Carbon Reduction Plan

Turner & Townsend

June 2026

We transform together.

UK Regional Managing Director’s Introduction

“2025 has been another successful year of growth and impact. Additionally, we have strengthened our understanding of what meaningful, sustainable performance looks like at the heart of our Vision 2030 and Purpose. Procuring 100% renewable electricity in our corporate operations in 2025, came five years ahead of Turner & Townsend’s previous strategy, and is a milestone we are proud of. It supports what is now an 80% reduction against scope 1 and 2 targets. The hard work continues, and whilst we drive improvements in our offices and operations, we increasingly shift our focus to scope 3 emissions.”

Patricia Moore

UK Regional Managing Director

Turner & Townsend* are delighted to publish the latest Carbon Reduction Plan for the business, which identifies our greenhouse gas emission (GHG) portfolio for the calendar and reporting year, 2025.

This report demonstrates the considerable strides we have made towards achieving our short- and long-term sustainability objectives. We have increased collaboration with our majority shareholder, CBRE, supporting both businesses to share learnings and drive efficient decarbonisation actions. We continue to challenge ourselves to drive change against the backdrop of a fluctuating legislative and client-driven market.

We have invested in our internal capabilities to deliver and continue to do so. In 2025 our efforts were recognised by EcoVadis who gave us a silver rating, equal to being regarded in the top 8 percent of sustainably-minded businesses. Building on this achievement, we accelerated our ambitions to achieve 100 percent renewable electricity consumption across our corporate operations and will carry this commitment forward. Alongside this, we have launched a climate transition strategy initially in conjunction with CBRE, but also as a stand-alone organisation, with action plans to support the delivery of our net zero and broader decarbonisation goals.

Together, this supports our Purpose: *We are making the difference, transforming performance for a green, inclusive and productive world.* As our world continues to evolve, our industry must respond with urgency and purpose. The challenge is clear, and so is our responsibility to act.

Declaration and Sign off

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

Scope 1, 2 and 3 emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the Greenhouse Gas (GHG) Reporting Protocol Corporate Standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting.

Further, these emissions have been reported in accordance with Streamlined Energy and Carbon Reporting (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 UK Board, represented by our UK Regional Managing Director, Patricia Moore.

Signed:

Date: 22 June 2026

**Inclusive of Turner & Townsend Holdings Limited, including Turner & Townsend Inc., Turner & Townsend PJM Holdings Limited, Turner & Townsend Limited, Turner & Townsend Group Limited, Turner & Townsend UK Limited and Turner & Townsend International Limited*

Turner & Townsend's Net Zero Targets

Net zero by

2040

Meaning an absolute reduction of at least 90% of GHG emissions from a 2019 base year

Supported by

2030

targets for at least a 50% reduction in scope 1 and 2 emissions from a 2019 base year

Renewable electricity

100%

Procured for corporate operations by the end of 2025

Turner & Townsend have committed to Net Zero emissions across our value chain by 2040. This includes all corporate operations, commission-related activities, travel and or supply chain.

Our targets are in line with limiting global warming to 1.5°C and have been validated by the Science Based Targets initiative (SBTi) in 2024, in conjunction with CBRE.

Our internal Net Zero strategy addresses our climate impact and is key to growing our business and service offerings with integrity. Like many businesses, we are transforming our operations and tackling emissions from our supply chain, which represents 96 percent of our carbon footprint.

We are committed to continued review and strengthening the pace and scale of our net zero ambitions as we continue to experience business growth year on year. In 2026 we are due to publish our 2nd Annual Climate and Environmental Impact report, as well as a detailed global Climate Transition Strategy.

Although we are still in the early stages of our journey, we embrace the challenges of decarbonisation while retaining business growth. Beyond managing our own impacts, we aim to remain a positive influence for our clients, stakeholders, and across all the markets in which we operate.

Emission Reductions: Targets and Progress

Alongside our business growth, our emissions continue to be driven by an expanding global workforce and business travel as a result of client demands and our operations, including procurement impacts. To help address this, we are establishing a targeted sustainable procurement initiative.

We are currently addressing progress under three primary themes: Reducing the impact of our office footprint, reducing the impact of how our people move, and reducing the impact of procurement. We anticipate that these will become foundations within the upcoming Climate Transition Strategy.

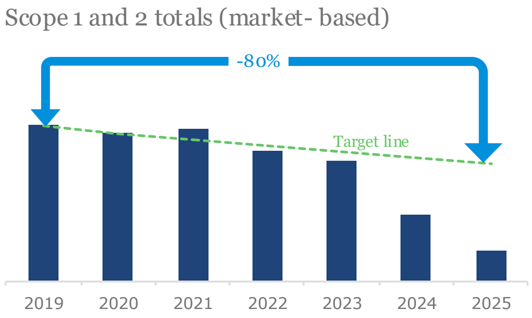
Additionally, a suite of intensity metrics has been established to allow the monitoring of decarbonisation efforts alongside continued growth ambitions. Growth and decarbonisation do not always align, so use of intensity metrics allows for better informed strategic and investment decision-making where we can partially decouple growth from net-zero.

