LAING O'ROURKE

Carbon Reduction Plan

PPN 006

SEPTEMBER 2026

Contents

Our impact

Peter Lyons
Europe Hub Managing Director

We are in the middle of a fundamental transformation of our business, and of the industry we work in. The way construction has traditionally operated is changing, and Laing O'Rourke intends to lead that change rather than follow it.

Decarbonisation is central to that ambition. It is reshaping how we design, what we build with, and how we power our sites, making us more efficient, more resilient, and a stronger partner to clients who increasingly expect it. Independent certification of our approach gives that ambition credibility our clients can trust.

None of this happens without our people, who have risen to the challenge with the care, integrity and courage that define us. This plan sets out the next stage of that journey, and our commitment to keep pushing the boundaries of what's possible, all the way to net zero.

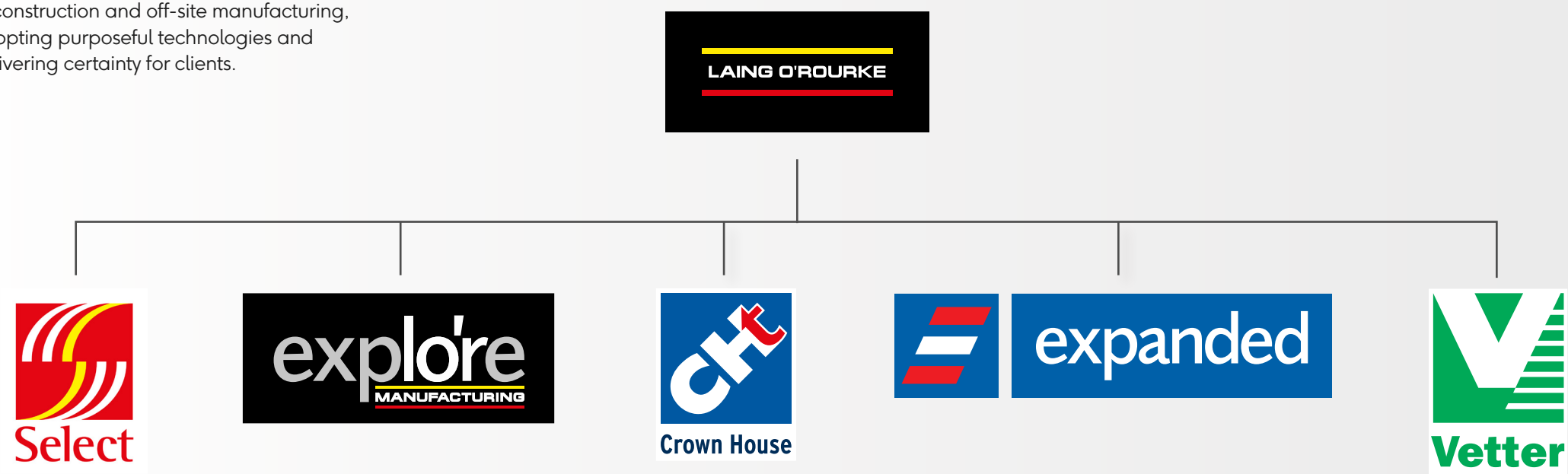
Our Business

We are an international construction and engineering company responsible for delivering iconic building and infrastructure projects in the UK, Australia and Middle East.

Innovation is central to our ethos. We are proud to be pioneers in modern methods of construction and off-site manufacturing, adopting purposeful technologies and delivering certainty for clients.

We have a number of specialist businesses that operate as an in-house supply chain and enable us to push the boundaries in specific fields, including site plant and equipment, offsite manufacture, piling and groundworks, and specialist finishing.

This carbon reduction plan lays out how we intend to achieve our decarbonisation targets and applies to all of our UK brands:



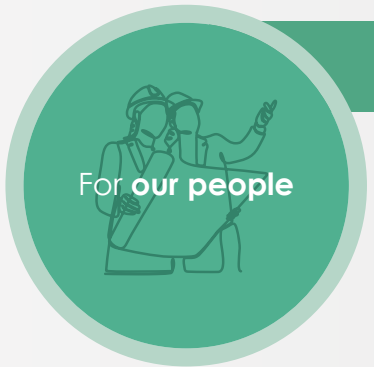
Our approach to Sustainability

Focus area for Carbon Reduction Plan

The purpose of this Carbon Reduction Plan is to present our understanding of the impact of our sites, projects and depots, and the steps we have put in place to reduce our carbon impact.

Deliver innovative, high performance sustainable solutions

- Reduce whole life carbon through the use of calculation tools, design partnerships and continuous product development.
- Modern methods of construction enable us to help clients meet their sustainability ambitions.



Engender an inclusive, healthy working environment

- Achieve 50/50 gender balance among 5,500 global staff by 2033.
- Industry-leading parenthood policy.
- Achieve our third workplace gender equality.
- Achieve our third workplace gender equality agency (WGEA) employer of choice gender equality citation in Australia.

