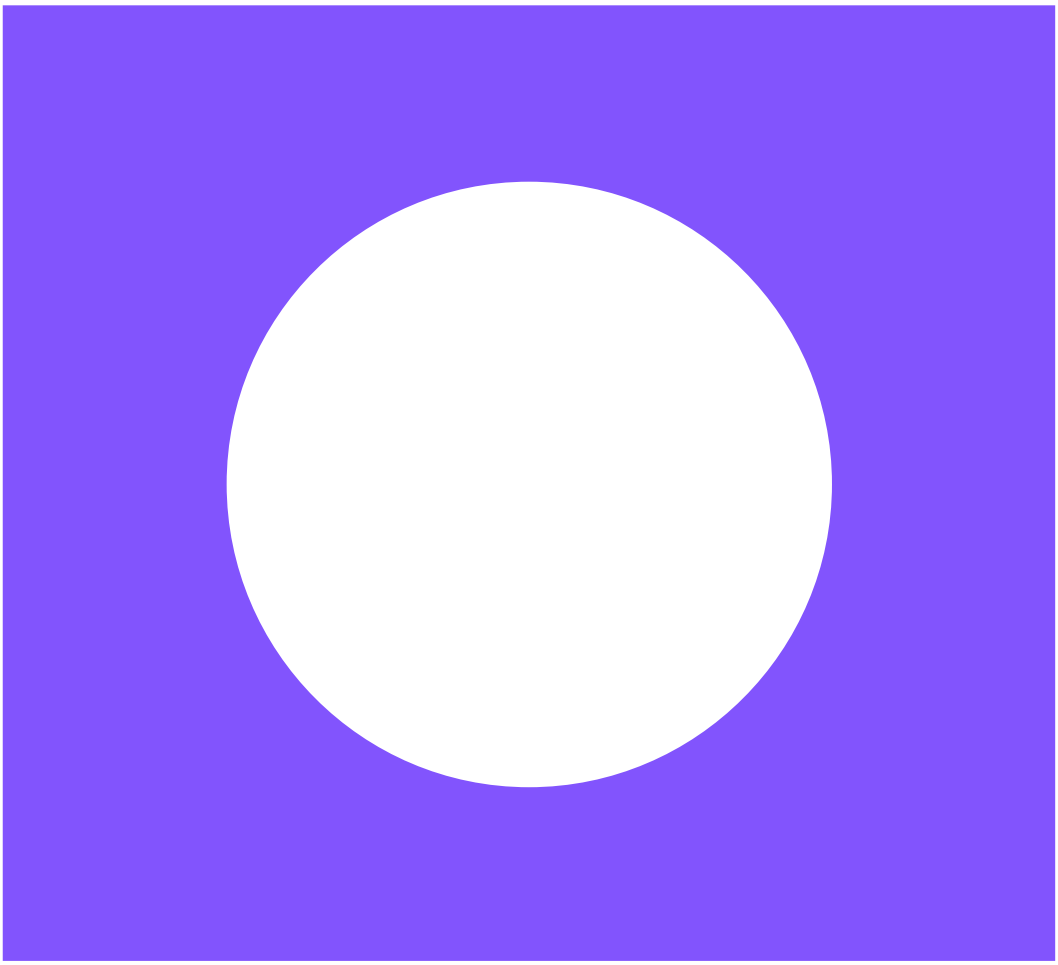
MOTT MACDONALD



Group carbon footprint report

2024 calendar year

Published July 2025

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Group carbon footprint report

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Executive summary

Mott MacDonald Group Limited is committed to achieving net-zero emissions by 2040 from a 2019 base year. Our net-zero target is supported by several near-term targets which cover absolute emissions reductions and engagement with our supply chain. Our emissions reduction targets are validated by the Science Based Targets initiative (SBTi) in accordance with the SBTi Net-Zero Standard.

Mott MacDonald understands the imperative to decarbonise at pace, we have therefore established a Group carbon reduction plan to:

- Set up and maintain systems which enable and encourage decarbonisation,
- Gain a better understanding of our emission sources and identify opportunities for emissions reductions, and
- Develop, implement, and monitor a series of actions to reduce our emissions.

This report provides further information on our commitments and progress to date, in addition to further technical detail surrounding our emissions calculation methodology.

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 statement 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_2e) 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[1] 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.

[1] 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.

