# Carbon Reduction Plan 2026

## PA Consulting Services Limited

EHS-04-21 v1

23 April 2026

**Bringing Ingenuity to Life.**

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# Commitment to achieving Net Zero

PA Consulting Services Limited (PACS) is committed to achieving Net Zero greenhouse gas (GHG) emissions by 2040.

Our global operating company, PA Consulting Group Limited (PACG), has set short-term and long-term GHG emissions reduction targets, which have been validated by the Science Based Targets initiative (SBTi). As PACS is fully owned by PACG the commitment to Net Zero applies equally to PACS.

On March 20, 2026, Jacobs UK Holdings Limited, a wholly owned subsidiary of Jacobs Solutions Inc. ("Jacobs"), completed the acquisition the remaining equity interest in PACG. Information included herein, including any emissions reduction targets, is subject to ongoing review as Jacobs integrates PA Consulting Group Limited into its business.

# Baseline emissions footprint (2019)

| Category | | UK emissions ($tCO_2e$) |
|---|---|---|
| **Scope 1** | | 420 |
| **Scope 2** | *Market-based calculation*<br>*Location-based calculation* | 962<br>799 |
| **Scope 3** | Category 1 - Purchased goods and services | 5,466 |
| | Category 2 - Capital goods | 1,927 |
| | Category 3 - Fuel- and energy-related activities | 242 |
| | Category 4 - Upstream transportation and distribution | 380 |
| | Category 5 - Waste generated in operations | 12 |
| | Category 6 - Business travel | 6,532 |
| | Category 7 - Employee commuting | 2,962 |
| | Category 8 - Upstream leased assets | 141 |
| | Category 9 - Downstream transportation and distribution[1] | 0 |
| | Category 11 – Use of sold products[2] | 0 |
| | Category 12 – End of life treatment of sold products[2] | 0 |
| **Scope 3 total** | | 17,661 |
| **Total emissions** | | 19,044 |

Note 2019 emissions are not externally verified.

[1] Downstream T&D – zero emissions as all our T&D is upstream (i.e. paid courier services)
[2] Cat 11 and 12 – zero activity and zero emissions in 2019, included for comparison with 2025

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# Current emissions reporting (2025)

| Category | Description | UK emissions ($tCO_2e$) |
|---|---|---|
| **Scope 1** | | 345 |
| **Scope 2** | *{market-based calculation}* | 0 |
| **Scope 3** | Category 1 - Purchased goods and services | 7,451 |
| | Category 2 - Capital goods | 1,210 |
| | Category 3 - Fuel- and energy-related activities | 293 |
| | Category 4 - Upstream transportation and distribution | 1,035 |
| | Category 5 - Waste generated in operations | 3 |
| | Category 6 - Business travel | 2,671 |
| | Category 7 - Employee commuting | 3,369 |
| | Category 8 - Upstream leased assets | 215 |
| | Category 9 - Downstream transportation and distribution[3] | 0 |
| | Category 11 - Use of sold products | 86 |
| | Category 12 - End of life treatment of sold products[4] | 0 |
| | Mitigation - Scope 3 sustainable aviation fuel credits | -75 |
| **Scope 3 total** | | 16,256 |
| **Total emissions** | | 16,601 |

## Methodology disclosures

Greenhouse gas inventories for both 2019 and 2025 are calculated based on calendar years, on a well-to-wheel and cradle-to-gate basis, in line with GHG protocol methodology, with the boundary defined by operational control. All 7 Kyoto protocol gases are included. We include all our non-zero scope 3 emissions in our disclosures to give a comprehensive picture of our total carbon footprint, i.e. any scope 3 categories not listed above have zero associated activity and therefore zero emissions.

Calculations are made using DEFRA carbon factors for UK-based emissions, however, where reliable local carbon factors are available for non-UK emissions (e.g. for electricity emissions) these are used in preference (ref. global data in the Appendix). The factors used are all documented within the verified raw data.

We have included 75 $tCO_2e$ of within value chain mitigation pertaining to procurement of sustainable aviation fuel credits (allocated against UK head office air travel emissions).

Our 2025 emissions have been verified by NQA according to ISO 14064-1: 2019 (limited assurance, 5% threshold). While the verification statement includes only the global emissions (see Appendix), the UK emissions presented here were calculated and checked as part of that process.

