

# **Group carbon footprint report**

2025 calendar year

Published May 2026

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## 2025 calendar year

Published May 2026

# Issue and Revision Record

Revision	Date	Originator	Checker	Approver	Description
1	Feb 2026	CB	BH	AW	First draft
2	May 26	BH	AW	AP	For publication

## Document reference:

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# Executive summary

Mott MacDonald Group Limited is committed to achieving net-zero emissions by 2040 from a 2019 base year, supported by near-term absolute reduction targets and a supplier engagement target validated by the Science Based Targets initiative (SBTi).

To deliver on these ambitions, we have established a Group carbon reduction plan focused on:

- Embedding systems and governance that enable and encourage decarbonisation,
- Improving our understanding of emission sources and opportunities for reduction, and
- Implementing and monitoring actions that reduce our operational and value-chain emissions.

We are seeing clear progress. Between 2019 and 2025, our scope 1 and 2 emissions fell by 43%, driven largely by transitioning offices to renewable electricity and increased use of biogenic fuels on construction sites. When considering the emissions included in our near-term absolute reduction targets, scope 3 emissions reduced by 28%, primarily due to decreased business travel mileage and strengthened travel governance. To advance our supplier engagement target, we have launched regional outreach programmes and enhanced our due diligence processes.

Across all scopes, total emissions have decreased by 4% from our 2019 baseline. To strengthen future reporting accuracy and better reflect lower carbon procurement choices, we will continue increasing the use of supplier specific emissions data.

This report outlines our commitments, our progress to date, and the methodology underpinning our emissions calculation.

# 1 Introduction

Mott MacDonald Group Limited (hereafter Mott MacDonald) is committed to achieving net-zero emissions across our value chain by 2040 from a 2019 base year. Our carbon reduction targets have been validated by the Science Based Targets initiative (SBTi). This document has been prepared to report on our annual emissions and show progress against our targets. We intend to update this document on an annual basis.

Mott MacDonald is a private limited company registered in the UK, providing management, engineering, and development consultancy solutions globally. As well as the consulting business, Mott MacDonald also has a contracting business, JN Bentley, which operates solely in the UK.

The Executive Board has overall accountability for sustainability. Relevant responsibilities are embedded within the terms of reference of the committees of the Executive Board, such as the Management Committee and the Risk Committee. Our [sustainability policy](#) provides further details, including our commitment to the reduction of our emissions, as well as managing and disclosing our climate-related risks.

Mott MacDonald's carbon footprint refers to greenhouse gases (GHG) emitted directly by us or from sources over which we have control. Our emissions are reported for the calendar year as tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) for our global business. We have undertaken the calculations following the approach set out in ISO 14064.

## 2 Carbon reduction targets

We have set targets for deep carbon reduction. The following targets are validated by the SBTi:

- Overall net-zero target: Mott MacDonald Group Limited commits to reach net-zero greenhouse emissions across our value chain<sup>1</sup> by 2040 from a 2019 base year.
- Near-term Targets:
  - Mott MacDonald Group Limited commits to a 46.2% reduction in absolute scope 1 and 2 GHG emissions by 2030 from a 2019 base year\*.
  - Mott MacDonald Group Limited also commits to a 28% reduction in absolute scope 3 GHG emissions from fuel and energy related activities, waste generated in operations, business travel, and employee commuting 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.
- Long-term Target:
  - Mott MacDonald Group Limited commits to reduce absolute scope 1, 2 and 3 GHG emissions 90% by 2040 from a 2019 base year\*.

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

Our net-zero target means we must reduce our emissions across the business, with only residual emissions removed from the atmosphere (via neutralisation, as per the Net-Zero Standard). To achieve our targets, we have developed a Group carbon reduction plan which we will review on an annual basis.

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<sup>1</sup> Value chain refers to all the activities included within the scope of our near and long-term targets.

# 3 Emissions reporting

## 3.1 Scope and boundary

### 3.1.1 Organisational boundary

Our emissions reporting covers our global business. Our organisational boundary is set according to the *control* approach (as defined by the GHG Protocol), under which Mott MacDonald accounts for 100% of GHG emissions from operations over which it has control. In this way, we also have a greater level of control over the reduction efforts we put in place.

### 3.1.2 Operational boundary

Our operational boundary (Figure 1), has been set in accordance with the GHG Protocol, with scope 3 emissions determined using the GHG Protocol relevance criteria. The emission scopes and categories have been mapped to the ISO 14064 emissions categories for auditing purposes. This mapping is available within the Appendix.