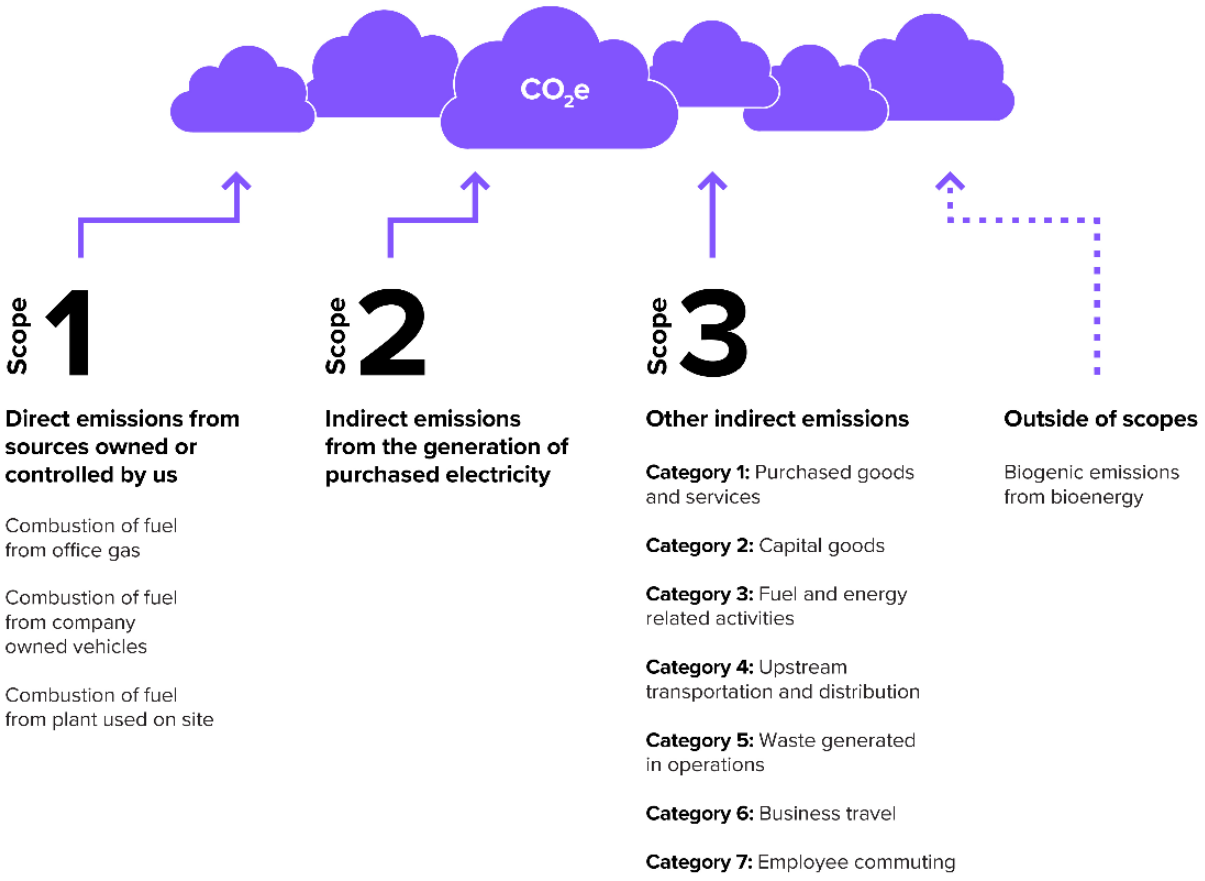

Figure 1: Our operational boundary

3.2 Emissions summary

A summary of our global carbon footprint (Mott MacDonald Group Limited) from our base year (2019), our most recent year (2024) and the previous reporting year (2023) is displayed in Table 1[2]. 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 purchases biogenic energy sources, such as Hydrotreated Vegetable Oil (HVO) to fuel construction equipment on some sites. In accordance with the GHG Protocol, the biogenic emissions from the combustion of these fuels are reported as 'outside of scopes' as a separate line item to our total emissions. This is to ensure transparent and comprehensive emissions accounting. Considering the fuel is procured sustainably (e.g., HVO is evidenced by a Renewable Fuel Declaration), it is our understanding that biogenic emissions from the combustion are netted out as part of the carbon cycle, and therefore total outside of scope emissions can be treated as 0 tCO_2e for the purpose of reporting progress against our targets. However, for transparency, Table 1 includes progress both with and without the outside of scope emissions.

Our carbon footprint has undergone external verification to ISO 14064 since 2019. As our maturity in emissions reporting has increased, so has the scope and boundaries of the verification. For example, our ISO 14064 verification has covered the full scope of emissions presented in in Table 1 since our 2022 reporting year, however, our 2019 verification covers only the emissions from our consulting business for scope 1, scope 2 and select scope 3 emissions (from categories 3 and 6). To present consistency in our emissions reporting and performance tracking, we have back calculated our previous year emissions from 2019, using the same methodology as verified for our 2024 emissions, displayed within in Table 1.