In turn, this is supporting refined and detailed actionable roadmap development within each of our global regions, including the UK as a singular region.

Scopes 1 and 2

Target 50 percent reduction by 2030 from 2019 base year

- 80% reduction versus 2019 base year
- 54% reduction versus previous reporting year



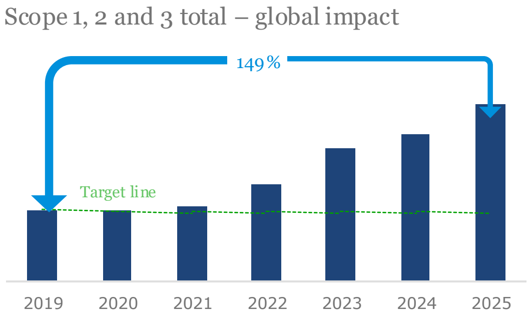
2025 progress highlights:

- Office energy impacts (including scope 3.3, 3.5 and 3.8) decreased by 80 percent from 2019 base year
- Office energy (kWh) by office space has decreased 33 percent since 2019 base year.

Scope 1, 2 and 3

Target 90 percent reduction by 2040 from 2019 base year

- 149% increase versus 2019 base year
- 21% increase in reported emissions versus previous reporting year



2025 progress highlights:

- 21 percent reduction in travel related tCO_2e/headcount
- 7 percent reduction in kg CO_2e/£ spent in on purchased goods, services and capital goods

** using 2021/22 as a proxy year to replace data impacted by Covid-19 global pandemic where performance was not representative*

GHG Performance Data - 2025

Further methodological detail and key metric performance heatmap

Clarifications and exclusions

We apply an operational control approach to our organisational boundary, including all Turner & Townsend Legal Entities across 60 countries and over 22,000 people. As a professional services company predominantly leasing office space, we rely on collaboration and mutual improvements with our supply chain and office partners (landlords, facility management organisations etc.) Regardless, our methodology is fully compliant with the GHG Protocol standards and guidance, including the Corporate Standard, Scope 2 Guidance and Scope 3 Calculation Guidance. Our targets are also verified by the SBTi in 2024.

- Exclusion: Investments (Scope 3, category 15) is currently excluded but it is intended to integrate at a time when there is confidence in the quality of the data and associated calculations.
- Clarification: Capital Goods (Scope 3, category 2) are included in Purchased Goods and Services (Scope 3, category 1) emissions to best allow improved methodology change from industry-average to activity-based data. This will remain under review.
- Clarification: All energy consumption from serviced office spaces, and co-working spaces, are accounted for in Scope 3, opposed to Scope 1 and 2 as per owned or permanent office spaces
- Clarification: Teleworking emissions are included in Business Travel emissions. This is an optional inclusion Turner & Townsend chose to include for robust and transparent reporting.
- Clarification: Waste data is based on primary data where available, apportioning from landlords or benchmarking (from Turner & Townsend and CBRE waste audits)
- Clarification: Group headcount has been accounted for within the UK due to the significant majority of headcount based in our Leeds and London offices. This includes staff working on operational roles such as HR, Corporate Responsibility etc.

	tCO_2e				
	2019	2022	2023	2024	2025
Scope 1	100.5	142.4	123.3	92.2	134.7
Scope 2 (location based)	3,748.3	3,004.6	2,482.6	2,054.1	2,470.6
Scope 2 (market based)	4,126.4	3,424.8	3,175.0	1,739.4	714.7
Scope 3	467,685.0	635,148.7	874,709.9	969,948.5	1,172,804.8
Total emissions (market based)*	**471,911.9**	**638,715.9**	**878,008.2**	**971,780.1**	**1,173,654.2**
tCO_2e/$ USD million revenue (net)	310.7	233.5	281.1	283.1	631.4
tCO_2e/ headcount	35.5	39.2	47.6	48.2	50.9

Indicates a year-on-year decrease	Indicates a year-on-year increase	Indicates no significant year-on-year change

