



Carbon Reduction Plan PPN 006

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 006. 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 2026

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 (2025). Both tables provide total emissions for Mott MacDonald Group, as well as the breakdown of emissions from 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-based¹ 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 (tCO₂e)	266,647	38,444	143,335
Scope 1: Office gas, fuel and fugitive emissions (tCO ₂ e)	14,966	1,076	12,330
Scope 2: Market-based electricity ² (tCO ₂ e)	7,418	892	54
Scope 3: Total (tCO ₂ e)	244,263	36,476	130,951
Category 1: Purchased goods and services	166,376	22,681	94,064
Category 2: Capital goods	4,456	-	4,456
Category 3: Fuel and energy related activities*	5,283	520	3,031
Category 4: Upstream transportation and distribution	24,588	-	24,588
Category 5: Waste generated in operations*	2,285	353	488
Category 6: Business travel*	26,514	8,381	3,370
Category 7: Employee commuting*	14,761	4,541	954
Category 9: Downstream transportation and distribution	This category is not relevant to our business		
GHG emissions intensity (tCO₂e/employee)	17.43	6.68	92.24
<i>Outside of scopes: biogenic emissions (tCO₂e)</i>	-	-	-

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

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 6,872 tCO₂e, 1,717 tCO₂e and 174 tCO₂e respectively.

Current emissions reporting

Table 2: Current year emissions (2025)

Current reporting year: Jan-Dec 2025	Quantity (tCO ₂ e)		
	MMGL	MML	JNB
Total in-scope GHG emissions (tCO₂e)	254,674	36,629	162,296
Scope 1: Office gas, fuel and fugitive emissions (tCO ₂ e)	9,928	201	8,405
Scope 2: Market-based electricity ³ (tCO ₂ e)	2,797	110	11
Scope 3: Total (tCO ₂ e)	241,949	36,318	153,880
Category 1: Purchased goods and services	171,344	26,137	111,022
Category 2: Capital goods	11,264	-	11,264
Category 3: Fuel and energy related activities*	4,575	252	2,783
Category 4: Upstream transportation and distribution	24,121	-	24,121
Category 5: Waste generated in operations*	2,140	178	1,267
Category 6: Business travel*	20,221	6,686	2,760
Category 7: Employee commuting*	8,284	3,065	663
Category 9: Downstream transportation and distribution	This category is not relevant to our business		
GHG emissions intensity (tCO₂e/employee)	13.57	4.65	73.11
% change from base year (2019):			
Scope 1&2	-43%	-84%	-32%
Scope 3 (near-term focus*)	-28%	-26%	-5%
Scope 3 (total)	-1%	0%	+18%
Scope 1, 2 & 3	-4%	-5%	+13%
<i>Outside of scopes: biogenic emissions (tCO₂e)</i>	<i>3,917</i>	<i>25</i>	<i>3,892</i>
% change from base year (2019) including outside of scopes:			
Scope 1, 2 & outside of scopes	-26%	-83%	-1%
Scope 1, 2, 3 & outside of scopes	-3%	-5%	+16%

* 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

³ Location-based scope 2 emissions in 2025 for MMGL, MML and JNB are 4,313 tCO₂e, 577 tCO₂e and 60 tCO₂e 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 2025, we reduced our market-based scope 1 and 2 emissions by 43% (or 26% 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 28% reduction from 2019 to 2025. 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 initiate regional engagement initiatives across the business, aiming to foster collaboration with key suppliers and drive emissions reductions throughout our value chain.

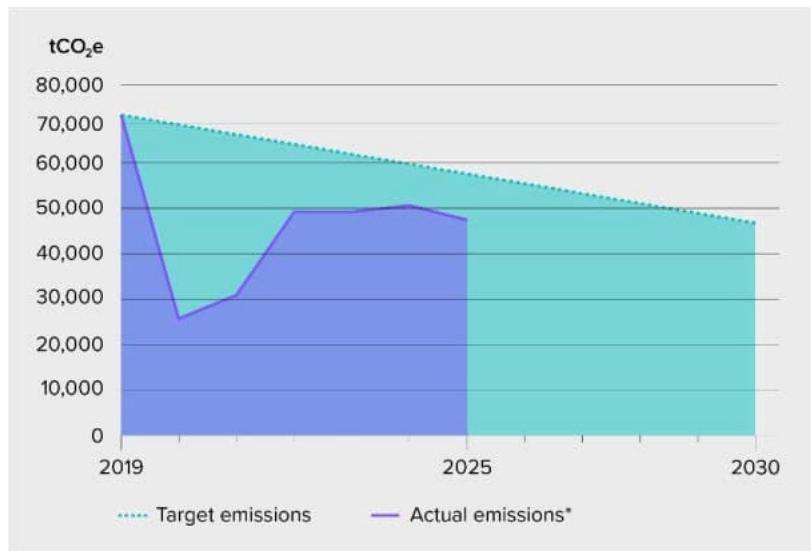


Figure 1: Projected vs actual emissions (*including only emission sources within our near-term absolute emissions reduction target).