[2] The emissions displayed in Table 1 have been updated since the previous publication of this document. The updates are because of improvements to our 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

Current reporting year: Jan-Dec 2024	Quantity (MMGL)		
	2024	2023	2019 – Baseline
Total in-scope GHG emissions (tCO_2e)	**294,771**	**239,955**	**272,365**
Scope 1: Office gas, fuel and fugitive emissions (tCO_2e)	12,463	11,953	14,965
Scope 2: Market-based electricity[3] (tCO_2e)	3,257	3,669	8,666
Scope 3: Total (tCO_2e)	279,051	224,333	248,734
Category 1: Purchased goods and services	206,104	169,838	167,554
Category 2: Capital goods	9,880	5,550	4,033
Category 3: Fuel and energy related activities*	4,925	4,529	5,514
Category 4: Upstream transportation and distribution	26,411	16,685	24,588
Category 5: Waste generated in operations*	2,071	2,262	2,570
Category 6: Business travel*	20,853	16,864	29,714
Category 7: Employee commuting*	8,807	8,605	14,761
GHG emissions intensity (tCO_2e/employee)	**15.70**	**13.26**	**17.81**
% change from base year (2019):			
Scope 1&2	-33%	-34%	
Scope 3 (near-term focus*)	-30%	-39%	
Scope 3 (total)	12%	-10%	
Scope 1, 2 & 3 (near-term focus*)	-31%	-37%	
Scope 1, 2 & 3 (total)	8%	-12%	
Outside of scopes: biogenic emissions (tCO_2e)	*2,883*	*3,210*	-
% change from base year (2019) including outside of scopes:			
Scope 1, 2 & outside of scopes	*-21%*	*-20%*	
Scope 1, 2, 3 & outside of scopes	*9%*	*-11%*	

**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[4] due to the nature of their operations.

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

	Consulting (tCO_2e/£000*)	Contracting (tCO_2e/£000*)
2019	0.09	0.46
2023	0.06	0.29
2024	0.06	0.32

**Calculated using scope1, market-based scope 2 and total scope 3 emissions, does not include outside of scope biogenic emissions*.

[3] Location-based scope 2 emissions for MMGL in 2024, 2023 and 2019 were 4,860 tCO_2e, 4,859 tCO_2e and 7,851 tCO_2e respectively.

[4] 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	2019	2023	2024
Office gas (MWh)	5,520	3,676	3,751
% Biogenic	*0%*	*10%*	*13%*
Fuel for business owned vehicles (MWh)	14,849	12,195	13,092
Fuel for plant on site (MWh)	38,014	37,103	38,707
% Biogenic	*0%*	*28%*	*22%*
Imported electricity (MWh)	21,810	14,430	13,246
% Renewable	*18%*	*41%*	*43%*

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, 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 in the four years 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

We are pleased with the progress we have made in reducing our emissions. Since our 2019 base year, we have surpassed the performance required to meet our near-term targets, meaning the emissions included within our collective near-term targets are lower than required for our target trajectory. Regarding our scope 1 and 2 emissions, our reductions have been achieved through our ongoing programme to procure renewable electricity for our offices and low carbon fuels for our construction plant. When considering our near-term scope 3 target, we have decreased our emissions through reducing office commuting and business travel. 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.

Our supplier emissions (scope 3 categories 1, 2 and 4) make up ~80% of our total emissions. We understand the importance of our procurement decisions and the impacts they can have on the environment. As per our supply chain policy, we are committed to maintaining our reputation as a sustainable and socially responsible business by working with a supply chain that has similar values, forming resilient, mutually beneficial long-term relationships. One way in which we aim to achieve this in the near-term is through our supplier engagement target. Since setting this target, we have achieved the following key milestones and have developed our focus areas moving forward:

Key achievement to date	Focus areas moving forward
We have performed in-depth analysis and reviews of our supply chain over the past few years to generate a more comprehensive understanding of the profile and annual trends across our top 70% of suppliers (by spend).	We will continue to increase the quality of data and information gathered on our supply chain to inform more accurate progress updates and planning. We are investigating approaches to collate and utilise supplier-specific data within our scope 3 emissions calculation.
We are a global business with suppliers across the world, meaning a tailored approach to supplier engagement is needed. We have worked with our regional carbon reduction and procurement leads to design locally tailored supplier engagement plans and have begun the implementation of these, including early outreach with some of our top suppliers.	We will continue to implement, review and update our regional suppler engagement plans.
We have started to integrate carbon & sustainability questions into our procurement systems, such as our due diligence processes, which will help us gain relevant information directly from our suppliers.	We will continue to embed carbon requirements into our procurement processes (e.g., contract clauses).

