

# Net-zero greenhouse gas emissions

## Our position and commitments

### Context

Climate change is among the biggest threats facing humanity. The science is clear on the imperative to contain greenhouse gas emissions and keep global warming below 1.5°C. Governments and businesses around the world are working towards greenhouse gas neutrality. We too have decided to take a position of leadership – to use our knowledge, ingenuity and influence to help the world successfully transition to a low-carbon future.

We will advise our clients on the implications of net-zero<sup>1</sup> and design projects that will deliver net-zero carbon. But we have to start with our own organisation. We are committed to becoming carbon neutral<sup>2</sup> by the end of 2020 and to being a net-zero organisation by the end of 2040. This is our responsibility and an exciting opportunity to lead and to partner with leaders who are committed to sustainable development. This is also an opportunity for innovation, efficiency and competitive advantage.

### Our journey so far

We have been tackling the root causes and implications of greenhouse gas emissions since the evidence showed that greenhouse gas concentration in the atmosphere could lead to significant problems.

In the last decade, we have been instrumental in setting the agenda to reduce carbon dioxide in infrastructure asset delivery and management, recognising that this also makes good business sense by cutting cost and unleashing innovation.

We have reduced our own carbon footprint by 34% in the last six years. We are demonstrating our future intent by identifying particularly polluting industries, such as coal-fired power generation, and withdrawing from those markets.

### As a consultant

We will bring solutions that reduce carbon emissions to our clients by default, appreciating local differences, but believing that some beneficial change is always possible. We know that not all of our clients will be in a position to prioritise a low-carbon outlook, and we will respect this. Through dialogue and by investing in our own future, we expect to learn and share lessons that will benefit our clients in their ambitions for long-term business resilience against a backdrop of transformational change.

### As an employer

We will enable our colleagues to play a part in creating the climate-stable, sustainable future they and their families deserve. We will provide them with the skills to transition to a net-zero emissions economy – informing and guiding our clients, driving change in our business and adapting as citizens. This will include new tools and training. We will present evidence and encourage debate, with the aim of contributing corporately and individually to a net-zero emissions future and a stable climate.

---

<sup>1</sup> **Net-zero** means that we remove as many greenhouse gases from the atmosphere as we put into it from our operations and wider activities without using commercial offsetting schemes to remove residual greenhouse gases emissions.

---

<sup>2</sup> **Carbon neutral** means that we reduce carbon dioxide emissions from our operations as much as possible and we remove residual carbon dioxide emissions from the atmosphere by using credible internationally recognised offsetting schemes.

# Net-zero greenhouse gas emissions

## Our position and commitments

### As a global influencer

We will continue to inspire debate following a decade of campaigning for infrastructure carbon reductions. We will bring together our wide-reaching capability, illustrating interdependencies and collaborating with our partners, to enhance local and global insight into affordable, effective and fair solutions.

### As a business

We commit to playing our part in creating a world that will enable us to continue to work profitably for social, economic and environmental good. This involves reducing our greenhouse gas emissions and working towards carbon neutrality and net-zero in two stages:

- By the end of 2020, we will be carbon neutral – we will reduce carbon dioxide emissions from our operations as much as possible and we will remove residual carbon dioxide emissions from the atmosphere by using credible internationally recognised offsetting schemes.
- By the end of 2040, we will be net-zero – we will remove as many greenhouse gases from the atmosphere as we put into it from our operations and wider activities without using commercial offsetting schemes to remove residual greenhouse gases emissions.

### Our actions

1. We will support our clients with this five-point plan:
  - Whenever possible, we will show our clients how they can transition to net-zero and support them by identifying risks and opportunities associated with the transition to net-zero.
  - We will help our clients develop realistic organisational, institutional and regulatory frameworks for net-zero.
  - We will help our clients mobilise and transform their supply chains through applying influence, leadership and information-sharing.
  - We will show our clients how to maximise the benefits of zero-carbon solutions for their business, their clients and society.
  - We will use our ingenuity to show how the costs of a net-zero transition can be minimised and our influence in the infrastructure industry to show how finance can be mobilised.
2. By leading the **UK infrastructure industry coalition**, we will support the UK government on how to deliver the infrastructure needed for the UK to be net-zero by 2050. We will use this as an example for other countries.
3. We will continue to fund contributions to climate science and to place our experts in positions of influence, to help translate the science-based impacts to the cause and effect of everyday project decision-making.
4. We will be open and honest about our climate change agenda with our clients and our employees. We will equip our leaders with the information they need to be a proponent for change.
5. We will expand our **UK Carbon Crunch campaign** to our global client base. We will use our insights to tailor the campaigns to ensure local political, cultural, technical and geographical relevance, promoting the concept of ‘cut carbon to cut cost’.
6. Everywhere we work, we will seek to assist businesses and governments in making responsible decisions related to carbon mitigation.
7. Achieving net-zero will not be possible without complex trade-offs between interconnected systems. To manage them, we will combine our leading positions on net-zero and digital twins to support the industry in developing system-based digital tools.

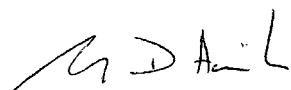
# Net-zero greenhouse gas emissions

## Our position and commitments

8. We will commit to understanding the potential of digital solutions (Internet of Things, Artificial Intelligence) to increase, as well as decrease, the net-zero burden.
9. We will promote and include circular economy principles in all we do, to help achieve a truly net-zero economy in the use of materials and natural resources.
10. We will use our social practitioners to investigate and promote the social benefits of responsible net-zero pathways and articulate these to our clients.
11. We will actively manage our own carbon emissions. We will specifically:
  - Improve our carbon performance management and drive down our carbon emissions in the short, medium and long term by:
    - a. Robustly managing carbon consumption through improved data.
    - b. Switching to renewable energy supplies.
    - c. Reducing intercontinental travel.
    - d. Switching our hired vehicles to a hybrid/ electric fleet where fuelling/charging infrastructure exists.
    - e. Being accredited to PAS 2060, the international standard for carbon neutrality.
  - Become carbon neutral by 2020 through the purchase of offsets, driving down the need to offset as fast as possible thereafter.
  - Progressively improve the quality of the offsets we buy so we lead best practice.
- Develop partnerships with non-governmental organisations and develop our own Mott MacDonald projects for offsetting in the longer term – enabling us to transition from carbon neutral to net-zero. This means we will no longer pay third parties to cancel our carbon emissions but, with partners, become self-sufficient in doing so.
12. We will review and publish this position paper annually to demonstrate our progress and ensure it continues to reflect our ambitions.

### Will you join us on this journey?

We would be delighted to hear your thoughts on and support for our position. Please contact [clare.wildfire@mottmac.com](mailto:clare.wildfire@mottmac.com) or [davide.stronati@mottmac.com](mailto:davide.stronati@mottmac.com).



Mike Haigh  
Executive Chair