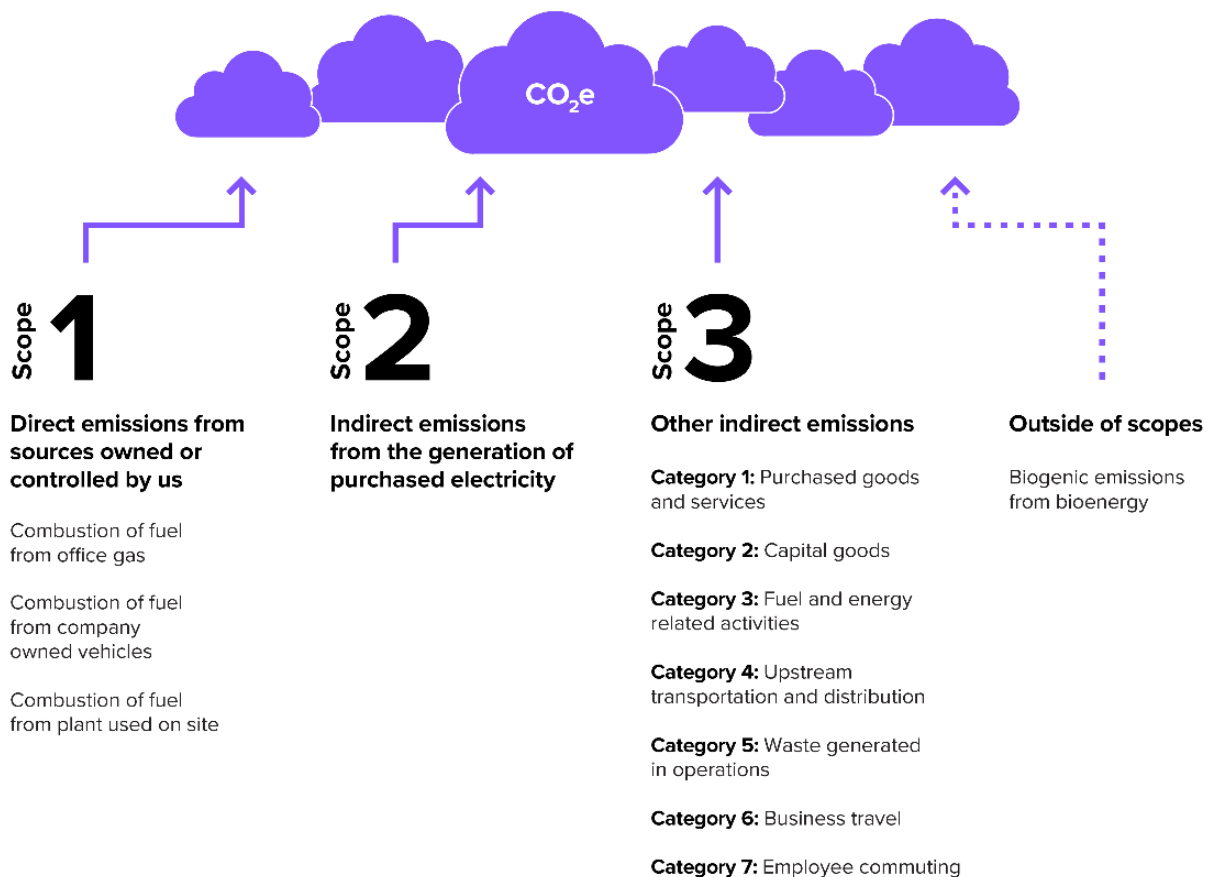


Figure 1: Our operational boundary

## 3.2 Emissions summary

A summary of our global carbon footprint (Mott MacDonald Group Limited) from our base year (2019), our most recent year (2025) and the previous reporting year (2024) is displayed in Table 1<sup>2</sup>. Our emissions are reported by source and scope. Mott MacDonald Group Limited (MMGL) comprises of both our global engineering, management and development consultancy, as well as our building & civil engineering contracting business (JNB). The emissions intensities of our consulting and contracting parts of the business vary significantly due to the nature of their operations. Our consulting work is primarily desktop-based, generally resulting in lower emissions compared to our contracting activities, which are conducted on-site and involve the use of construction materials and equipment. We have therefore separated our consulting and contracting emissions within the Appendix.

As a result of procurement decisions to reduce our emissions, we report our scope 2 emissions using both the location-based and market-based approaches, we also report on emissions which are 'outside of scopes':

- **Dual reporting of scope 2 emissions:** Mott MacDonald has been purchasing renewable energy for a portion of our offices since 2018. We therefore report our location-based scope 2 emissions using national average grid factors and market-based scope 2 emissions using supplier specific and residual grid factors. Market-based reporting reflects the impact of purchasing renewable electricity. Our science-based targets are set using market-based emissions.
- **Emissions outside of scopes:** Mott MacDonald uses biogenic fuels, such as waste-derived Hydrotreated Vegetable Oil (HVO), on some construction sites. In line with the GHG Protocol, biogenic CO<sub>2</sub> from the combustion of these fuels is reported separately as "biogenic emissions" outside of scopes 1-3 to ensure transparency. Because this carbon forms part of the short-cycle biogenic carbon flow, and evidence of sustainable sourcing is available (e.g., HVO is evidenced by a Renewable Fuel Declaration), it is our understanding that these emissions are not to be included when assessing progress against our science-based targets. However, for transparency, Table 1 shows progress both including and excluding outside of scope biogenic emissions.

Our carbon footprint has been externally verified to ISO 14064 since 2019. As our maturity has increased, the scope of verification has expanded. Since the 2022 reporting year, our ISO 14064 verification has covered the full scope of emissions shown in Table 1, whereas in 2019 it covered only our consulting business for scope 1, scope 2 and selected scope 3 categories (3 and 6). To ensure consistency in year-on-year performance tracking, we have back calculated emissions from 2019 onwards using the same methodology that was verified for our 2025 inventory.

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<sup>2</sup> The emissions displayed in Table 1 have been updated since the previous publication of this document. The updates are because of improvements to our data collection, methodology and calculation, see section 6 for further detail.

**Table 1: MMGL (global engineering, management and development consultancy and building & civil engineering contracting business) emissions summary**

	Quantity (MMGL)		
	2025	2024	2019 – Baseline
<b>Total in-scope GHG emissions (tCO<sub>2</sub>e)</b>	<b>254,674</b>	<b>279,610</b>	<b>266,647</b>
Scope 1: Office gas, fuel and fugitive emissions (tCO <sub>2</sub> e)	9,928	12,038	14,965
Scope 2: Market-based electricity <sup>3</sup> (tCO <sub>2</sub> e)	2,797	3,253	7,418
Scope 3: Total (tCO <sub>2</sub> e)	241,949	264,319	248,263
Category 1: Purchased goods and services	171,344	189,292	166,376
Category 2: Capital goods	11,264	12,957	4,456
Category 3: Fuel and energy related activities*	4,575	4,902	5,283
Category 4: Upstream transportation and distribution	24,121	26,248	24,588
Category 5: Waste generated in operations*	2,140	1,513	2,285
Category 6: Business travel*	20,221	20,599	26,514
Category 7: Employee commuting*	8,284	8,808	14,761
<b>GHG emissions intensity (tCO<sub>2</sub>e/employee)</b>	<b>13.57</b>	<b>14.89</b>	<b>17.43</b>
% change from base year (2019):			
Scope 1&2	-43%	-32%	
Scope 3 (near-term focus*)	-28%	-27%	
Scope 3 (total)	-1%	+8%	
Scope 1, 2 & 3 (near-term focus*)	-33%	-28%	
Scope 1, 2 & 3 (total)	-4%	+5%	
<i>Outside of scopes: biogenic emissions (tCO<sub>2</sub>e)</i>	<i>3,917</i>	<i>2,885</i>	<i>-</i>
% change from base year (2019) including outside of scopes:			
Scope 1, 2 & outside of scopes	-26%	-19%	
Scope 1, 2, 3 & outside of scopes	-3%	+6%	

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

A summary of our emission intensities by revenue is presented in Table 3. As highlighted above, we have separated the revenue emissions intensity values for our consulting and contracting businesses<sup>4</sup> due to the nature of their operations.