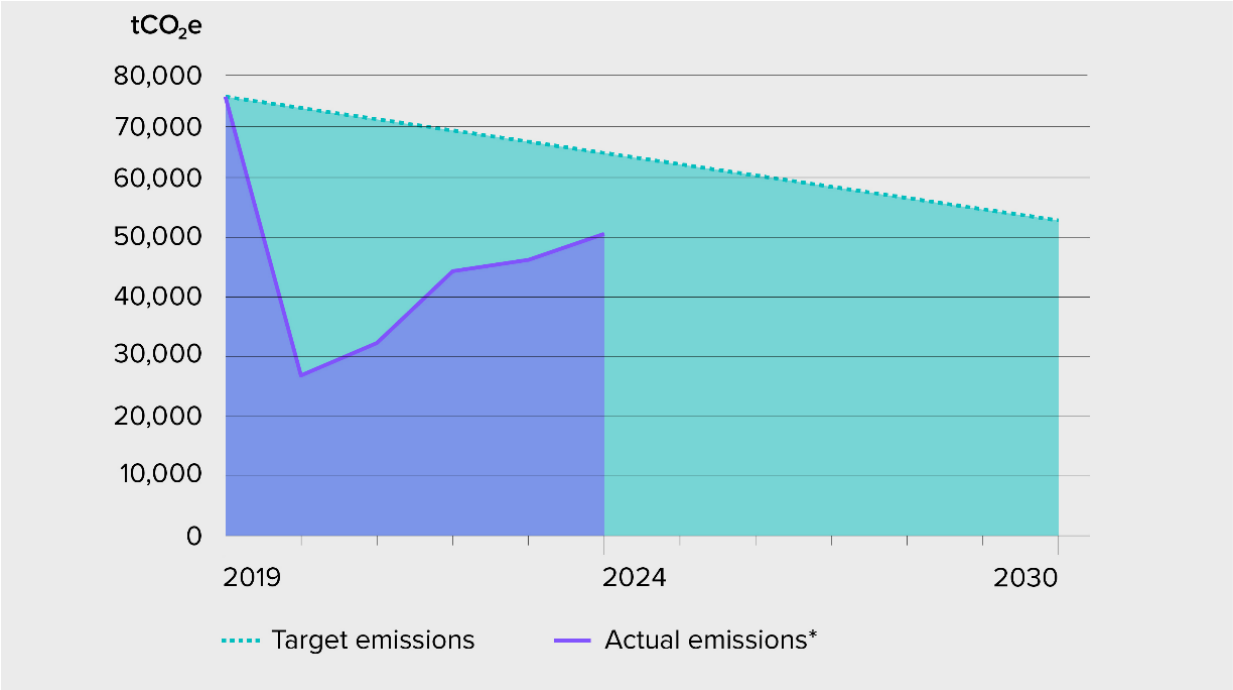

Figure 2: Targeted vs actual emissions (*including only emission sources within our near-term absolute emissions reduction target).