Make a positive, lasting impact for society

- Inspire the next generation: Promote STEM and construction careers in schools, colleges and universities.
- Enrich the lives of 2 million people whilst delivering £2 billion social impact in the UK, and deliver $800 million of social spend in Australia by 2030.
- Become a Disability-Confident employer in FY26 in Australia.

Preserve our planet

- **Our 2030 goal is to achieve carbon reduction aligned with our approved science-based targets: 42% reduction in Scope 1 & 2 and 25% reduction in scope 3. Fully net zero by 2050**
- Use 100% low carbon concrete on our UK projects and progress research on net zero materials.
- Understand the impact of our sites, projects and depots on nature and use to inform responsible action.

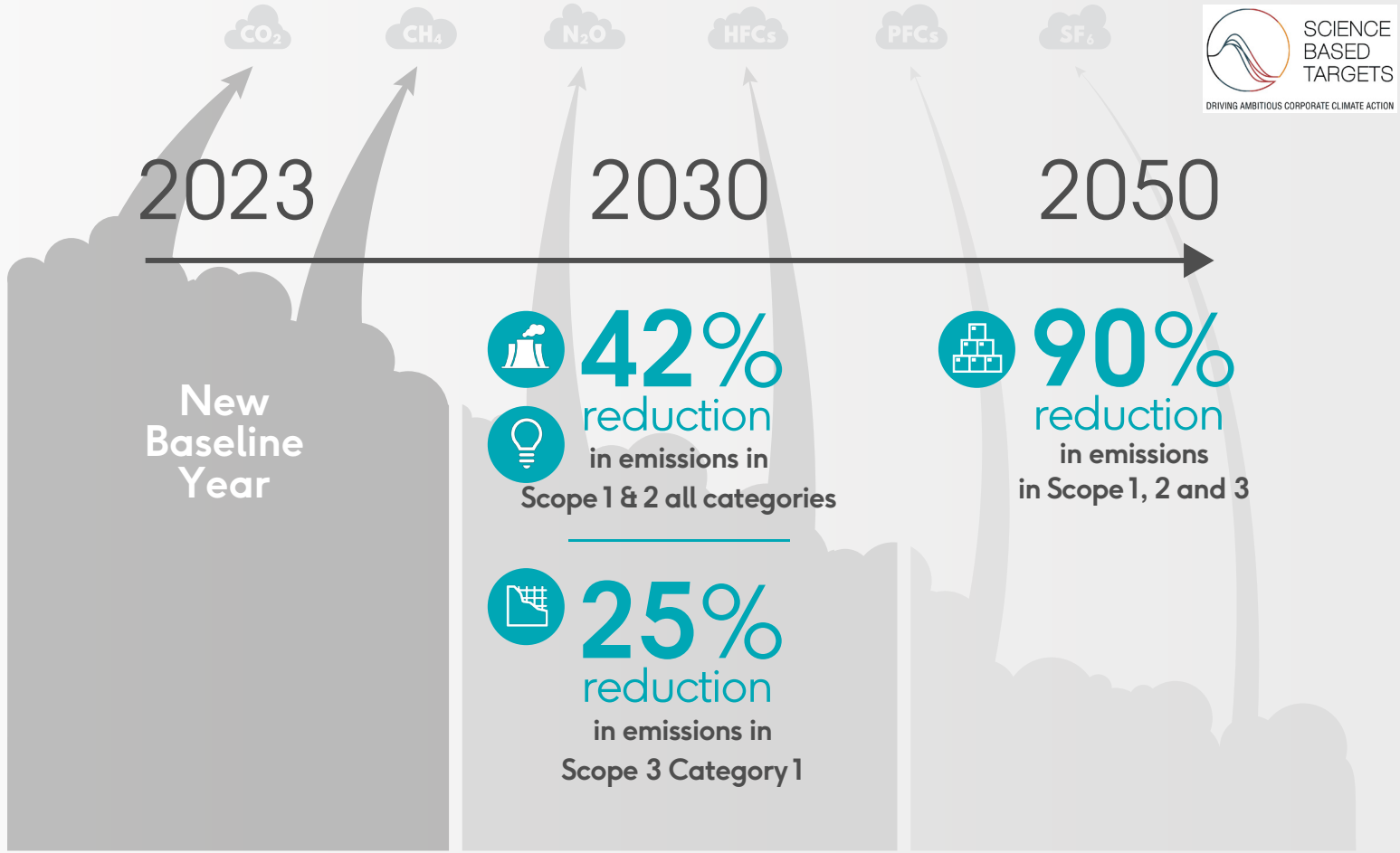
Commitment to net zero

Laing O'Rourke has committed to achieving net zero emissions, inclusive of all scopes 1, 2 and 3, by 2050.

We have set out near-term and long-term targets in order to achieve net zero status by 2050. These targets apply to all business subsidiaries outlined in the 'our business' section.