**Rounding may present minor variations in the data*

GHG Emissions Performance Data

Detailed emissions profile heatmap

Scope	Category	tCO2e 2019*	2022	2023	2024	2025
1	Direct emissions from stationary combustion	29.3	12.8	39.0	43.4	36.6
1	Direct emissions from mobile combustion	71.3	129.6	84.2	48.8	98.1
1	Direct emissions from fugitive sources	0.0	0.0	0.0	0.0	0.0
2	Indirect emissions from Purchased/Acquired Electricity (Location-based)	3,419.4	2,678.6	2,105.0	1,855.8	1,848.3
2	Indirect emissions from Purchased/Acquired Electricity (Market-based)	3,797.5	3,098.8	2,797.4	1,541.1	92.4
2	Indirect emissions from Purchased/Acquired Heating	328.9	326.0	377.6	198.3	622.3
3	Category 1: Purchased Goods & Services	437,236.0	605,922.0	847,189.0	942,131.0	1,129,274.0
3	Category 3: Fuel and Energy-Related Activities	500.1	631.1	409.8	375.7	436.4
3	Category 5: Waste Generated in Operations	63.1	44.6	51.3	57.6	51.7
3	Category 6: Business Travel	6,318.0	8,359.8	9,189.2	7,919.9	8,511.2
3	Category 7: Employee Commuting	23,062.1	19,780.0	17,508.1	19,130.2	34,010.9
3	Category 8: Upstream Leased Assets	505.7	411.2	362.5	334.1	520.6

Indicates a year-on-year decrease	Indicates a year-on-year increase	Indicates no significant year-on-year change

GHG Performance Data - 2025

Calendar year 2025 GHG regional profile

	Asia	Australia & NZ	Africa	Europe	The Americas	Middle East	United Kingdom
Scope 1	4.3	3.00	0.27	44.2	-	6.3	76.5
Scope 2 (market based)	136.1	63.3	135.6	61.8	228.1	43.7	131.6
Scope 2 (location based)	375.7	312.3	144.0	302.7	633.8	158.90	543.1
Scope 3	198,546.9	11,990.6	3,381.0	97,124.7	649,568.0	21,910.7	190,288.5
Total emissions (market-based)	198,687.4	12,056.9	3,516.9	97,230.8	649,796.2	21,960.8	190,496.7
tCO_2e/ headcount	40.5	11.7	11.8	43.7	112.6	16.8	35.9

Key supportive metrics

	2019	2022	2023	2024	2025
Headcount	13,288	16,306	18,462	20,154	22,364
Revenue (net [£ GBP millions])	1,519	2,735	3,124	3,433	7,657
m^2 owned or rented office space	-	53,208	44,936	49,419	46,111
mWh consumed	10,130	10,065	9,261	6,681	9,869
% of permanent offices certified to ISO14001	-	38	38	40	65
Environmental incidents	0	0	0	0	0

UK focus on carbon reduction challenges, initiatives and progress

Challenge	Progress to date	Example initiatives and action delivered or proposed
Reducing the impact of our office footprint	■ 100% electricity purchased in the UK is from a renewable source ■ Achieved ISO14001 in all 12 permanent UK offices ■ 21% reduction in office emissions $kgCO_2e$ / m^2 from 2024 ■ 19.4 percent reduction in tCO_2e/ headcount from 2024 ■ 65% of UK office m^2 are covered in the Sustainable Office Programme.	■ Full adoption of Sustainable Office Programme to improve behaviours and resource efficiency across the office portfolio through audits, targeted upgrades and performance improvements. ■ Deliver global green lease standard and influence lease events to secure low-carbon, energy-efficient offices with no fossil-fuel heating and recognised sustainability certifications (e.g. NABERS, BREEAM etc.) ■ Conduct annual energy audits and install submeters in all permanent UK offices to drive continual improvements in alignment with SECR, ESOS along with clear guidance and process controls.
Reducing the impact of how our people move	■ UK air travel has decreased by 38% compared to 2023. ■ We are actively encouraging rail and other low-carbon travel options, with rail usage having doubled relative to 2023.	■ Significantly reduce emissions from business travel (from a 2019 base year) and commuting by strengthening sustainability requirements in travel strategies and policies. ■ Continue investing in enhanced travel management systems, policies, and controls to promote low-carbon and more responsible travel choices. ■ Eliminate emissions from the company car fleet and transition from fossil fuel car hire to electric vehicles (EV)
Reducing the impact of procurement	■ In 2025, we took an important step forward by partnering with CBRE to implement a dedicated CarbonTrace Programme. This has supported a gradual but meaningful transition away from generic benchmarks towards supplier-specific, activity-based data. ■ This improved visibility is now empowering more deliberate, low-carbon choices across our supply chain, driving measurable decarbonisation at both corporate and project levels.	■ Developing consistent, overarching, sustainable procurement and code of conduct requirements GHG and EcoVadis disclosures and build capability with suppliers to accurately report their own carbon profiles ■ Enhance supplier engagement and oversight, including continual rollout of CarbonTrace, clearer sustainability requirements, improved spend-category visibility, and enhanced data quality. ■ Strengthen sustainable project and Programme delivery, incorporating PAS 2080 requirements and identifying additional actions to embed low-carbon practices across projects.

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