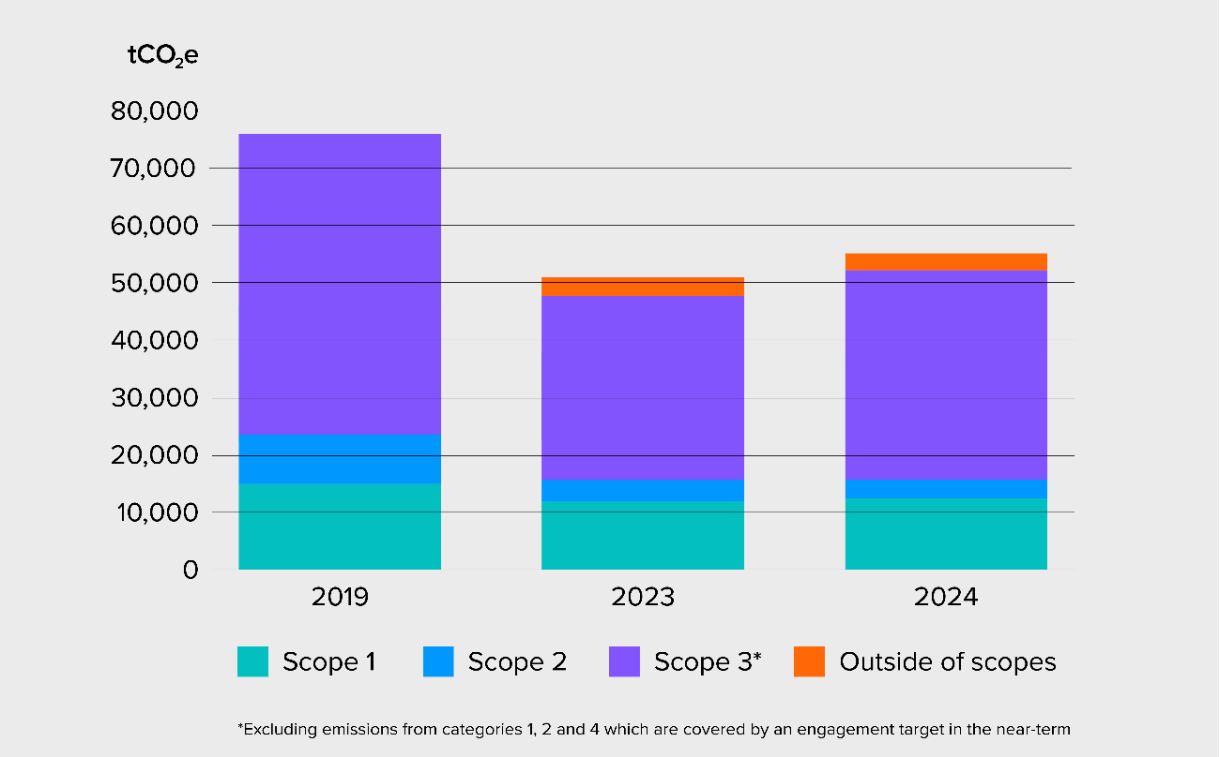

Figure 3: Summary of emissions by scope (*including only emission sources within our near-term absolute emissions reduction target).

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. As a result of supplier emissions, our total emissions (from scope 1, scope 2 and all reported scope 3 categories) have increased from 2019. Over the same period, the business saw a growth of 41% in total revenues. Despite this growth, our emissions intensity has decreased 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.

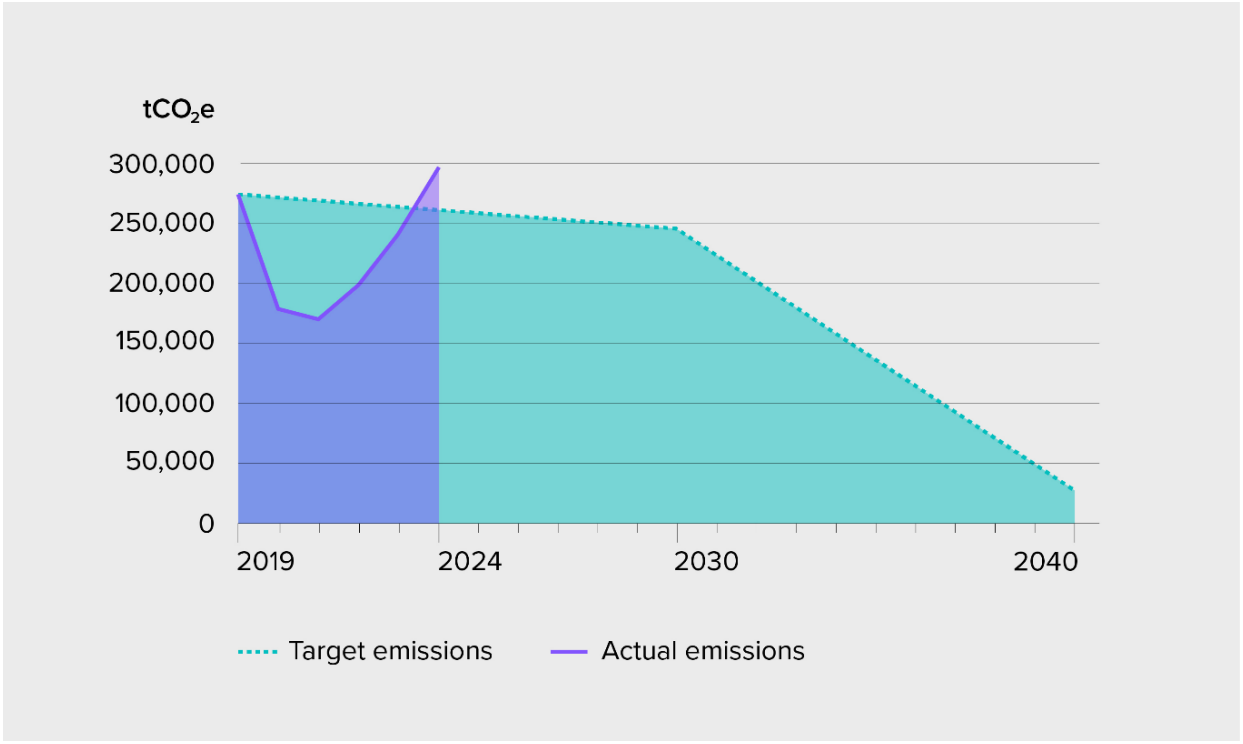

Figure 4: Targeted vs actual emissions (long-term absolute emissions reduction target).

