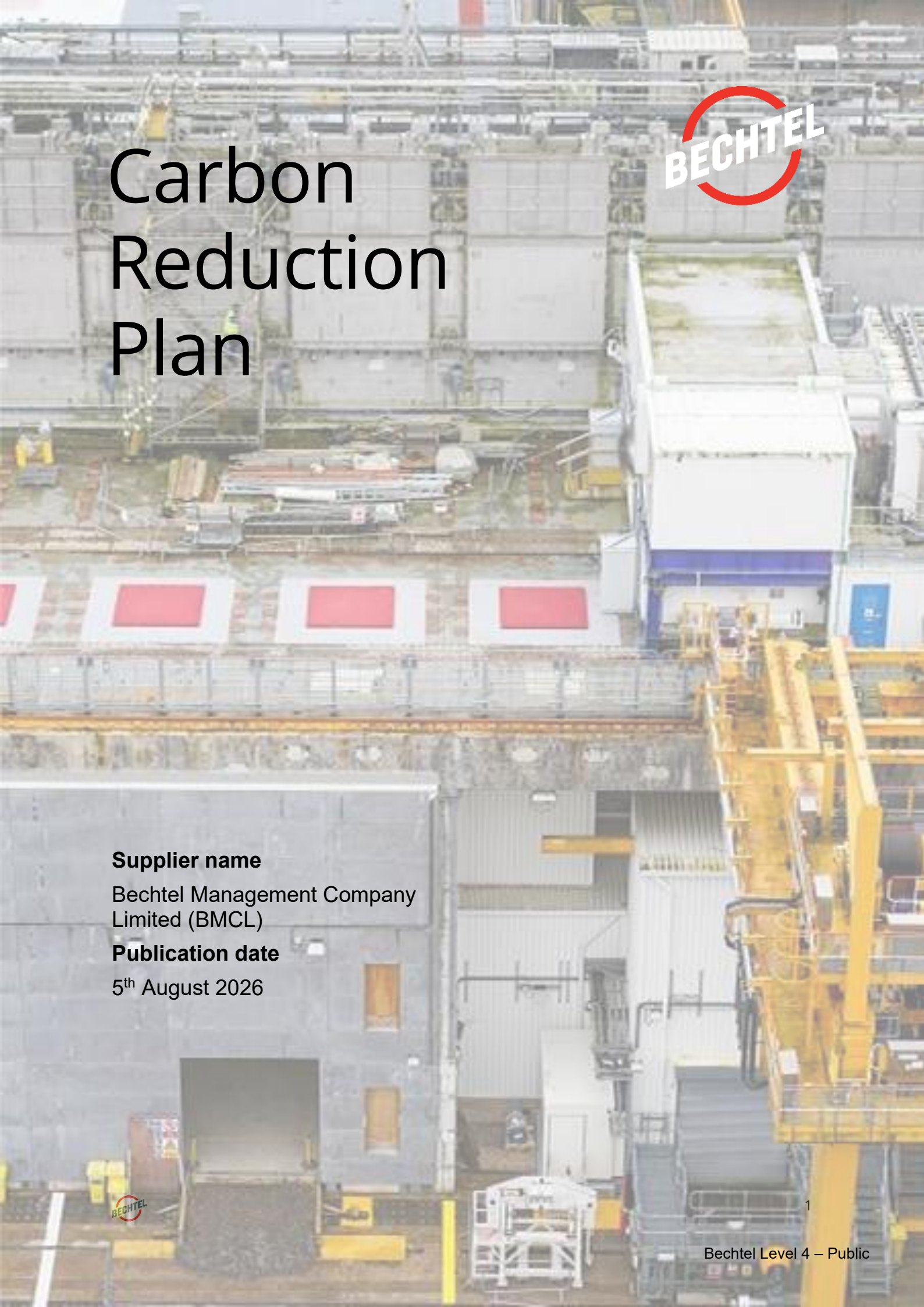


Carbon Reduction Plan

Supplier name

Bechtel Management Company Limited (BMCL)

Publication date

5th August 2026

Bechtel Level 4 – Public

Commitment to achieving Net Zero

Bechtel Management Company Limited (BMCL) is committed to achieving Net Zero emissions by 2050.

Baseline Emissions Footprint

Baseline Year: 2022

Additional Details relating to the Baseline Emissions calculations.

BMCL is an engineering, construction and project management company that specialises in defence, nuclear security, and environmental clean-up.

The majority of BMCL contracts with its customers are for the provision of project management services, where we are providing specialist services to our customers, often within integrated teams where our customers have financial and operational control and responsibility for Scope 1 and 2.