In 2024, our near-term and long-term targets were validated by the Science Based Targets Initiative (SBTi) to ensure alignment with the Paris Climate Agreement. All reduction targets have been applied to a FY23 baseline year.

In order to achieve net zero by 2050 we have developed near-term (2030) science-based targets for Scopes 1, 2 and 3. These commitments are to reduce Group Scope 1 and 2 emissions by 42%, and Scope 3 emissions by 25% for purchased goods and services.



Emissions Report

Baseline emissions footprint

Our carbon inventory has been independently verified annually since 2008, first through CEMARS, now Carbon Reduce giving us and our clients confidence that our reported progress is genuine and directly comparable year on year.

We have undertaken a substantial programme over the last three years to expand and improve our carbon data across Scopes 1, 2 and 3, both in the UK and across our global operations. While this Carbon Reduction Plan focuses solely on our UK operation, our Group-wide data programme has enabled us to develop a whole-company baseline and carbon management plan, aligned with science-based targets.

To support consistency and comparability with our other public disclosures, we have included our total Scope 3 emissions in this Carbon Reduction Plan. This encompasses the Scope 3 categories required under PPN 006 and ensures alignment with our SBT reporting.

Scope 3 Categories

Scope 3 emissions included within the emissions report

Scope 3 PPN Aligned Categories

Category 4:
Upstream transportation and distribution

Category 5:
Waste generated in operations

Category 6:
Business travel

Category 7:
Employee commuting

Category 9:
Downstream transportation and distribution

Other Scope 3 Categories

Category 1:
Purchase goods and services

Category 2:
Capital goods

Category 3:
Fuel and energy-related activities

Category 13:
Downstream leased assets

Category 15:
Investments

Categories 8, 10, 11, 12 and 14 aren't included as they are not relevant to LOR's operations within this reporting period

Emissions Report

Baseline emissions footprint

Our FY23 baseline is the fixed reference point against which all our carbon reduction progress is measured. Validated by the Science Based Targets initiative (SBTi) in July 2024, it anchors our near-term (2030) and net zero (2050) targets in a rigorous, independently reviewed footprint.

The baseline covers a full year of operational activity (April 2022 to March 2023) and includes Scope 1, Scope 2 (location-based), and all material Scope 3 categories – including Well-to-Tank emissions, purchased goods and services, capital goods, business travel, commuting, transport, waste, leased assets and investments.

- It provides a stable point of comparison across every reporting cycle
- Year-on-year changes reflect real performance, not methodological drift
- Where data or emissions factors change materially, we recalculate in line with SBTi and GHG Protocol rules to protect like-for-like comparability

Baseline year emissions: Apr 2022 to Mar 2023	
Emissions	TOTAL (tCO_2e)
Scope 1	6,330.80
Scope 2	3,070.33
Scope 3	532,845.79
Total emissions	**542,246.92**

Emissions Report

Progress to date

The table opposite presents our emissions footprint in tCO_2e for financial year 2026 (25/26).

The scope 3 categories included in the figures opposite are the same as presented in the baseline emissions footprint.

Our near-term (2030) and net zero (2050) carbon reduction targets were validated by the Science Based Targets Initiative (SBTi) in July 2024, using a new baseline year of FY23 (April 2022 – March 2023). As such, we have aligned the baseline year on this report to provide consistency and transparency across all our reporting. We have also presented detailed emissions data across all applicable Scope 3 categories, providing a comprehensive view. This report describes our current position for GHG emissions covering a full view of Scopes 1, 2 and 3 for Laing O'Rourke PLC and our reduction plans under PPN 006.

Reporting Year: Apr 2025 to Mar 2026	
Emissions	**TOTAL (tCO_2e)**
Scope 1	4,806.14
Scope 2	2,155.11
Scope 3	471,191.19
Total emissions	**478,152.44**