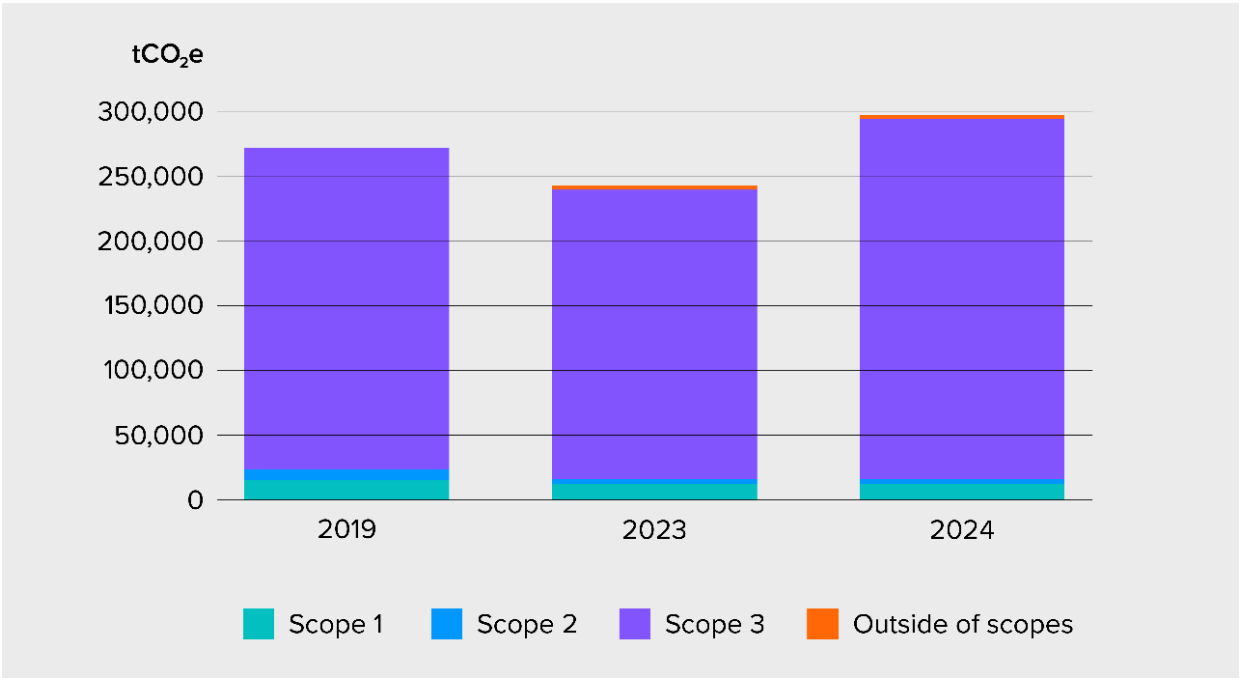

Figure 5: Summary of emissions by scope (displaying the emission sources included within our long-term absolute emissions reduction target).

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

We have added carbon reduction into our regional executive board meetings, enabled through the quarterly calculation of our carbon footprint and regionally tailored carbon reduction plans. We are also continuing to codify our carbon reduction processes into our business management system. This ensures the roles and responsibilities are clear, and that accountability is detailed to support greater carbon reduction. In 2024, we consolidated our Climate, Environment and Society-related policies into our Group Sustainability policy statement, which sets out our commitments on climate, including carbon reduction, with responsibilities and actions to deliver those within our business.

5.2 Transition to low carbon energy

Reducing energy consumption is the first lever within the energy reduction hierarchy to address scope 1 and 2 emissions. To drive the implementation of the energy reduction hierarchy across the business, and achieve our target of 100% renewable electricity, we continue to embed low carbon considerations into new lease agreements as well as investigating options to increase procurement of renewable energy for our offices. Our contracting business, JNB, has also introduced a site power hierarchy which prioritises lower carbon options such as solar and/or battery packs to improve efficiency. Furthermore, JNB is also generating energy efficiency improvements through switching to higher energy performance rated site cabins (e.g. A/B Energy Performance Certificate (EPC) ratings).

5.3 Low carbon procurement

A key element of delivering on our near-term science-based target is to engage more closely with our suppliers on carbon reduction. Given the scale of our purchased goods and services emissions, this will also become increasingly important as we move towards reducing our emissions in line with our long-term carbon reduction target. We have worked with our regional carbon reduction and procurement leads to develop localised action plans for supplier engagement. See the ‘Progress against targets’ section for more detailed information on our progress to date and upcoming focus areas related to supplier engagement.

5.4 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. To encourage lower carbon travel options and decrease our scope 3 emissions, we have developed a climate conscious business travel roadmap to 2030. This has expanded our flight non-compliance policy, which originally focused on mainland Britain, to include additional European routes where viable rail alternatives exist. We have also moved to using IATA emissions calculation for air travel, enabling colleagues to make low-carbon decisions at the point of sale.