The BMCL greenhouse gas (GHG) emissions footprint stems mainly from working in offices, commuting and business travel, largely within the UK.

BMCL has measured and reported carbon emissions since 2019; however, due to structural changes the company updated its baseline in 2022 when its carbon inventory and reporting was independently verified according to the ISO14064:3 standard to reflect a reasonable level of assurance. GHGe in 2023 grew significantly, as this was the first post-COVID normal year where travelling and commuting restrictions were completely lifted.

Baseline year emissions:

Emissions	Total ($tCO2_e$)	
Scope 1	0.72 $tCO2_e$	
Scope 2	0.39 $tCO2_e$	
	Purchased Electricity	0.24
	Purchased Heating	0.15
Scope 3 (Included sources)	133.56 $tCO2_e$	
	SC3.4 Upstream Logistics	<0.01
	SC3.5 Waste from operations	<0.01
	SC3.6 Business Travel (WTW)	54.15
	SC3.7 Employee Commuting	79.38
	SC3.9 Downstream Transportation & Distribution	N/A

Total Emissions	134.68 $tCO2_e$

Current Emissions Reporting

Current emissions are as reported for 2022 baseline emissions.

<table>
<tr><td colspan="2">Reporting Year: 2025</td></tr>
<tr><td>Emissions</td><td>Total ($tCO2_e$)</td></tr>
<tr><td>Scope 1</td><td>3.00 $tCO2_e$</td></tr>
<tr><td>Scope 2</td><td>1.94 $tCO2_e$<table><tr><td>Purchased Electricity</td><td>1.72</td></tr><tr><td>Purchased Heating</td><td>0.22</td></tr></table></td></tr>
<tr><td>Scope 3
(Included sources)</td><td>215.78 $tCO2_e$<table><tr><td>SC3.4 Upstream Logistics</td><td>0.12</td></tr><tr><td>SC3.5 Waste from operations</td><td>0.03</td></tr><tr><td>SC3.6 Business Travel (WTW)</td><td>124.11</td></tr><tr><td>SC3.7 Employee Commuting</td><td>91.52</td></tr><tr><td>SC3.9 Downstream Transportation & Distribution</td><td>N/A</td></tr></table></td></tr>
<tr><td>Total Emissions</td><td>220.72 $tCO2_e$</td></tr>
</table>

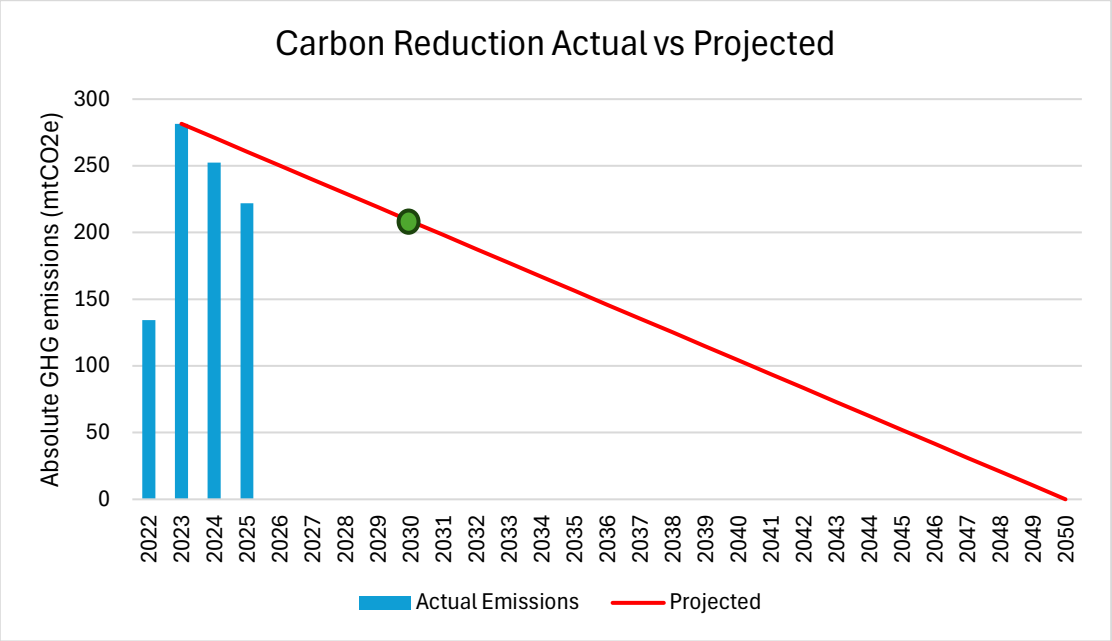
Emissions reduction targets

In order to continue our progress to achieving Net Zero, we have adopted the following targets.