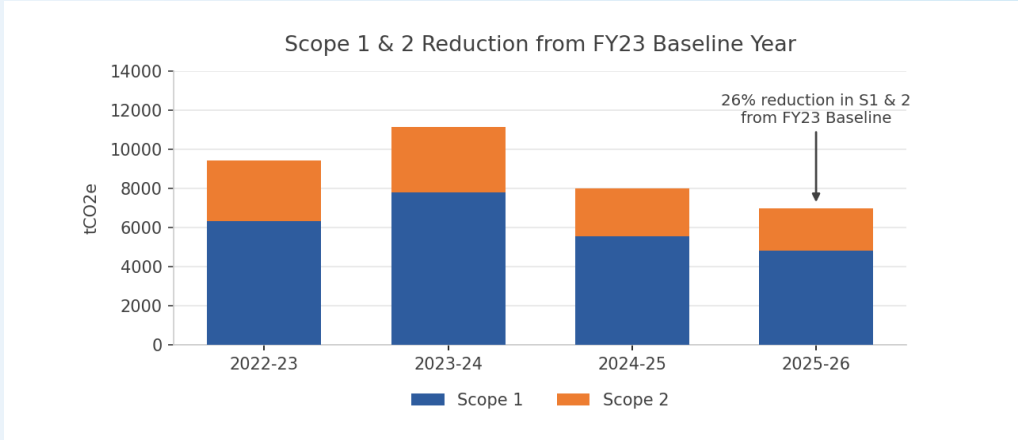
Emissions Report

Progress to date

Our UK operations demonstrate strong decarbonisation progress. Scope 3 emissions are now 11.6% below the FY23 baseline, reducing 16% year-on-year from FY25 as several major projects completed. Scope 1 fell 24.1% and Scope 2 fell 29.8% from FY23, delivering a combined 26% reduction.

The continued implementation of carbon reduction initiatives, including the use of hydrotreated vegetable oil (HVO) in place of diesel, deployment of electric plant on many sites and use of 100% renewable electricity all enabled us to minimise Scope 1 and 2 emissions.

Overall, our Scope 3 emissions fell as several major projects completed and our lower-carbon policies began to take effect. Industry-wide reliance on spend-based data continues to inflate reported emissions, but we've made progress in improving accuracy and coverage. We're investing in better Scope 3 data integrity by working with suppliers of our most carbon-intensive products to secure high-quality, activity-based data.



We are committed to achieving absolute reduction year-on-year, in line with our science-based targets

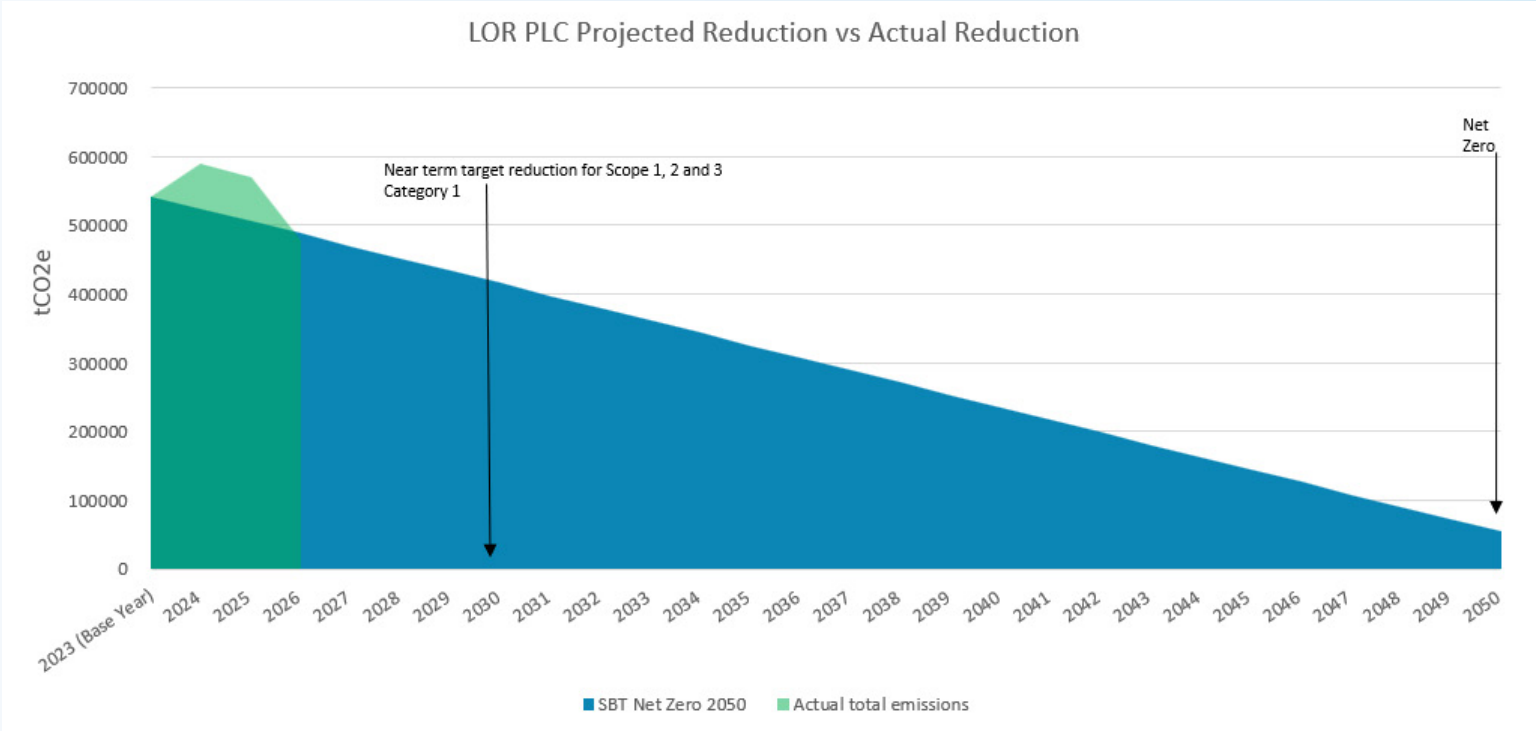
Emissions Report

Roadmap to net zero

In order to continue our progress to achieving net zero, we have adopted the following carbon reduction targets;

Our 2030 target is to reduce Scope 1 & 2 carbon emissions by 3,948 tCO_2e, which represents a 42% reduction, and Scope 3 Category 1 emissions by 111,578 tCO_2e, which represents a 25% reduction. Our long-term target is to achieve net zero in our operational and value chain emissions (Scope 1, 2 & 3 all categories) by 2050.