**Table 2: Revenue emissions intensity, split between consulting and contracting services**

	Consulting (tCO <sub>2</sub> e/£000*)	Contracting (tCO <sub>2</sub> e/£000*)
<b>2019</b>	0.08	0.46
<b>2024</b>	0.05	0.32
<b>2025</b>	0.05	0.27

\*Calculated using scope 1, market-based scope 2 and total scope 3 emissions, does not include outside of scope biogenic emissions.

<sup>3</sup> Location-based scope 2 emissions for MMGL in 2025, 2024 and 2019 were 4,313, 4,801 tCO<sub>2</sub>e, and 6,872 tCO<sub>2</sub>e respectively.

<sup>4</sup> The contracting intensity calculation uses emissions from JNB, and the consulting intensity calculation uses the remainder of Group emissions.

### 3.3 Energy consumption

A summary of the energy consumption for applicable scope 1 and 2 emissions is displayed in Table 3.

**Table 3: Summary of Mott MacDonald Group Limited energy consumption**

Source	2025	2024	2019
Office gas (MWh)	2,427	3,751	5,520
% Biogenic	11%	13%	0%
Fuel for business owned vehicles (MWh)	13,206	13,092	14,849
Fuel for plant on site (MWh)	36,518	38,776	38,014
% Biogenic	37%	22%	0%
Imported electricity (MWh)	12,115	13,246	17,976
% Renewable	44%	44%	22%

## 4 Progress against targets

This section provides an overview of progress against our science-based targets. Some emission sources are addressed by a supplier engagement target in the near-term, rather than absolute emission reductions, therefore our emissions progress has been separated between our near and long-term targets.

Whilst we endeavour to reduce all our emissions (as required by our long-term target), the impact of our engagement target- and the steps taken by our supply chain to decarbonise their products and services- will inevitably take longer to translate into carbon reduction. This is due to the accuracy of the data we currently draw upon, often utilising average data rather than product specific information. As part of our supplier engagement activities, we are investigating how to move towards a position of using more accurate scope 3 data sources, so that our actions, and the actions of our supply chain, can be reflected within our emissions reporting.

### 4.1 Near-term target progress

Figure 2 shows our trajectory to 2030. The blue lines show our committed absolute reduction targets, while the purple lines show our actual emissions since 2019 (our base year). This includes only the emissions which are covered by an absolute reduction target in the near-term. This graph therefore **excludes** the following scope 3 emissions which are covered by our supplier engagement target:

- Category 1: Purchased goods and services
- Category 2: Capital goods
- Category 4: Upstream transportation and distribution

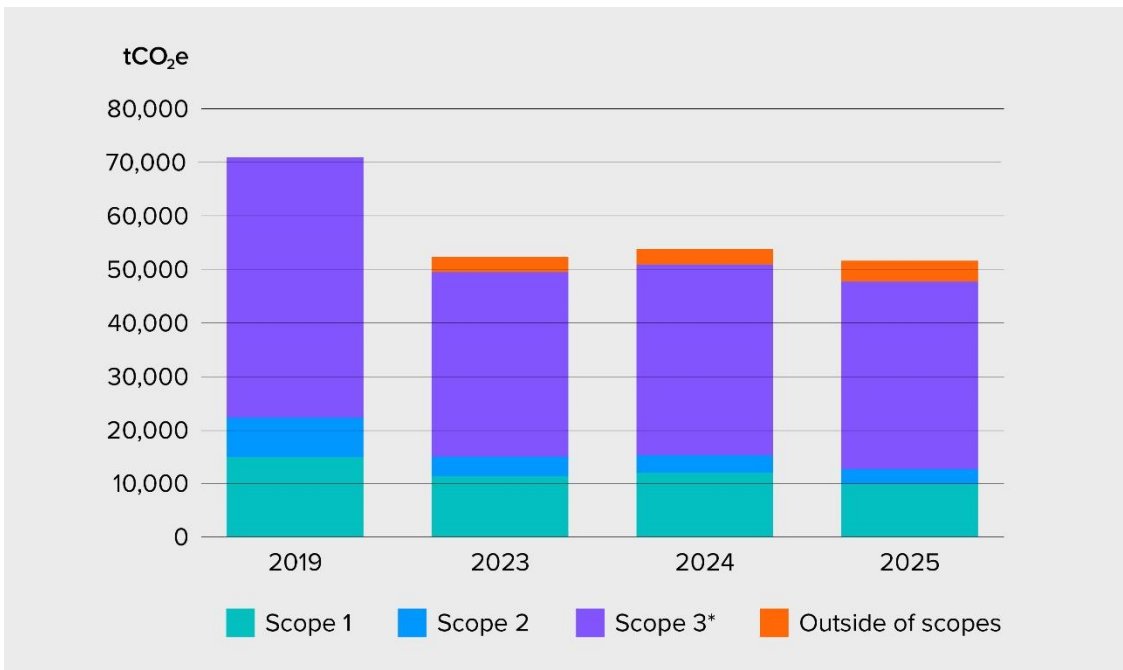
Since our 2019 base year, our emissions performance remains ahead of the trajectory required to meet our near-term targets. While our total emissions have risen in recent years as business activity has normalised following the COVID-19 period, we achieved a year-on-year reduction compared with last year and continue to stay below our near-term emissions cap.

Reductions in scope 1 and 2 emissions are supported by the continued procurement of renewable energy for our offices and the use of lower-carbon fuels for construction plant. For our near-term scope 3 target, emissions from commuting and business travel are mitigated through the ongoing promotion of efficient travel behaviours, including trip consolidation and the use of virtual collaboration where appropriate.

Our supplier emissions (scope 3 categories 1, 2 and 4) continue to make up around 80% of our total emissions, highlighting the significant role our procurement decisions play in our overall footprint. In line with our supply chain policy, we remain committed to working with suppliers that share our environmental and social values and to building resilient, mutually beneficial long-term relationships. A key focus for the coming period is progressing our supplier engagement target, which helps drive reduction across our value chain. See section 5 for further details.