[3] Downstream T&D – zero emissions as all our T&D is upstream (i.e. paid courier services)
[4] Rounded to zero – accurate figure is 0.00285$tCO_2e$

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# Emissions reduction targets and progress

Our emissions reduction targets have been validated by the Science-Based Targets initiative. Our 4 targets are:

**Near Term:**

1) **Reduce scope 1+2 footprint by 75%**
2) **Reduce scope 3 intensity (tCO2e/£m GEVA) by 55%**
3) **Source 100% renewable electricity**

All by 2030, relative to a 2019 baseline year.

**Long Term:**

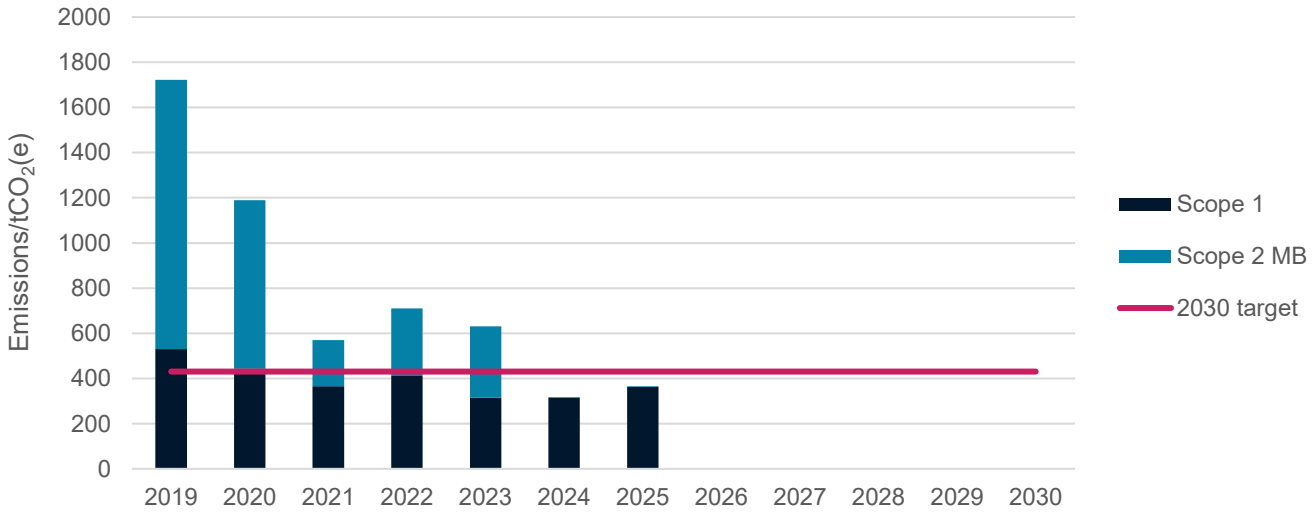
4) **Reduce absolute scope 1 and 2 GHG emissions 90% by 2040 from a 2019 base year. PA Consulting also commits to reduce scope 3 GHG emissions 97% per million GBP value added within the same timeframe.**

All our targets are defined against the whole of PACG and therefore refer to our total global emissions (ref. Appendix). These are still considered relevant for this report since the majority of PA operations are in the UK (and therefore fall under PACS) and are consistent across the regions in which we operate.

## Summary of Progress against targets

The following graphs show our progress against our global Science-Based Targets and are therefore based on our validated data.

### Target 1: Scope 1+2 GHG emissions (global)




Our global electricity emissions were reduced to zero through procurement of Renewable Energy Attribution Certificates (or equivalent). Residual scope 2 emissions were from non-UK purchased heating and cooling.