Progress against these targets can be seen in the graph:



Carbon Reduction Projects

Completed carbon reduction initiatives

The carbon abatement measures and initiatives described in this section have been completed or implemented to date. Building on strong operational delivery, our total carbon emissions are now 11.8% below the baseline year – a 16% decrease from FY25, which represents considerable progress in comparison to the last fiscal year.

This comprises:

- 2,440 tCO_2e, equivalent to a 26% reduction against our FY23 Scope 1 & 2 emissions;
- 61,655 tCO_2e, an 11.6% reduction against the FY23 baseline across Scope 3;
- Laing O'Rourke is a Platinum Status participant of the Toitu Carbon Reduce Programme (formerly CEMARS), and our carbon emissions are independently verified.

Carbon Reduction Projects

Process improvement to reduce emissions:

Renewable electricity

100% renewable electricity across all our business operations, backed by Renewable Energy Guarantee of Origin (REGO) certification.

100% REGO-backed

Energy management

ISO 14001 (Environmental) and ISO 50001 (Energy) integrated across all operations, with annual audits and bespoke project plans driving continuous improvement.

ISO 14001 + ISO 50001

HVO fuel

Diesel-to-HVO substitution mandated across UK sites since April 2022 – central to reducing Scope 1 emissions to 24.1% below our FY23 baseline.

24.1% Scope 1 reduction

Battery-powered plant

Phasing in fully electric crawler cranes deployed via Select, plus Ampd Enertainer and Zenobe battery storage replacing diesel generators on site.

Zero-emission lifting & power

Flybrid systems

Dumarey Flybrid hybrid generators capture energy from low-load operations and release it for tower crane lifts – shrinking generator size and fuel use.

Efficient variable-load operation

Electric fleet

In FY26 we completed the phase-out of internal combustion engine company cars – staff are now supplied exclusively with hybrid or fully electric vehicles. Electric vans integrated into the Select van fleet.