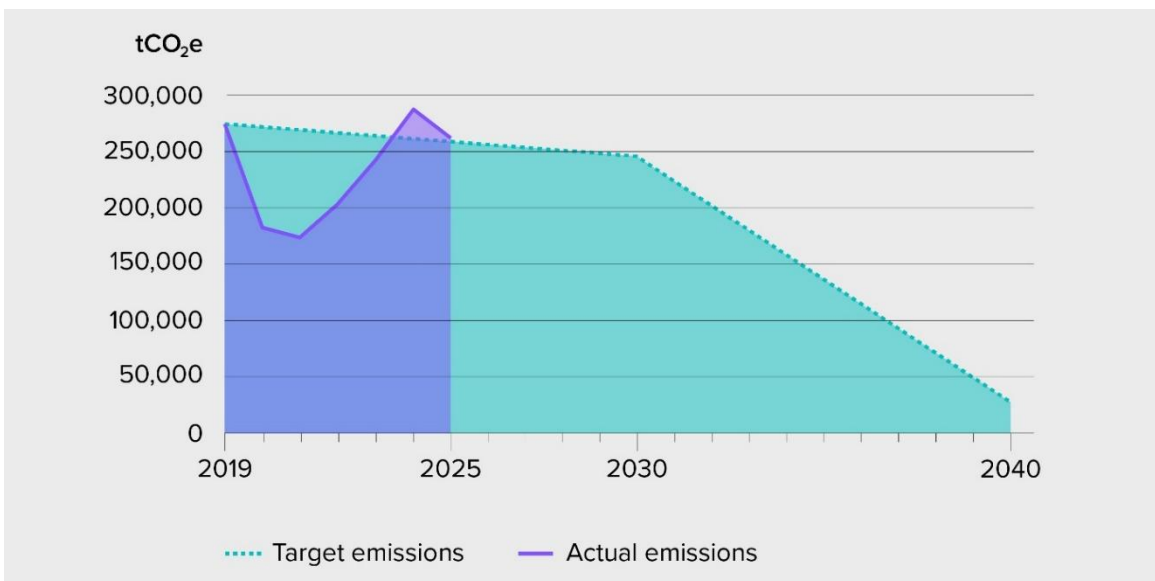
**Figure 2: Targeted vs actual emissions (\*including only emission sources within our near-term absolute emissions reduction target).**



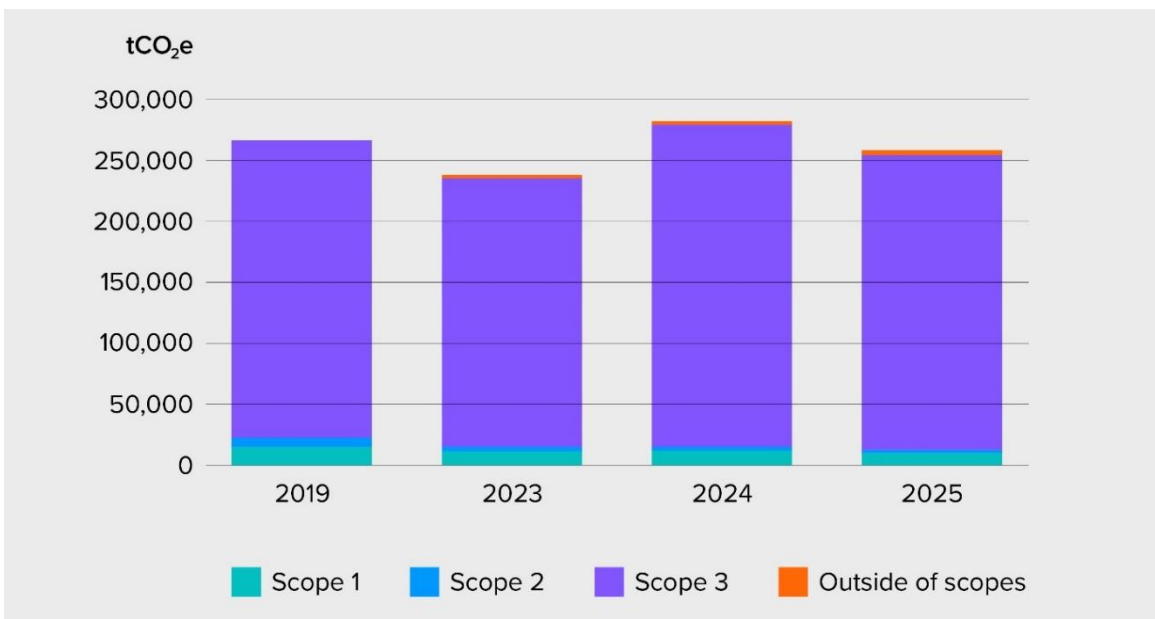
**Figure 3: Summary of emissions by scope (\*including only emission sources within our near-term absolute emissions reduction target).**

## 4.2 Long-term target progress

Figure 4 shows our trajectory to 2040. This includes our **total** scope 1, 2 and 3 emissions, all of which are covered by our absolute reduction target in the long-term. This year marks a positive shift, with total emissions lower than in our 2019 base year, reflecting progress as the impact of our reduction measures continues to build. Importantly, this improvement is also supported by our increasing use of supplier-specific emissions data, which is helping us refine the accuracy of our scope 3 calculations and better identify where reductions can be achieved across our value chain. 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.



**Figure 4: Targeted vs actual emissions (long-term absolute emissions reduction target).**



**Figure 5: Summary of emissions by scope (displaying the emission sources included within our long-term absolute emissions reduction target).**

## 5 Carbon reduction plan

Our Group carbon reduction plan sets out how we will deliver our carbon reduction commitments. The actions within our plan are summarised in the paragraphs below.

### 5.1 Governance

Effective governance is the foundation of our carbon reduction plan. We have embedded climate considerations into core decision making processes across the Group, supported by our Group Sustainability Policy, which sets objectives, defines responsibilities and integrates sustainability principles across our operations and supply chain.

Carbon reduction is a standing agenda item in regional executive board meetings and is underpinned by quarterly carbon footprint calculations and regionally tailored action plans. These processes are codified within our Business Management System (STEP), which sets out clear roles, responsibilities and procedures to drive consistent implementation across all regions.

We continue to refine our carbon-calculation methodology and tools to improve data quality and support informed decision-making. In some cases, this has required adjustments to previous-year emissions to ensure accuracy and consistency.

### 5.2 Transition to low carbon energy

Reducing energy consumption remains a key lever for addressing our scope 1 and 2 emissions. We follow an energy-reduction hierarchy (reduce consumption, optimise performance, and switch to low-carbon energy) across our offices and construction sites.

