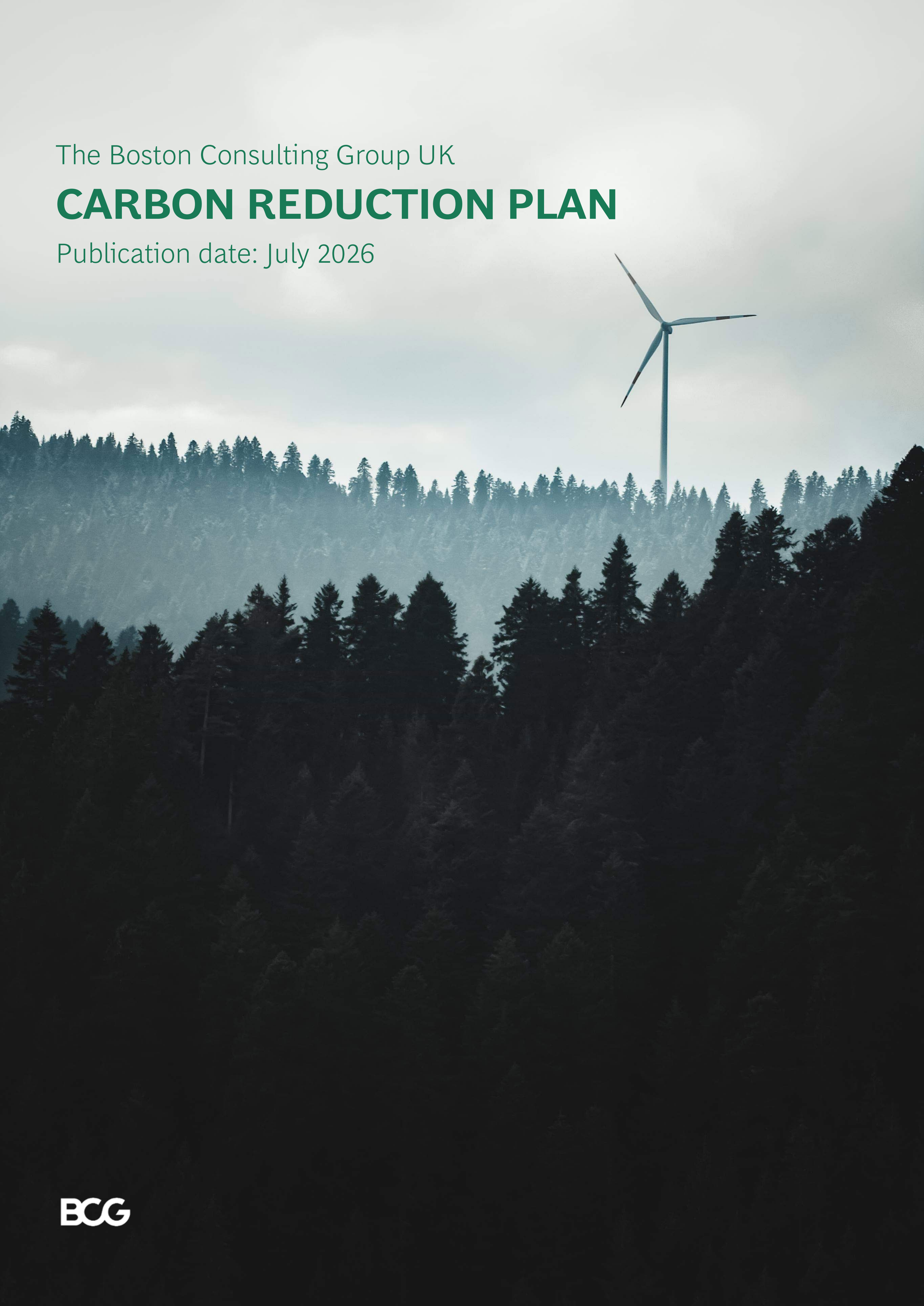
The Boston Consulting Group UK

CARBON REDUCTION PLAN

Publication date: July 2026



BCG

OUR COMMITMENT TO ACHIEVING **NET ZERO**

BCG IS COMMITTED TO ACHIEVING NET ZERO

BCG has set a target to reach net zero greenhouse gas (GHG) emissions across the value chain by 2050. This target has been validated by the Science-Based Targets initiative (SBTi) in accordance with their Corporate Net Zero Standard and aligns with the 1.5°C pathway. BCG's net zero target is set by the firm at a global level and applies to all of our operations worldwide.