ICE company cars phased out

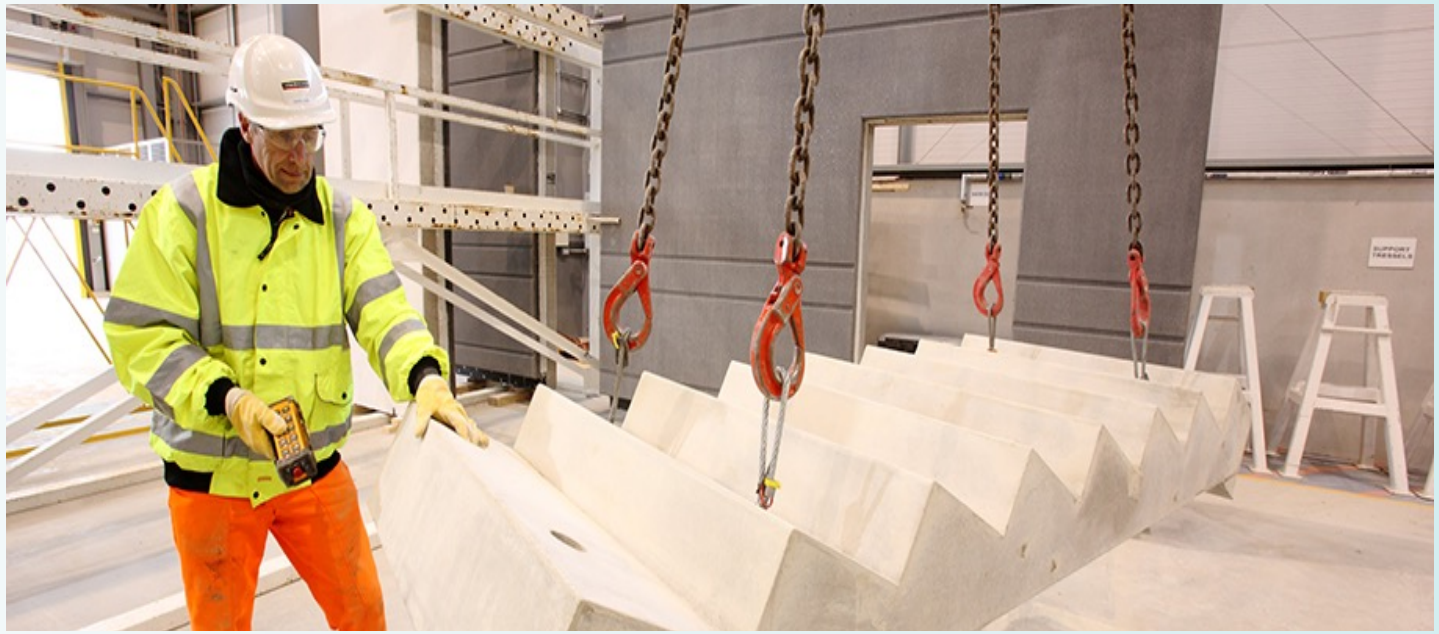
Carbon Reduction Projects

Tackling embodied carbon – Scope 3

Our UK low carbon concrete mandate, introduced in April 2023, continues to deliver material savings at scale. Concrete is one of the largest embodied-carbon components in our projects, and our approach combines mandated adoption, in-house R&D, and industry advocacy.

As a founding and active member of ConcreteZero, we are committed to achieving net zero concrete targets. Our approach includes comprehensive carbon hotspot analysis and measurement for every bid, ensuring effective strategies to reduce embodied carbon as part of our governance process.

Our Materials Management Strategy, launched in FY26, drives beneficial reuse of material on all sites and reduces waste – tackling embodied carbon at the design and procurement stages as well as on site.



88.2%
low carbon concrete adoption across our UK projects in FY26

3,806 tCO_2e
saved in FY26 through our low carbon concrete policy

14.4%
reduction in emissions from concrete achieved in FY26 (UK)

Carbon Reduction Projects

Case study – delivering to a stretching whole-life carbon target

CASE STUDY

25 Baker Street

Meeting a stretching whole-life carbon target

CLIENT **Derwent London**

A 27,000m² mixed-use development in central London – the first in our portfolio to successfully meet an ambitious contractual whole-life carbon target, through a true partnership approach.

Rigorous Stage 3 and 4 assessments and high-fidelity data delivered an upfront embodied carbon intensity of 593 $kgCO_2e/m^2$, surpassing the original target. Using as-built data and a robust baseline, the project achieved 95% data completeness and 87% product-specific EPDs.

The biggest carbon reductions came from low-carbon concrete, reclaimed access flooring, and strategic value engineering, while minimising on-site emissions. The development is targeting BREEAM Outstanding, NABERS UK 4.5 star, LEED Gold, WELL enabled, EPC A, and Net Zero Carbon.

Carbon Reductions vs Client Detailed Design

8 $kgCO_2e/m^2$	saving through material innovation (e.g. low-carbon flooring, bamboo washroom cubicles)
22%	reduction in steel quantities
72%	reduction in carbon by switching to gypsum-based suspended ceiling
27%	reduction in emissions through lower-carbon concrete
444.7 $kgCO_2e$	emission savings through flybrid generators

Carbon Reduction Projects

Independent certification to PAS 2080:2023

The British Standards Institution (BSI) has independently certified how we manage and measure our carbon emissions – an external, globally recognised seal of approval for our approach to carbon reduction.

What this means

Laing O'Rourke PLC is certified as a constructor by the BSI in accordance with PAS 2080:2023. It is the globally recognised standard for managing whole-life carbon across the built environment – guiding organisations to cut carbon and cost and reach net zero across the value chain. It gives us a consistent framework to meet our Science Based Targets, respond to client expectations, and strengthen our competitive position.

Our journey to certification

- First carbon management system developed, with supporting guidance published on iGMS
- Independent external audits completed in March and July 2025
- Processes third-party certified to PAS 2080:2023 by the BSI

> Reducing carbon is a key part of our business strategy and essential to our long-term resilience. Projects are responsible for more than 90% of our total emissions, so improving how we manage carbon at project level is critical. Our clients want to know the data we provide is credible.

Rossella Nicolin Head of Sustainability, Europe

At a Glance

>90%	of our total emissions arise at project level
PAS 2080:2023	certified by the BSI following external audits
SBTs + tiers	underpins our verified Science Based Targets and tiered client offer

Carbon Reduction Projects

ESG Tiered Offering – how we deliver sustainability with our clients

Our tiered sustainability framework provides a flexible, goal-aligned pathway that accelerates client impact from early decarbonisation through to industry leadership – across Carbon, Environmental Management, Social Value, Plant, and Materials.

Capability coverage

Carbon

Estimates · management planning · whole life carbon · operational energy

Plant – Scope 1 & 2

Efficient site accommodation · low-carbon & electric plant · smart utilities

Social Value

Local needs analysis · social value plans · Thrive measurement · supply chain

Materials – Scope 3

Low-carbon concrete · DfMA structural & MEICA products

Environmental Management

Compliance · Biodiversity Net Gain & ecology · logistics & waste

Tiered delivery, evidenced

Each tier is evidenced by delivery — select the level that matches your ambition.