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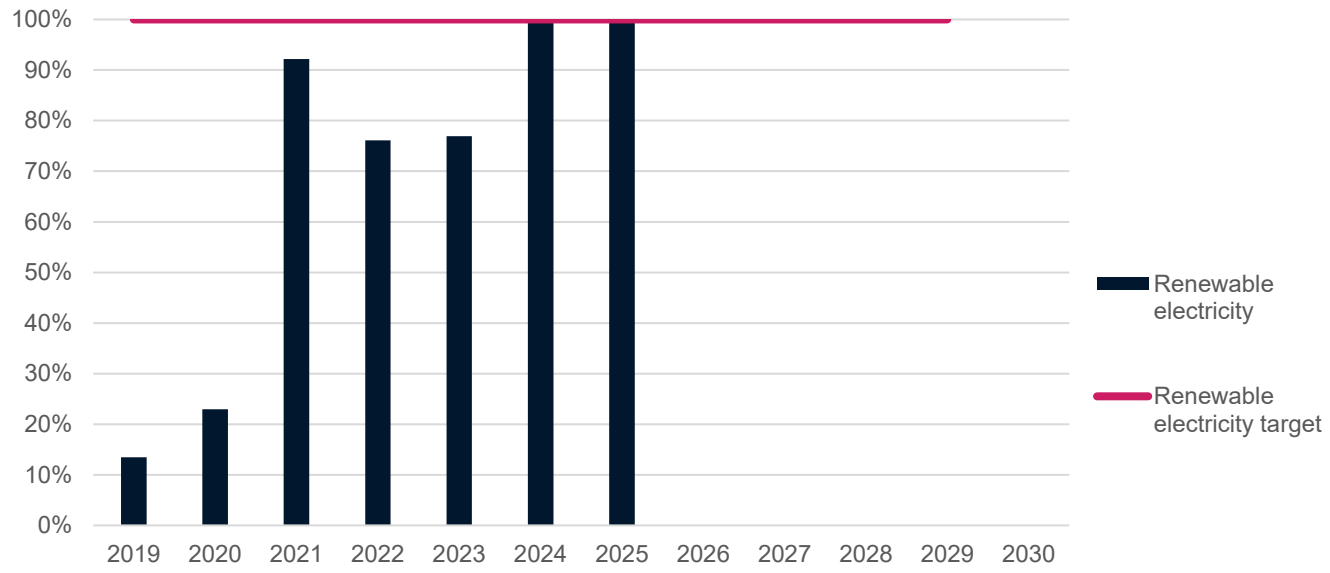
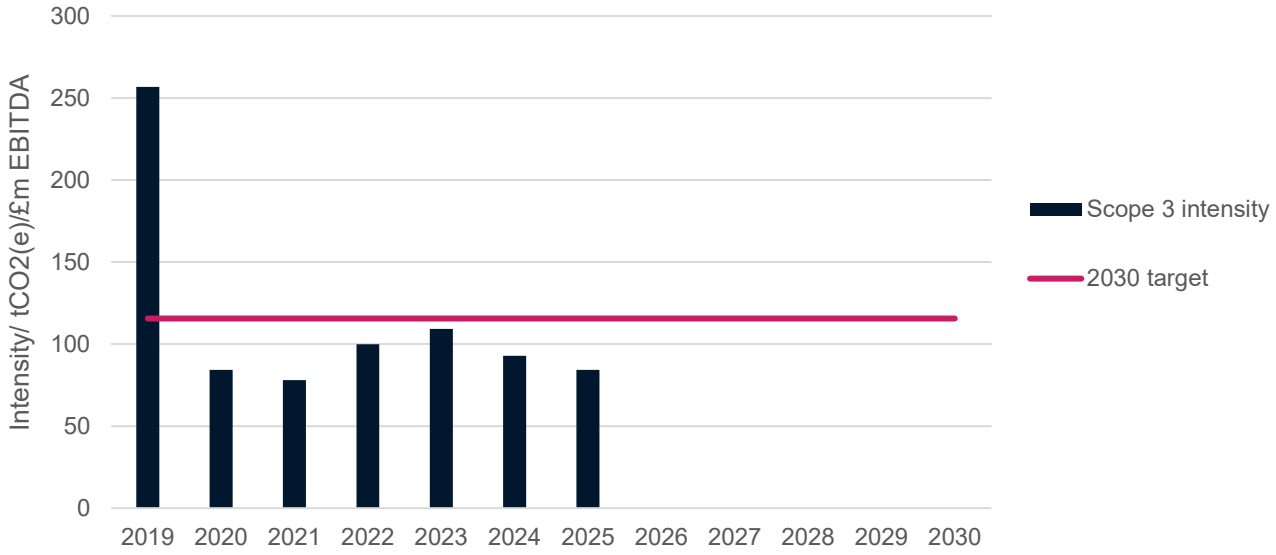
### Target 2: Renewable electricity (global)




### Target 3: Scope 3 emissions intensity (global)




# Carbon Reduction Projects

During 2025 we have continued to seek reductions in our direct carbon footprint through improvements at our Global Innovation and Technology Centre in Cambridge, including breaking ground on our proposed heat pump system for the site. We have continued to focus on better understanding our supply chain, refreshing our supplier assessment questionnaire to gain more detailed sustainability data and as of this time we intend to roll this into an updated supplier management system in 2026.