The following initiatives have supported our carbon reduction actions to date and will continue to be utilised:

- **Workplaces:**
  - In 2025, achieved SKA accreditation for a major UK office relocation and supported furniture reuse to improve resource efficiency.
  - Continued to procure renewable electricity across a proportion of our offices, including for example through using Renewable Energy Guarantees of Origin (REGO) backed energy tariffs in the UK, Renewable Energy Certificates (RECs) in Hong Kong and Singapore, and Large-Scale Generation Certificates (LGCs) in Australia.
  - Continued to take steps to improve energy efficiency, including trialling smart plugs to assess opportunities for reducing energy consumption.
  - Embedded energy management into our Office Sustainability Management plans.
- **Construction sites:**
  - Applied our site power hierarchy, including solar-battery hybrid systems and energy-efficient cabins, supporting JNB's 50001 certification.
  - Transitioned fossil fuel powered hand tools to more efficient battery-operated hand tools.
  - Used HVO as a lower-carbon alternative to diesel in the near-term transition (subject to sustainability checks).

Looking ahead, we will continue to strengthen our approach through the following priority actions:

- **Workplaces:**

- Strengthen data collection processes, for example by investigating the feasibility of expanding sub-metering and enhancing data collection guidance, to support data integrity.
- Continue estate optimisation to reduce overall consumption.
- Seek to phase out gas heating where feasible, for example by prioritising electric-only office spaces when new or relocated office space is required.
- Continue prioritising high-quality renewable electricity procurement.

- **Construction sites:**

- Scale up low-carbon site-power solutions and telematics for optimisation.
- Continue the expansion of our hybrid plant fleet.
- Continue to explore electrification options, e.g. transition away from fossil fuel portable generators to battery pack alternatives.

### 5.3 Low carbon procurement

Reducing the carbon impact of the goods and services we purchase is essential to addressing our scope 3 footprint, with procurement (categories 1, 2 and 4) accounting for around 80% of our total emissions. Our approach aims to ensure our purchasing decisions align with our values and support decarbonisation. We focus on three pillars: policy and strategy, supplier engagement, and supplier data integration.

#### Progress to date

- Updated procurement and due diligence processes to embed sustainability requirements.
- Developed a supplier-engagement strategy, supported by regional programmes, and initiated phased outreach to our top suppliers to understand their carbon-reduction plans and encourage transparent reporting and adoption of science-based targets.
- Begun integrating supplier specific emissions data into our carbon calculations to improve accuracy and better recognise low carbon procurement decisions.
- 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.

#### Future focus

- Continue strengthening sustainability criteria within procurement processes and deepen long-term partnerships with suppliers aligned to our values.
- Deliver capability building sessions for SMEs to support carbon footprinting and target setting.
- Continue regional engagement, working collaboratively with our suppliers to share best practice and align on sustainability matters.
- Further transition from spend-based estimates to high quality supplier data and enhance data flows to better reflect low carbon choices in our footprint.

### 5.4 Travel policy and behaviours

Travel (including business owned fleet, business travel and commuting) represents a significant share of our scope 1 and 3 emissions. Our strategy focuses on reducing unnecessary travel,

enabling low-carbon choices, improving the performance of our vehicle fleet, and strengthening data transparency to drive behaviour change.

### Progress to date

- Developed a roadmap to climate-conscious business travel, shaping policy controls and guiding emissions reductions through to 2030.
- Shifted UK domestic journeys from air to rail (recognised through a joint award with Avanti West Coast) and expanded this non-compliance policy to selected European routes.
- Introduced more robust approval processes and coordination for international travel and major events.
- Enhanced travel dashboards to improve visibility of travel patterns and progressed efforts to bring all entities into our managed travel programme to strengthen data transparency.
- Improved fleet sustainability by phasing out petrol and diesel models alongside fleet optimisation; JNB has transitioned its company-car list to 100% hybrid.
- Supported sustainable commuting by locating offices near public transport where feasible, providing active-travel facilities, limiting parking availability, and offering low-carbon commuting incentives such as salary-sacrifice schemes, active-travel sessions and shuttle services.
- Strengthened virtual collaboration through high-quality video, audio and dedicated meeting spaces.
- Begun adopting fuel-burn methodology for air-travel emissions to improve accuracy, with plans to expand adoption where feasible.

### Future focus

- Continue to strengthen governance around business travel, including improving expense claim data capture and on programme booking compliance.
- Expand behavioural nudges to encourage avoidance of unnecessary travel.
- In JNB, we continue to assess opportunities to accelerate the transition to electric vehicles. This will begin with installing EV charging infrastructure, where possible, across our estate. Elsewhere, we are exploring how to right-size our fleet and choose smaller vehicles where possible.

## 5.5 Beyond value chain mitigation

One of the components of the SBTi's Net-Zero Standard is 'Beyond Value Chain Mitigation' (BVCM). BVCM supports the global transition to net-zero by contributing to reductions and removals beyond the value chain. Our assessment of priorities has led us to focus on carbon reductions within our value chain. We will continue to conduct horizon scanning and identify if any opportunities emerge to integrate BVCM into our net-zero transition.

## 5.6 Beyond our corporate carbon emissions

In addition to reducing the carbon impact of our own operations, we play a broader role in supporting decarbonisation across the infrastructure and built-environment sectors. As a PAS 2080-certified designer, we demonstrate that carbon management is embedded within our design approach and will maintain this certification as we continue to mature our carbon-management system in line with good practice. We will also continue this journey as JNB works towards achieving constructor certification, further strengthening our contribution to low-carbon project delivery.

We have contributed to sector-wide carbon reduction for more than a decade, including through the landmark Infrastructure Carbon Review (2013) and as co-authors of both the original (2016) and updated (2023) PAS 2080, the international specification for carbon management in buildings and infrastructure.

We engage with industry bodies and clients to support science-aligned decarbonisation and practical implementation. For example, we convene and participate in industry collaboration platforms such as Carbon Crunch and the Net-Zero Infrastructure Industry Coalition, helping to share insight and accelerate collective progress towards a net-zero economy.

Further information on how we support clients to reduce carbon across their programmes and projects can be found in our [Environment and Society overview](#).

## 6 Emissions reporting methodology

The methodology for calculating our carbon footprint is detailed within this section, the methodology follows the GHG Protocol key principles of relevance, completeness, consistency, transparency and accuracy. The methodology presents a reasonable worst-case scenario of our Group carbon footprint. This methodology was developed to be in accordance with the requirements of the GHG Protocol and was verified to ISO 14064 (to a reasonable level of assurance) for our 2025 reporting year footprint.

### 6.1 Methodology updates (compared to previous iteration of this report)

We continue to review and improve our carbon methodologies and internal digital calculation tool. As a result of this process, as well as other external factors, we have updated and improved parts of our calculation methodology. The most significant change was the introduction of supplier specific emission factors where publicly available for our top suppliers.

