spend idling while improving fuel consumption through more efficient operation. We also deliver annual training modules within our Climate Change Academy, covering decarbonisation and resilience.

- Travel policy and behaviours: In 2024, we developed a roadmap to climate-conscious business travel which sets out our ambitions and milestones regarding carbon reduction between now and 2030. The roadmap is being used to guide our internal travel programmes and policies. As part of implementing the plan, we expanded our flight non-compliance policy, which originally focused on mainland Britain, to include additional European routes where viable rail alternatives exist. In addition, our international travel approvals process has been strengthened to ensure improved governance and oversight. We have also moved to using IATA emissions calculation for air travel, enabling colleagues to make low-carbon decisions at the point of sale.

- Low carbon procurement: We have established our regional supplier engagement action plans and have added additional questions into our due diligence processes across the Group to gain more information directly from our suppliers.

- Data optimisation: In 2023, we developed an in-house solution to optimise our data collection and calculation processes. This solution has been continually refined and improved throughout 2024. The digital solution has enabled quarterly calculation of our carbon footprint, in turn allowing us to monitor emissions more regularly. More regular emissions tracking helps to inform the actions and decisions required to reduce carbon emissions in line with our target trajectory.

- Sustainability policy statement: In 2024, we published our sustainability policy statement. This outlines our commitment to making a positive difference by delivering sustainable outcomes through our activities and to continuously improve our performance. The policy statement serves as a framework for setting our objectives in relation to climate, environment, and social matters. It also details our approach to incorporating the Ten Principles of the United Nations Global Compact into our strategy, policy and procedures and to pursuing opportunities that advance the United Nations' Sustainable Development Goals (SDGs).
- Carbon reduction targets: In 2023, we updated our near-term targets and validated our long-term net-zero target in line with the Science Based Targets initiative (SBTi) Net-Zero Standard.
- Carbon reduction plans: In 2023, we developed tailored internal carbon reduction plans for each of our business regions.
- Certifications:
  - Our Environmental Management System is designed in accordance with ISO 14001: Environmental Management. A sub-set of our global offices hold certification to the specification.
  - Our Group carbon footprint is verified against ISO 14064: Greenhouse Gases annually.
  - We are certified against PAS 2080: Carbon Management in Buildings and Infrastructure.

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 standard[4] and uses the appropriate Government emission conversion factors for greenhouse gas company reporting[5].

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) Standard[6].

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:

Alec Pavitt
Chief Governance Officer

Date: 27 May 2025

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[4] https://ghgprotocol.org/corporate-standard

[5] https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting

[6] https://ghgprotocol.org/standards/scope-3-standard