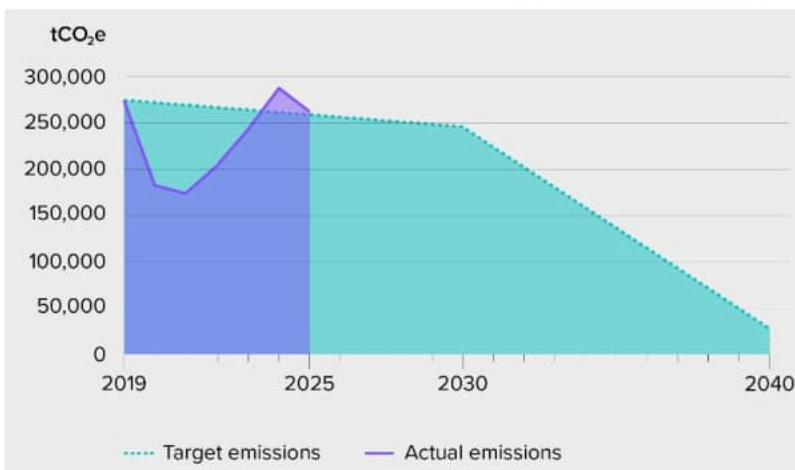


Figure 2: Target trajectory vs actual emissions

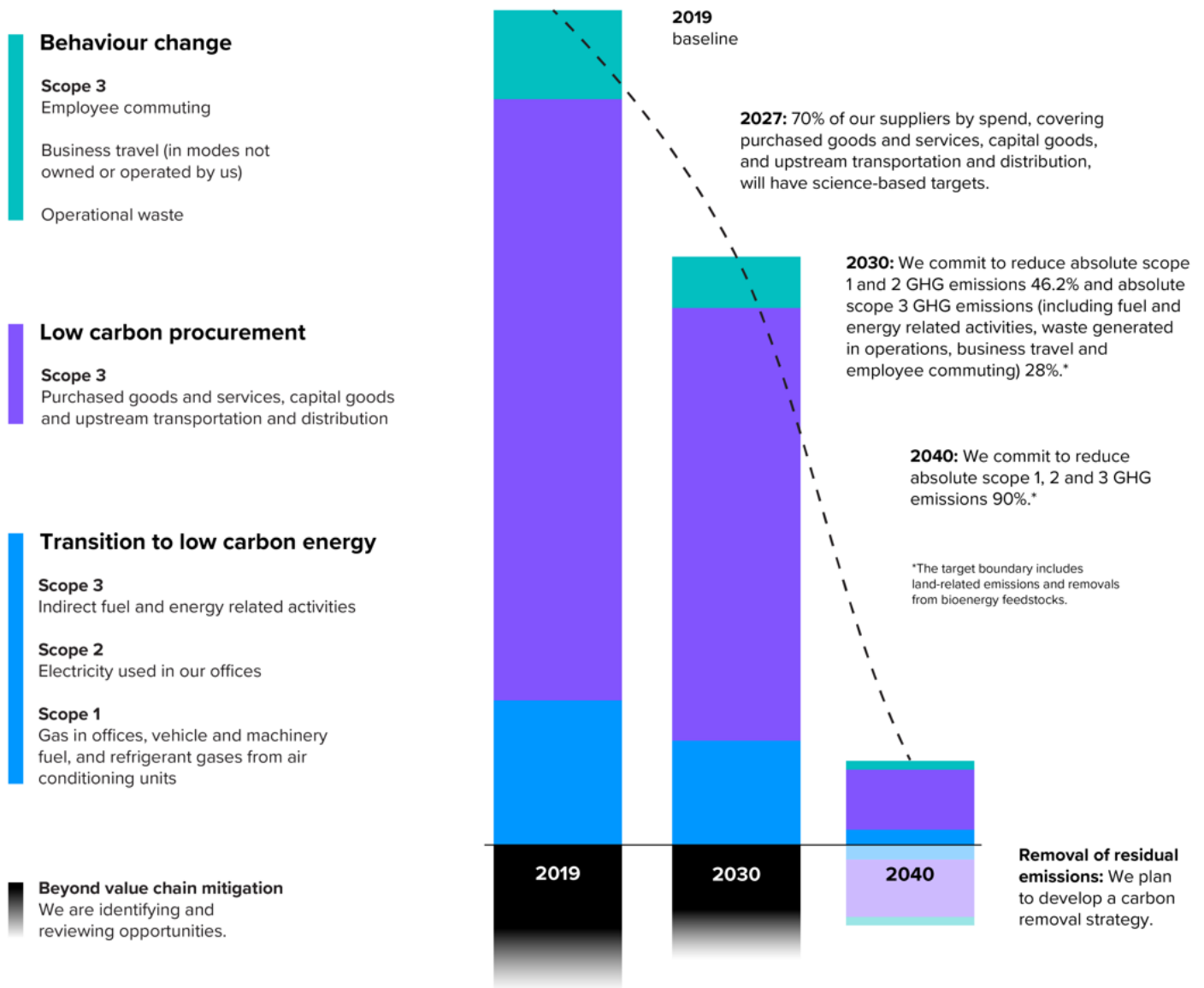
Our total annual progress can be seen in Figure 2. The graph displays our trajectory to 2040, which includes our total scope 1, 2 and 3 emissions (including emissions covered by our supplier engagement target), all of which are covered by our absolute reduction target in the long-term. This year marks a positive shift, with total emissions having decreased 4% and emissions intensity per employee decreased 22% from 2019.