- Net zero by 2050. This includes all mandatory scopes and sources covered by PPN6-21.
- Net zero scope 1 and scope 2 GHG emissions by 2030.

We project that our absolute GHG emissions will decrease over the next five years to 209 tCO_2e (reduction of 6%) by 2030, despite a significant projected growth on the business. This is aligned with the projected emissions estimated in 2023. Note that the large increase in GHG emissions in 2023 is justified as this represented the post-COVID new normal year. Since 2023 despite significant business growth, emissions have been decreasing year on year.

Progress against targets and projection can be seen in the graph below:



Completed Carbon Reduction Initiatives & Projects

The following environmental management measures and projects have been completed or implemented by Bechtel since 2022:

- In 2023, we adopted green power purchasing guidance and have since worked with our landlords to increase the share of renewable electricity supplied to our offices. From 2025, all electricity consumed across our offices is supplied from renewable sources. However, because the associated Guarantees of Origin are retained by our landlords, we do not claim this electricity as zero-carbon or market-based zero-emission electricity.
- A share of the energy in one of our offices is generated from gas. A tenth of the gas supply contains renewable biomethane.
- As part of our compliance with the Energy Saving Opportunities Scheme (ESOS) our offices now include electric heat pumps; water efficient toilets; LED lighting with sensors, controls and timers; improved energy efficient technology in printers and appliances; facilities to encourage active travel to work, including lockers and shower; double-glazed windows; and water heaters with timers
- We successfully passed PAS 2080 Carbon Management Standard Stage 1 audit in 2025.
- We launched an internal guidance document to enhance integration of sustainability into our procurement processes in early 2025
- We launched an internal guidance document for the use of carbon offsets in 2025
- We launched the Green Travel Guideline in 2025 to support measures such as:
    - Reducing business travel by promoting remote work or teleworking
    - Promoting active travel and modal shift towards public transport
    - Promote greener ride-share and battery electric rental car choices

    - Reduction of air travel mileage and emissions
    - Highlighting carbon emissions within internal business travel booking systems, including hotels
- Improvements in materials and waste management through use of higher recycled content paper, reduction of print facilities and improved recycling facilities including composting, and targeted waste reduction campaign in the office. Provided additional guidance to reduce waste during business trips.
- We reported our carbon performance in our financial reports under UK SECR, as well as voluntarily on several ESG third party platforms such as EcoVadis and Achilles
- We have implemented 'tele- working'. This includes dynamic hot-desking to increase buildings utilisation rates, flexible working arrangements to reduce congestion at peak times, and the promotion of virtual meetings (when feasible) to minimise our travelling emissions.
- We increased the number of personnel in our decarbonisation team
- We adopted internal working processes and procedures for GHG reduction and reporting. All projects and offices must complete a GHG Reporting Implementation Plan and EPC projects a Climate Action Plan and Climate Risk Assessment.
- We continuously develop internal tools to record, report and monitor GHG emissions
- In 2025 we developed a new climate risks assessment tool.
- We formed a strategic advisory group on decarbonisation and a focus working group to reduce scope 3 supply chain GHG emissions, sharing best practice and learning from wider Bechtel experience and projects.
- Our carbon reduction targets were incorporated into the ISO 14001 environmental management system, which was audited and re-certified in August 2022
- External and internal communications and engagement on our Path to Net Zero - carbon reduction training were provided across the organisation.

In the future we hope to implement measures such as:

Short term

- Become PAS 2080 Carbon Management Standard certified in 2026
- Recertify our ISO 14001 Certification in 2026
- Develop new AI tools to reduce GHG emissions
- Develop AI tools to improve Scope 3 reporting
- Continue to invest in training and upskilling our people in carbon management through structured training programmes and information sharing
- Planning to develop a Net Zero competency framework to define the tailored training requirements across the organisation

- Include carbon intensity performance indicators as part of emissions reporting to facilitate benchmarking
- Publish guidance on Climate Risk Assessments
- Support our workforce shift towards lower carbon mobility options by enhancing and communicating visibility of emission factors in business travel booking systems
- Target recruitment locally for future delivery of projects

Medium-Long term

- Develop new digital capabilities to manage carbon

Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors.

Signed on behalf of the Supplier:



.....

Date: 5th August 2026