### 6.2 Overview of methodology

The table below provides a summary of our methodology and highlights any key changes compared to what has been reported in previous years.

**Table 3: Overview of methodology**

Category	Further information
<b>Emission factors</b>	<p>Emissions are reported in units of carbon dioxide equivalent (CO<sub>2</sub>e), using the most recent conversion factors and are locally specific where possible. Our footprint is calculated primarily using emission factors from the UK Department for Energy Security and Net Zero (DESNZ), the International Energy Agency (IEA), and the Association of Issuing Bodies (AIB). Where available, we also use national publications to source emission factors, such as from the US Environment Protection Agency (EPA). Note that we include the effect of radiative forcing in our calculations for air travel. Where more granular information is not available (i.e., for purchased goods and services), we rely upon high-level industry average emission factors.</p> <p>The emission factor databases used to calculate our 2025 carbon footprint are listed below, along with the IPCC assessment report from which their Global Warming Potential (GWP) factors are sourced:</p> <ul style="list-style-type: none"> <li>• EPA (uses AR5)</li> <li>• DESNZ (primarily uses AR5)</li> <li>• AIB – Not applicable, the emission factors only include CO<sub>2</sub> rather than CO<sub>2</sub>e</li> <li>• eGrid (uses AR5)</li> <li>• IEA (uses AR6)</li> <li>• ICE (not stated)</li> </ul>
<b>Scope 1, 2 emissions and biogenic emissions (outside of scopes)</b>	<ul style="list-style-type: none"> <li>• <b>Fuel for equipment on site:</b> Includes site plant and on-site generation equipment, typically diesel and HVO. This is measured via goods received notices and invoicing.</li> <li>• <b>Fuel used in company-owned vehicles:</b> Including company cars and vans, this is calculated via fuel card data.</li> <li>• <b>Office energy (electricity and gas):</b> We gather information using billed or metered energy consumption. Some offices are not able to meter energy use (for example charged through rent) – these are estimated based on emissions by floor area intensity metrics from known offices. In addition, there are several small offices where we do not collect data, instead these are included on a pro-rated basis, based on number of full-time equivalents (FTEs).</li> </ul>

Category	Further information
Scope 3 emissions	<p data-bbox="432 723 1058 745"><b>Key updates:</b> <i>Beginning to use supplier-specific emission factors.</i></p> <ul style="list-style-type: none"> <li data-bbox="432 786 1283 1055">● <b>Scope 2 dual reporting:</b> We report our emissions using both location-based (using national average grid factors) and market-based approaches (using residual emission factors for non-renewably sourced electricity). Residual emission factors are slightly higher than the corresponding grid averages as they represent the average emissions from unclaimed energy. Market-based reporting therefore reflects reductions made from purchasing renewably sourced electricity and drives the transition to low carbon electricity.</li> <li data-bbox="432 1066 1283 1144">● <b>Refrigerant gases:</b> Evidence of air conditioning service reports are collated from office managers where available. Due to limited data availability, intensity metrics are created using raw data and applied to offices where leaks are reported but data is not available. In line with the GHG protocol, emissions from refrigerant gases cover only those detailed under the Kyoto Protocol.</li> <li data-bbox="432 1155 1283 1234">● <b>Biogenic emissions:</b> Biogenic emissions are reported as outside of scopes. See section 3 for more information.</li> </ul> <ul style="list-style-type: none"> <li data-bbox="432 786 1283 1055">● <b>Category 1 (purchased goods and services):</b> For our consulting business, where available, supplier-specific emission factors are identified and used to calculate total emissions based on spend. Otherwise, the remainder of our purchased goods and services emissions are calculated using sector average spend-based emissions. Transaction records are obtained from our internal financial systems and categorised according to spend type. Within our contracting business, we use a more granular calculation method for most of the materials used on site (in-Situ Concrete, Metals, 'Pipes, Pumps and Fittings', Designed Pre-Cast Concrete, and 1<sup>o</sup> and 2<sup>o</sup> Aggregates). The emissions from these materials are calculated using actual data from goods received notices and applying DESNZ and ICE emission factors.</li> <li data-bbox="432 1066 1283 1088">● <b>Category 2 (capital goods):</b> As per category 1.</li> <li data-bbox="432 1099 1283 1234">● <b>Category 3 (fuel and energy related activities):</b> Data is gathered using the approach explained above for scope 1 and 2 emissions. The emissions reported under this category reflects GHG emissions from transmission &amp; distribution, well to tank emissions from fuel generation, and well-to-tank emissions from transmission &amp; distribution.</li> <li data-bbox="432 1245 1283 1346">● <b>Category 4 (upstream transportation of goods):</b> For construction materials, the calculation utilises default transport scenarios as per the RICS Whole life carbon measurement guidelines. For other purchases, due to current accounting practices, emissions from transportation are captured within categories 1 and 2.</li> <li data-bbox="432 1357 1283 1547">● <b>Category 5 (waste generated in operations):</b> Office managers are asked to provide a monthly record of waste sent to landfill, recycling and 5 other waste streams. The data is manually cleansed before ingesting into our internal digital tool. Due to limited data availability at present, waste intensity metrics are created for each waste stream based on a sample set of offices where data is available. Waste intensity metrics are used to estimate waste emissions across all offices. Site waste is measured based on actual data from purchase order registers.</li> <li data-bbox="432 1559 1283 1771">● <b>Category 6 (business travel):</b> Our business travel emissions include air, rail, car, taxi, bus, motorbike, and ferry. Data is gathered directly from our internal financial systems, and travel agencies. Where IATA emissions have been made available directly from our travel agencies, these are used. Otherwise, emission factors are selected according to travel mode and country, and a distance-based calculation is applied. Where hire car fuel type is available, this is used instead of an unknown fuel emission factor emission factor. Where distance is not provided (e.g., some expense claims), a spend-based intensity metric is applied.</li> <li data-bbox="432 1783 1283 1906">● <b>Category 7 (employee commute):</b> Data is collected every three years using a Microsoft Forms survey, the results of which are cleansed and analysed before extrapolating to account for the global business. Employee commute emissions are determined through collecting data on primary and secondary modes of transport and typical transportation distances.</li> </ul> <p data-bbox="164 1939 277 1962"><b>Exclusions</b></p> <p data-bbox="432 1939 1295 2038">GHG sources are excluded from the data collection process where they are deemed to contribute a non-material portion to the carbon footprint. For example, we do not collect data associated with client supplied grid electricity for plug-and-play set-up on site. This also includes emissions from some very small offices for which data is not collected and</p>