We remain committed to reducing our emissions in line with our carbon reduction targets, and we continue to monitor our footprint closely to inform the strategies and initiatives needed to further 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 following paragraphs.



Transition to low carbon energy: Within our offices, we aim to use energy-efficient equipment and employ controls to manage our energy consumption. We procure renewable energy to support our ambition to decarbonise our office energy supply. On our sites, our contracting business (JNB) applies our site power hierarchy, prioritising lower-carbon options such as solar and battery packs to improve efficiency. We further reduce direct emissions by using hydrotreated vegetable oil (HVO) in plant equipment as a lower-carbon alternative to diesel.

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 our supplier engagement actions. We will continue to roll out these actions by collaborating with key suppliers and strengthening our engagement efforts. For example, Mott MacDonald and JN Bentley have signed the Advance Market Commitment (AMC) for next generation low carbon concrete, supporting demand for innovative low carbon construction materials. 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. For example, to encourage behaviour change, we are improving transparency around travel behaviours through enhancements to our internal dashboarding. Additionally, we are progressing with our ambition to bring all entities into our managed travel programme, which will strengthen data transparency, embed more rigorous approval processes, and support our shift to International Air Transport Association (IATA) emissions for air travel.

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 clear roles, responsibilities and accountability to drive 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.

- **Travel policy and behaviours:** Our roadmap to climate-conscious business travel 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. This includes continued efforts to shift UK domestic journeys from air to rail – an initiative that was recognised alongside our rail partner Avanti West Coast at the Business Travel Sustainability Awards. We have also expanded our non-compliance policy to include selected European flight routes. In addition, our international travel approvals process has been strengthened to ensure improved governance and oversight. We have also started to use IATA emissions calculation for some of our air travel, enabling colleagues to make low-carbon decisions at point of sale.
- **Low carbon procurement:** Reducing the carbon impact of the goods and services we purchase relies on supplier engagement and informed procurement decisions. We have adopted a tailored approach, with each business region conducting outreach to understand the carbon reduction journey of our top suppliers. Our supplier due diligence processes have also been updated to reflect our sustainability requirements. To ensure our procurement actions are more accurately reflected within our carbon footprint, we have begun collecting and integrating actual supplier emissions data into our carbon calculations for the first time. We will continue to refine and evolve our approach to embedding sustainability values into our procurement practices.

- **Data optimisation:** Our in-house solution which optimises our data collection and calculation processes has been continually refined and improved. 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 us make informed decisions to reduce emissions in line with our target.
- **Sustainability policy:** In 2025, our sustainability policy was refreshed, outlining our commitment to making a positive difference by delivering sustainable outcomes through our activities and to continuously improve our performance. The policy 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 which are reviewed and updated on a regular basis.
- **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 standard⁴ and uses the appropriate Government emission conversion factors for greenhouse gas company reporting⁵.

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) Standard⁶.

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:



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Alec Pavitt
Chief Governance Officer

Date: 07/05/2026
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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>