Industry-leading

Advanced decarbonisation pathways, independent verification and innovation-led solutions that set new benchmarks.

CASE STUDY · CARBON

Stephen A. Schwarzman Centre, Oxford

The world's first concert hall built to Passivhaus standards, uniting digital design, off-site construction and low-carbon materials.

Around 90%

heating demand reduction

544 tCO_2e

low-carbon concrete abated

Industry Best Practice+

Enhanced strategies with integrated targets, stakeholder engagement and elevated social value outcomes.

CASE STUDY · SOCIAL VALUE

Everton Stadium, Bramley-Moore Dock

A three-year social value plan co-created with the city, 'The People's Project', with dockland heritage sensitively restored.

£235m

local economic spend

654

new jobs · 118 apprenticeships

Industry Best Practice

Core compliance, considerate construction, baseline assessments and robust environmental management.

CASE STUDY · ENVIRONMENTAL

NTT London 1A data centre

Most Considerate Site 2024 (>£100m). ISO 14001-certified procedures, electric plant, HVO and enhanced on-site biodiversity.

>90%

emissions cut using HVO

ISO 14001

certified environmental procedures

Tiered delivery, evidenced

Each tier is evidenced by delivery — select the level that matches your ambition.

Industry-leading

Full-electric plant and exemplar off-site DfMA delivering verified, industry-leading carbon performance.

CASE STUDY · SCOP 3

Modular bridge systems & CEMC

Digitally configured, off-site modular bridge kits, with our Centre of Excellence pioneering low-carbon manufacturing (DESNZ-funded; Cambridge & Sheffield). Approximately 50% programme reduction.

16%
embodied carbon reduction

84%
on-site resource reduction

Industry Best Practice+

Advanced low-carbon plant, hybrid and battery technology, and optimised DfMA deployed at scale.

CASE STUDY · SCOPE 1 & 2

Low-carbon transition with Select

First-to-market battery storage, battery cranes, flybrid and electric plant deployed across UK and Australian sites.

590 tCO_2e
saved by flybrid (FY24)

116.35 tCO_2e
saved by battery cranes

Industry Best Practice

HVO-standardised plant, low-carbon materials as standard and embedded best-practice guidance.

INITIATIVE · SCOPE 3

Material Decarbonisation Guideline

Spreads and embeds proven low-carbon designs and materials across design, procurement and delivery, a consistent baseline for lower-carbon choices.

25%
Scope 3 near-term SBT (2023)

Carbon Reduction Projects

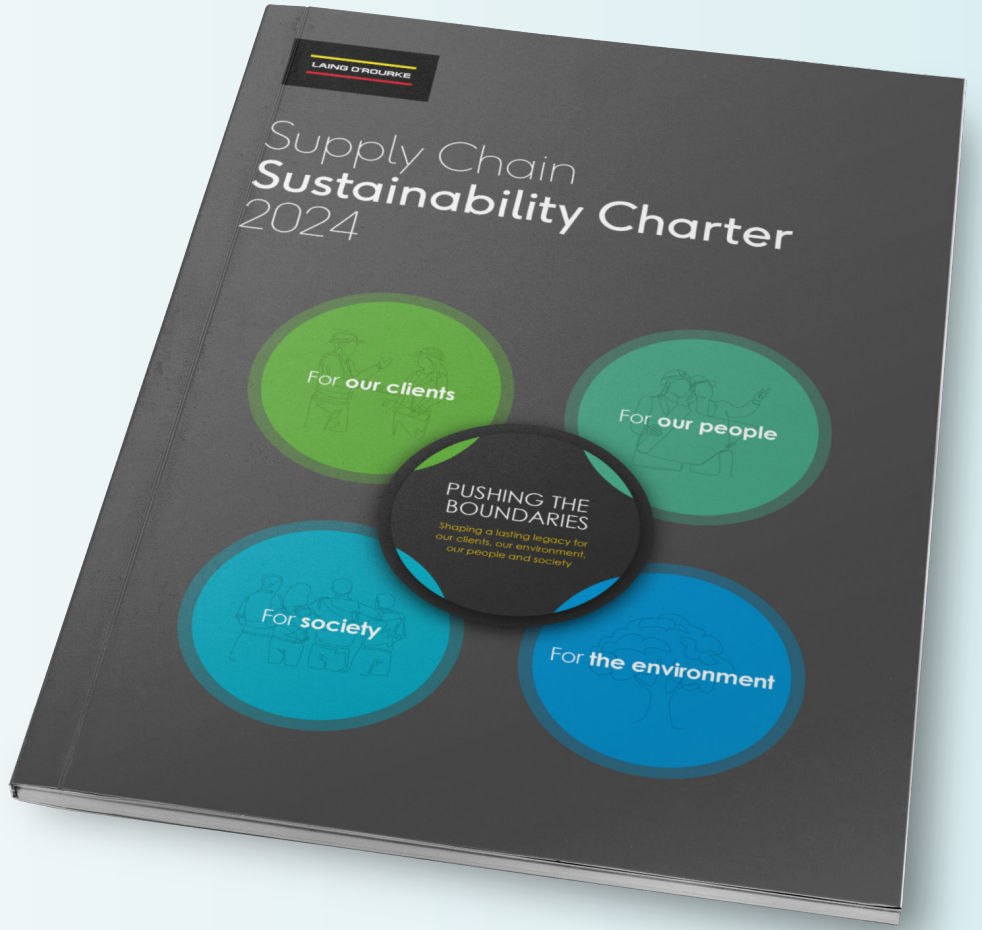
Collaborative approach to sustainability