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# Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 006 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, except where stated, and in line with our ISO 14064 verification.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and our complete inventory 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.

Approved on behalf of PA Consulting Services Limited,

Jiten Kachhela, CEO,

Date: 23 June 2026

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# Appendix: Global emissions data

While outside of the scope of the requirements for Carbon Reduction plans and of PA Consulting Services Limited, we provide our global data here for completeness and as a data source for discussion of our validated Science-Based Targets.

## 2025 carbon emissions

| Category | | Baseline Emissions ($tCO_2e$) | 2025 Emissions ($tCO_2e$) |
|---|---|---|---|
| **Scope 1** | | 530 | 363 |
| **Scope 2** | *{market-based calculation}* | 1,192 | 2 |
| **Scope 3** | Category 1- Purchased goods and services | 6,529 | 8,716 |
| | Category 2 - Capital goods | 2,287 | 1,502 |
| | Category 3 - Fuel- and energy-related activities | 268 | 371 |
| | Category 4 - Upstream transportation and distribution | 463 | 1,450 |
| | Category 5 - Waste generated in operations | 15 | 5 |
| | Category 6 - Business travel | 9,217 | 3,608 |
| | Category 7 - Employee commuting | 3,646 | 3,885 |
| | Category 8 - Upstream leased assets | 174 | 257 |
| | Category 9 - Downstream transportation and distribution[5] | 0 | 0 |
| | Category 11 – Use of sold products[6] | 0 | 86 |
| | Category 12 – End of life treatment of sold products[6] | 0 | 0 |
| | Mitigation - Scope 3 sustainable aviation fuel credits | 0 | -75 |
| **Scope 3 total** | | 22,598 | 19,805 |
| **Total emissions** | | 24,321 | 20,171 |

[5] Downstream T&D – zero emissions as all our T&D is upstream (i.e. paid courier services)

[6] Cat 11 and 12 – zero activity and zero emissions in 2019, included for comparison with 2025

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## Science-based Targets summary

| | Target wording | Baseline performance | 2025 performance | % reduction by 2025 |
|---|---|---|---|---|
| **1** | PA Consulting commits to reduce absolute scope 1 and 2 GHG emissions 75% by 2030 from a 2019 base year. | 1,722 $tCO_2(e)$ | 365 $tCO_2(e)$ | 79% |
| **2** | PA Consulting also commits to increase active annual sourcing of renewable electricity from 13% in 2019 to 100% by 2030. | 13% | 100% | N/A |
| **3** | PA Consulting further commits to reduce scope 3 GHG emissions 55% per million GBP value added by 2030 from a 2019 base year | 257 $tCO_2(e)$/£m | 84.2 $tCO_2(e)$/£m | 67% |
| **4** | PA Consulting commits to reach net-zero greenhouse gas emissions across the value chain by 2040. | 276 $tCO_2(e)$/£m | 85.7 $tCO_2(e)$/£m | 69% |
| | PA Consulting commits to reduce absolute scope 1 and 2 GHG emissions 90% by 2040 from a 2019 base year. | 1,722 $tCO_2(e)$ | 365 $tCO_2(e)$ | 79% |
| | PA Consulting also commits to reduce scope 3 GHG emissions 97% per million GBP value added by 2040 from a 2019 base year. | 257 $tCO_2(e)$/£m | 84.2 $tCO_2(e)$/£m | 67% |

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## About PA.

We believe in the power of ingenuity to build a positive human future.

As strategies, technologies, and innovation collide, we create opportunity from complexity.

Our diverse teams of experts combine innovative thinking and breakthrough technologies to progress further, faster. Our clients adapt and transform, and together we achieve enduring results.

We are about 4,000 strategists, innovators, designers, consultants, digital experts, scientists, engineers, and technologists. And we have deep expertise in consumer and manufacturing, defence and security, energy and utilities, financial services, government and public services, health and life sciences, and transport.

Our teams operate globally from offices across the UK, Ireland, US, Nordics, and Netherlands.

## PA. Bringing Ingenuity to Life.

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