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 our efforts to reduce the carbon impact of our own corporate carbon footprint, we also support the decarbonisation of industry. We have been driving change and gaining insight across industry for over a decade, delivering thought leadership across all sectors, such as contributing to the landmark Infrastructure Carbon Review in 2013, and since co-authoring the original (2016) and updated (2023) PAS 2080, the international specification for Carbon Management in Buildings and Infrastructure. We have been certified to PAS 2080 since 2017 and commit to maintaining our certification. We also host and lead industry collaboration events including Carbon Crunch and the Net-Zero Infrastructure Industry Coalition, supporting our ambition to transition to a net-zero economy. For information on how we are supporting our clients, visit 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 2024 reporting year footprint.

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

Over the last year we have been strengthening and maturing 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 changes include:

- IATA travel distance-based calculation: To align with industry best practice, IATA emissions are utilised where available from our Travel Management Companies.
- North American business owned vehicles: Business-owned vehicles were identified and calculated for North America (now in scope 1, rather than in scope 3). This has been updated to ensure the most accurate emissions calculation method and ensure the correct scope of reporting.

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
Emission factors	Emissions are reported in units of carbon dioxide equivalent (CO_2e), 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. The emission factor databases used to calculate our 2024 carbon footprint are listed below, along with the IPCC assessment report from which their Global Warming Potential (GWP) factors are sourced: ● EPA (uses AR5) ● DESNZ (uses AR5) ● AIB – Not applicable, the emission factors only include CO_2 rather than CO_2e ● eGrid (uses AR4) ● IEA (CO_2 emission intensities use AR5, non-CO_2 emission intensities use AR6) ● ICE (uses AR5)

Category	Further information
Scope 1, 2 emissions and biogenic emissions (outside of scopes)	***Key updates:*** *Removed the uplift calculation used to estimate emissions from client offices, as this source does not fall within our operational boundary.* ● **Fuel for equipment on site:** Includes site plant and on-site generation equipment, typically gasoil and HVO. This is measured via goods received notices and invoicing. ● **Fuel used in company-owned vehicles:** Including company cars and vans, this is calculated via a combination of fuel card data and milage claims. ● **Office energy (electricity and gas):** 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). ● **Scope 2 dual reporting:** 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. ● **Refrigerant gases:** 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. ● **Biogenic emissions:** Biogenic emissions and removals are reported as outside of scopes. See section 3 for more information.
Scope 3 emissions	***Key updates:*** *Use of IATA emissions for air travel where possible.* ● **Category 1 (purchased goods and services):** In the absence of more granular data, most of our purchased goods and services emissions are calculated using a high-level spend-based method. 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 1º and 2º Aggregates). The emissions from these materials are calculated using actual data from goods received notices and applying DESNZ and ICE emission factors. ● **Category 2 (capital goods**): As per category 1. ● **Category 3 (fuel and energy related activities):** 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 & distribution, well to tank emissions from fuel generation, and well-to-tank emissions from transmission & distribution. ● **Category 4 (upstream transportation of goods):** 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. ● **Category 5 (waste generated in operations):** Office managers are asked to provide a monthly record of waste sent to landfill, recycling and 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. ● **Category 6 (business travel):** 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

Category	Further information
	according to travel mode and country and a distance-based calculation is applied. Where distance is not provided (e.g., some expense claims), a spend-based intensity metric is applied. ● **Category 7 (employee commute):** Data is collected 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. The respondent's average number of days working from home per week in the reporting year assists with calculating and apportioning the emissions.
Exclusions	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 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. 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. 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. 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.
Managing inventory quality	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. 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 +/- 11.4% (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. The qualitative influences of uncertainty on our GHG emissions are identified as the following: ● Source data: – Travel data and purchased goods & services data that is extracted from our employee expense system is likely to contain some human error. – Employee commute has been collected from a colleague survey from a small sample size. – Low confidence in the data for refrigerant gases and waste, given that minimal primary data is available. ● Calculation: – Assumptions and intensity metrics applied in the absence of raw data (largest data gap currently exists for office waste). – Employee commute has been extrapolated from a small sample to estimate group emissions. – High-level spend based methodology used to estimate emissions from categories 1 and 2, which does not reflect supplier-specific information.

Category	Further information
	● Inherent uncertainty in emissions factors and the metering of office energy. ● Subjective component of the uncertainty assessment
Emissions monitoring	Our emissions are monitored indirectly through applying emission factors to activity data (we do not conduct direct emissions monitoring). To date, our emissions have been monitored on an annual basis, however, we have introduced quarterly carbon emissions monitoring in 2024. This is a key outcome of the data optimisation and automation project that commenced in 2023. More frequent monitoring enables us to better manage our carbon footprint.