Category	Further information
	<p>offices where we co-locate. Instead, these emissions are included on a pro-rated basis. In scenarios where we co-locate, we will always seek to influence energy and carbon policy with the landlord / operator.</p> <p>Due to data collection processes, emissions from water consumption are not included within our inventory, this is expected to be immaterial compared to our total emissions. We are developing a process to include and back calculate these emissions moving forward.</p> <p>Emissions from Scope 3 Category 15 (investments) are excluded from our inventory and target boundary. This emissions category was deemed appropriate to exclude in accordance with the SBTi's guidance on target coverage. We will continue monitoring our emissions from this category and will update our inventory and target boundary if the significance threshold is passed.</p> <p>Our corporate emissions inventory does not include emissions associated with our client projects. Our capability to manage carbon on our projects is currently managed through our global certification to PAS 2080 (carbon management in buildings and infrastructure) as a designer.</p>
<p><b>Managing inventory quality</b></p>	<p>Our methodology has been developed to align with the GHG Protocol and ISO 14064-1. The methodology is continually reviewed, alongside data collection procedures, to reflect best-practice. Our footprint is based on reasonable worst-case assumptions and utilises primary data wherever practicable.</p> <p>We have used uncertainty data from the IPCC to assess the sources of uncertainties likely to occur within our emissions inventory and calculations. The GHG Protocol uncertainty tool was used to calculate a cumulated uncertainty of +/- 11.2% (good), based on conservative confidence levels for sources of activity data and emissions factors. Our greatest sources of uncertainty are around refrigerant gases, waste, employee commute, capital goods and purchased good and services emissions. We are reviewing our data sources, data collection techniques and calculation methodologies to improve our confidence in these emissions sources moving forward.</p> <p>The qualitative influences of uncertainty on our GHG emissions are identified as the following:</p> <ul style="list-style-type: none"> <li>● Source data: <ul style="list-style-type: none"> <li>– Travel data and purchased goods &amp; services data that is extracted from our employee expense system is likely to contain some human error.</li> <li>– Employee commuting data is gathered every three years via a colleague survey.</li> <li>– Low confidence in the data for refrigerant gases and waste, given that minimal primary data is available.</li> </ul> </li> <li>● Calculation: <ul style="list-style-type: none"> <li>– Assumptions and intensity metrics applied in the absence of raw data (largest data gap currently exists for office waste).</li> <li>– Employee commute has been extrapolated from a small sample to estimate group emissions.</li> <li>– High-level spend based methodology used to estimate large proportion of emissions from categories 1, 2 and 4.</li> </ul> </li> <li>● Inherent uncertainty in emissions factors and the metering of office energy.</li> <li>● Subjective component of the uncertainty assessment</li> </ul>
<p><b>Emissions monitoring</b></p>	<p>Our emissions are monitored indirectly through applying emission factors to activity data (we do not conduct direct emissions monitoring). Our emissions are monitored on a quarterly basis and are reviewed at half-yearly annual board meetings. More frequent monitoring enables us to better manage our carbon footprint.</p>

## 7 Contact details

If you have any questions or would like to find out more, please contact us via our website:  
<https://www.mottmac.com/en/contact-us/>

## A.1 Appendix: emissions breakdown by service type

**Table 4: Consulting services emissions summary**

	Quantity (Consulting)		
	2025	2024	2019 – Baseline
<b>Total in-scope GHG emissions (tCO<sub>2</sub>e)</b>	<b>93,845</b>	<b>99,640</b>	<b>123,312</b>
Scope 1: Office gas, fuel and fugitive emissions (tCO <sub>2</sub> e)	1,523	1,984	2,636
Scope 2: Market-based electricity <sup>5</sup> (tCO <sub>2</sub> e)	2,786	3,243	7,364
Scope 3: Total (tCO <sub>2</sub> e)	88,069	94,413	113,312
Category 1: Purchased goods and services	60,322	65,066	72,312
Category 2: Capital goods	-	-	-
Category 3: Fuel and energy related activities*	1,792	1,966	2,252
Category 4: Upstream transportation and distribution	-	-	-
Category 5: Waste generated in operations*	873	982	1,797
Category 6: Business travel*	17,461	18,163	23,144
Category 7: Employee commuting*	7,621	8,236	13,807
<i>Outside of scopes: biogenic emissions (tCO<sub>2</sub>e)</i>	25	86	-

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

**Table 5: Contracting services emissions summary**

	Quantity (Contracting)		
	2025	2024	2019 – Baseline
<b>Total in-scope GHG emissions (tCO<sub>2</sub>e)</b>	<b>162,296</b>	<b>179,970</b>	<b>143,335</b>
Scope 1: Office gas, fuel and fugitive emissions (tCO <sub>2</sub> e)	8,405	10,054	12,330
Scope 2: Market-based electricity <sup>6</sup> (tCO <sub>2</sub> e)	11	10	54
Scope 3: Total (tCO <sub>2</sub> e)	153,880	169,906	130,951
Category 1: Purchased goods and services	111,022	124,226	94,064
Category 2: Capital goods	11,264	12,957	4,456
Category 3: Fuel and energy related activities*	2,783	2,936	3,031
Category 4: Upstream transportation and distribution	24,121	26,248	24,588
Category 5: Waste generated in operations*	1,267	531	488
Category 6: Business travel*	2,760	2,436	3,370
Category 7: Employee commuting*	663	572	954
<i>Outside of scopes: biogenic emissions (tCO<sub>2</sub>e)</i>	3,892	2,799	-

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

<sup>5</sup> Location-based scope 2 emissions for Mott MacDonald's consulting business in 2025, 2024 and 2019 were 4,253 tCO<sub>2</sub>e, 4,729 tCO<sub>2</sub>e and 6,698 tCO<sub>2</sub>e respectively.

<sup>6</sup> Location-based scope 2 emissions for Mott MacDonald's contracting business in 2025, 2024 and 2019 were 60 tCO<sub>2</sub>e, 72 tCO<sub>2</sub>e and 174 tCO<sub>2</sub>e respectively.

## A.2 Appendix: ISO 14064 assurance statement

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# LRQA Independent Assurance Statement

## Relating to Mott MacDonald Group Limited's Group Carbon Footprint Report for the calendar year 2025

### Terms of Engagement

This Assurance Statement has been prepared for Mott MacDonald Group Limited.