Recognising that our sustainability goals cannot be achieved in isolation, we emphasise the importance of collaboration with our supply chain partners. Our Supply Chain Sustainability Charter serves as a comprehensive framework, outlining clear sustainability expectations for our partners.

We engage extensively with our supply chain, offering free sustainability resources and learning pathways through our Gold membership with the Supply Chain Sustainability School. This initiative ensures that our partners have access to the necessary tools and knowledge to meet our sustainability standards.

The launch of our Supply Chain Sustainability Charter, along with a balanced scorecard, aims to encourage and reward sustainable practices among our supply chain partners. This approach fosters a culture of continuous improvement and accountability.

We are committed to true partnership and actively seek input on how we can enhance engagement opportunities and drive innovation. Together, we are dedicated to advancing our collective journey towards a sustainable future.



Carbon Reduction Projects

Our Climate Transition Action Plan (CTAP)

Building on our FY26 double materiality assessment and first TNFD-aligned disclosure, we are developing our Climate Transition Action Plan (CTAP), due to be published in FY27. It will provide a single source of truth for our climate, nature, and social commitments, integrating them within one forward framework that aligns directly to our 2032 corporate strategy.

Our double materiality assessment identified climate change mitigation, water scarcity, and natural resource depletion as our key negative impacts, alongside the transition to renewables as our most significant opportunity – and these findings are directly shaping the plan.

Climate

Delivering our verified science-based targets and net zero pathway, aligned with our 42% Scope 1 & 2 reduction by 2030 and 90% reduction across all scopes by 2050.

Nature

Nature protection and restoration, building on our first TNFD-aligned disclosure and biodiversity hotspot analysis across operations and our seven key commodities.

Social

Social value activity brought together to support consistent client outcomes across the value chain – anchored in our £2bn social value goal by 2030.

Carbon Reduction Projects

Future carbon reduction initiatives - Scope 3 emissions reduction

Given the high proportion of our carbon footprint associated with Scope 3 and our new near-term targets, reducing these emissions is a priority, as it will deliver the most significant impact.

Some of the key initiatives we expect to implement during FY26 are:

Carbon Management

Complete the automated supplier data linkage programme launched in FY26, dramatically improving Scope 3 data accuracy across our systems.

Roll out our updated engagement strategy with the top 100 suppliers – representing almost 40% of our Scope 3 Category 1 emissions – informed by our completed ESG maturity mapping.

Publish our Climate Transition Action Plan, bringing climate, nature and social commitments into one forward framework aligned to our 2032 strategy.

Continue transitioning Scope 3 Category 1 from spend-based to activity-based data to sharpen where reductions have the greatest effect.

Collaboration & Innovation

Deploy solar PV at our Worksop manufacturing facility following our FY26 feasibility study – reducing Scope 2 emissions and cost exposure.

Extend our Industrial Energy Transformation Fund (IETF) decarbonisation work into other manufacturing facilities, in partnership with the University of Cambridge Centre of Industrial Sustainability.

Continue trialling, testing and implementing lower-carbon solutions with supply chain partners, technology providers, academia, and industry bodies to drive change across our sector.

Waste Reduction & Circular Economy

Continue embedding our Materials Management Strategy launched in FY26, driving beneficial reuse of material on all sites and reducing waste.

Expand product sharing schemes across projects, alongside tightening design specifications and procurement practices to reduce excess material use.

Advocacy & Industry Engagement

Continue lobbying industry and regulators to deliver changes that enable decarbonisation at greater pace.

Share sector-leading learning through industry bodies, academia, and client organisations to support demand growth for lower-carbon construction.

Declaration & 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.

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 (or equivalent management body).

Signed on behalf of the Supplier:

Peter Lyons, Managing Director, Europe

Date:

8th September 2026

Appendices

Abbreviations

Abbreviations	Detail
CRP	Carbon Reduction Plan
SBTi	Science Based Targets initiative
WTT	Well-to-Tank calculations
HVO	Hydrotreated vegetable oil
EV	Electric Vehicle
RTFO	Renewable Transport Fuel Obligation
ISCC	International Sustainability and Carbon Certification
EPD	Environmental Product Declaration

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Thank you