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

Current reporting year: Jan-Dec 2024	Quantity (Consulting)		
	2024	2023	2019 – Baseline
Total in-scope GHG emissions (tCO_2e)	**115,239**	**116,092**	**130,129**
Scope 1: Office gas, fuel and fugitive emissions (tCO_2e)	1,983	2,384	2,635
Scope 2: Market-based electricity[5] (tCO_2e)	3,247	3,658	8,613
Scope 3: Total (tCO_2e)	110,009	110,050	118,881
Category 1: Purchased goods and services	79,482	83,400	74,196
Category 2: Capital goods	-	-	-
Category 3: Fuel and energy related activities*	1,972	2,009	2,484
Category 4: Upstream transportation and distribution	-	-	-
Category 5: Waste generated in operations*	1,470	1,582	1,993
Category 6: Business travel*	18,850	14,948	26,386
Category 7: Employee commuting*	8,235	8,111	13,822
Outside of scopes: biogenic emissions (tCO_2e)	*86*	*77*	-

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

Table 5: Contracting services emissions summary

Current reporting year: Jan-Dec 2024	Quantity (Contracting)		
	2024	2023	2019 – Baseline
Total in-scope GHG emissions (tCO_2e)	**179,532**	**123,863**	**142,236**
Scope 1: Office gas, fuel and fugitive emissions (tCO_2e)	10,480	9,569	12,330
Scope 2: Market-based electricity[6] (tCO_2e)	10	11	53
Scope 3: Total (tCO_2e)	169,042	114,283	129,853
Category 1: Purchased goods and services	126,622	86,438	93,358
Category 2: Capital goods	9,880	5,550	4,033
Category 3: Fuel and energy related activities*	2,953	2,520	3,030
Category 4: Upstream transportation and distribution	26,411	16,685	24,588
Category 5: Waste generated in operations*	601	680	577
Category 6: Business travel*	2,003	1,916	3,328
Category 7: Employee commuting*	572	494	939
Outside of scopes: biogenic emissions (tCO_2e)	2,797	*3,133*	-

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

[5] Location-based scope 2 emissions for Mott MacDonald's consulting business in 2024, 2023 and 2019 were 4,788 tCO_2e, 4,769 tCO_2e and 7,680 tCO_2e respectively.

[6] Location-based scope 2 emissions for Mott MacDonald's contracting business in 2024, 2023 and 2019 were 72 tCO_2e, 90 tCO_2e and 171 tCO_2e 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 2024

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 2024 (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 2024.

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

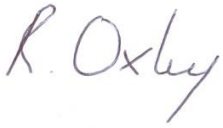
Based on LRQA's approach, the GHG emissions for Category 1 (direct GHG emissions and removals), Category 2 (indirect GHG emissions from imported energy), Category 3 (indirect GHG emissions from transportation) and Category 4 (indirect GHG emissions from products used by an organisation), disclosed in 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 data input processes to continue to improve the quality of data entry into systems used to calculate the carbon footprint.
- Continue to improve the availability of data from offices to ensure consistency across all regions.
- Continue to work with suppliers to further improve the quality of carbon data relating to the purchase of goods and services.

Dated: 18th February 2025



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 2024

Scope of GHG Emissions		Tonnes CO_2e		
GHG Protocol	**ISO 14064:2018**	**MMGL**	**JNB**	**MML**
Scope 1 - Direct GHG emissions	Category 1 – Direct GHG emissions	12,463	10,480	418
Scope 2 - Indirect GHG emissions from imported energy	Category 2 – Indirect GHG emissions from imported energy (Location-based)	4,860	72	902
Scope 2 - Indirect GHG emissions from imported energy	Category 2 - Indirect GHG emissions from imported energy (Market-based)	3,257	10	106
Scope 3 Category 1- Purchased goods and services	Category 4 – Indirect GHG emissions from products used by the organisation	206,104	126,622	34,602
Scope 3 Category 2 – Capital Goods	Category 4– Indirect GHG emissions from products used by the organisation	9,880	9,880	-
Scope 3 Category 3 – Fuel and energy related activities	Category 4– Indirect GHG emissions from products used by the organisation	4,925	2,953	357
Scope 3 Category 4-- Upstream Transportation and Distribution	Category 3 – Indirect GHG emissions from Transportation	26,411	26,411	-
Scope 3 Category 5 – Waste generated in operations	Category 4– Indirect GHG emissions from products used by the organisation	2,071	601	662
Scope 3 Category 6 – Business Travel	Category 3– Indirect GHG emissions from Transportation	20,853	2,003	9,171
Scope 3 Category 7- Employee Commuting	Category 3– Indirect GHG emissions from Transportation	8,807	572	3,131
Outside of scope	Category 1 – Direct GHG emissions (Anthropogenic biogenic emissions of carbon dioxide*)	2,883	2,797	86

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 entity of MMGL)

* As required by Annex D of ISO 14064-1:2018, biogenic emissions of carbon dioxide are reported separately. Other anthropogenic biogenic GHG emissions (e.g. CH_4 and N_2O) are included within 'Category 1 – Direct GHG emissions'.