LRQA was commissioned by Mott MacDonald Group Limited (MMGL) to assure its Group Carbon Footprint Report for the calendar year 2025 (hereafter referred to as "the Report").

The Report relates to direct GHG emissions, energy indirect GHG emissions and other indirect GHG emissions from the organisation's directly controlled activities.

MMGL's geographical boundary includes its head office operations located in London, UK, and all other offices and sites in the control of Mott MacDonald Group Limited and its subsidiaries. The main activities of the organization include global engineering consultancy and a UK contracting business, and the GHG emissions have been consolidated using an operational control approach.

The following GHG emissions were excluded from the Report due to their lack of applicability to MMGL:

- ISO 14064:2018 Category 5: Indirect GHG emissions associated with the use of products from the organization.

### Management Responsibility

MMGL's management were responsible for preparing the claim, report and for conformance with ISO 14064-1:2018, and for maintaining effective internal controls over the data and information disclosed. LRQA's responsibility was to carry out an assurance engagement on the Report in accordance with our contract with MMGL.

Ultimately, the Report has been approved by, and remains the responsibility of MMGL.

### LRQA's Approach

Our verification has been conducted in accordance with ISO 14064-3:2019, '*Specification with guidance for verification and validation of greenhouse gas statements*' to provide reasonable assurance that GHG data as presented in the Report have been prepared in conformance with ISO 14064-1:2018, '*Specification with guidance at the organizational level for quantification and reporting of greenhouse gas emissions and removals*'.

To form our conclusions the assurance engagement was undertaken as a sampling exercise and covered the following activities:

- visited a sample of sites and offices and reviewed processes related to the control of GHG emissions data and records;
- remotely interviewed relevant staff of the organization responsible for managing GHG emissions data and records;
- remotely reviewed activity data at the source level (for reasonable assurance);
- interviewed relevant staff of the organization responsible for managing GHG emissions data and records; and
- verified historical GHG emissions data and records at an aggregated level and back to source for the calendar year 2025.



### **Level of Assurance & Materiality**

In accordance with our contract agreement, the assurance was conducted at a reasonable level of assurance at a materiality of 5% for Categories 1, 2, 3 and 4 (GHG Protocol Scope 1, Scope 2 and Scope 3 Categories 1 to 7). The opinion expressed in this Assurance Statement has been accordingly formed.

### **LRQA's Opinion**

Based on LRQA's approach, the GHG emissions for Category 1 (direct GHG emissions and removals), Category 2 (indirect GHG emissions from imported energy), Category 3 (indirect GHG emissions from transportation) and Category 4 (indirect GHG emissions from products used by an organisation), disclosed in the Report as summarized in Table 1 below are materially correct, and that the Report has been prepared in conformance with ISO 14064-1:2018.

### **LRQA's Recommendations**

MMGL should:

- Review processes for gathering waste related information to further improve the accuracy of the carbon data related to waste production.

A handwritten signature in dark ink that reads 'R. Oxley'. The signature is written in a cursive, flowing style.

Dated: 18<sup>th</sup> February 2026

Richard Oxley  
LRQA Lead Verifier  
On behalf of LRQA Limited  
LRQA reference number: LRQ00005373





**Table 1. Summary of Mott MacDonald Group Ltd, Group Carbon Footprint Report 2025**

Scope of GHG Emissions		Tonnes CO <sub>2</sub> e		
GHG Protocol	ISO 14064:2018	MMGL	JNB	MML
Scope 1 - Direct GHG emissions	Category 1 – Direct GHG emissions	9,928	8,405	201
Scope 2 - Indirect GHG emissions from imported energy	Category 2 – Indirect GHG emissions from imported energy (Location-based)	4,313	60	577
Scope 2 - Indirect GHG emissions from imported energy	Category 2 - Indirect GHG emissions from imported energy (Market-based)	2,797	11	110
Scope 3 Category 1- Purchased goods and services	Category 4 – Indirect GHG emissions from products used by the organisation	171,344	111,022	26,137
Scope 3 Category 2 – Capital Goods	Category 4– Indirect GHG emissions from products used by the organisation	11,264	11,264	-
Scope 3 Category 3 – Fuel and energy related activities	Category 4– Indirect GHG emissions from products used by the organisation	4,575	2,783	252
Scope 3 Category 4-- Upstream Transportation and Distribution	Category 3 – Indirect GHG emissions from Transportation	24,121	24,121	-
Scope 3 Category 5 – Waste generated in operations	Category 4– Indirect GHG emissions from products used by the organisation	2,140	1,267	178
Scope 3 Category 6 – Business Travel	Category 3– Indirect GHG emissions from Transportation	20,221	2,760	6,686
Scope 3 Category 7- Employee Commuting	Category 3– Indirect GHG emissions from Transportation	8,284	663	3,065
Outside of scope	Category 1 – Direct GHG emissions (Anthropogenic biogenic emissions of carbon dioxide*)	3,917	3,892	25

Location-based, and Market-based are terminologies from Annex E of ISO 14064-1:2018.  
Categories are as defined in ISO 14064-1:2018.  
MMGL – Mott MacDonald Group Ltd (encompasses JNB, MML and all other Mott MacDonald entities)  
JNB – JN Bentley (the contracting entity of MMGL)  
MML – Mott MacDonald Ltd (the UK engineering, management & development consultancy entity of MMGL)  
\* Biogenic CO<sub>2</sub> emissions from the combustion of biofuels are disclosed separately from fossil CO<sub>2</sub> emissions, in accordance with ISO 14064-1. These emissions relate to the short-term biogenic carbon cycle and are therefore not included within the Scope 1 fossil GHG total. Removals associated with biomass growth are not claimed by the reporting entity, as they occur outside the organisational boundary.

This Assurance Statement is subject to the provisions of this legal section:

LRQA Group Limited, its affiliates and subsidiaries, and their respective officers, employees or agents are, individually and collectively, referred to in this clause as 'LRQA'. LRQA assumes no responsibility and shall not be liable to any person for any loss, damage or expense caused by reliance on the information or advice in this document or howsoever provided, unless that person has signed a contract with the relevant LRQA entity for the provision of this information or advice and in that case any responsibility or liability is exclusively on the terms and conditions set out in that contract. The English version of this Assurance Statement is the only valid version. LRQA assumes no responsibility for versions translated into other languages.

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