This Carbon Reduction Plan is prepared for BCG UK LLP. As a wholly owned subsidiary of BCG Inc., this plan draws on the global emissions inventory and targets of BCG Inc., which are fully applicable to BCG UK LLP. The net zero commitment and carbon reduction measures described herein apply to BCG UK LLP and will be applied in the performance of relevant UK public sector contracts. This Carbon Reduction Plan is published on BCG UK LLP's UK website.

BCG surpassed our initial 2025 near-term SBTi-validated targets:

1. Reduced absolute Scope 1 and Scope 2 GHG emissions 92% since 2018, surpassing our target of 85% by 2025
2. Reduced Scope 3 GHG emissions from business travel 60% per FTE since 2018, surpassing our target of 48.5% by 2025

BCG has set updated SBTi-validated near-term targets, including:

1. Reducing absolute Scope 1 and Scope 2 GHG emissions 90% by 2030 from a 2018 base year
2. Reducing Scope 3 GHG emissions from business travel 58% per FTE by 2030 from a 2018 base year

Our SBTi-validated net zero target builds on existing commitments to remove 100% of our annual emissions through high-quality carbon dioxide removal solutions by 2030 (effectively netting our emissions to zero).

In addition, BCG has committed to sourcing 100% of its annual office electricity demand from renewable energy sources since 2019 and has maintained carbon neutral company certification through a combination of internal emissions reduction projects and the purchase of carbon credits since 2018.

More details available here - https://www.bcg.com/about/about-bcg/net-zero

BASELINE EMISSIONS FOOTPRINT

Baseline emissions are a record of historically produced greenhouse gases, prior to reduction emissions strategies and initiatives. Our baseline emissions (2018) provide a reference point to measure our reduction in emissions.

Baseline Year: 2018

Additional Details relating to the Baseline Emissions calculations:

BCG has created a greenhouse gas (GHG) inventory annually since 2018 (our baseline year). We measure emissions at the global parent company level, covering all global operations. We take an operational control approach to defining our reporting boundary and compile our inventory in line with the requirements of the GHG Protocol Corporate Standard, covering all material Scope 1, Scope 2, and Scope 3 GHG emissions sources. Our GHG emissions inventory, consumption, and progress against science-based targets are independently assured in accordance with ISAE 3000 and ISAE 3410.

Scope 1 and Scope 2 emissions include natural gas, fuel consumed in leased cars, purchased electricity, and district heating. We gather office energy (gas, electricity, district heating) consumption data, along with renewable energy evidence from our offices. We apply both location-based and market-based methods to calculate Scope 2 GHG emissions.

Scope 3 emissions include purchased goods & services, capital goods, fuel-and-energy related emissions, waste, business travel, and employee commuting. All other Scope 3 categories are not applicable to BCG's operations. Please note Scope 3.3 Upstream T&D and Scope 3.8 Downstream T&D, while required in the technical guidance, are not applicable to BCG's operations and therefore excluded from the reporting below.

More details on BCG's baseline and carbon accounting approach, including the assurance opinion on our latest footprint can be found in the appendix of BCG's Annual Sustainability Report.

Emissions	TOTAL (KtCO_2e)
Scope 1 (Direct fuel consumption)	5.6
Scope 2 (Market-Based)	25.0
Scope 2 (Location-Based)	28.6
Scope 3 (Business Travel, Employee Commuting, Waste, Upstream T&D)	553.4
Total Emissions (market-based)	584.1
Purchased Carbon Offsets	584.1
Net Emissions	0

CURRENT EMISSIONS REPORTING

Data provided below is for BCG Inc., the global parent company, and covers all subsidiaries, including BCG UK LLP. Emissions are reported in metric kilotons of carbon dioxide equivalent (CO2e).

Reporting Year: 2025	
Emissions	TOTAL (KtCO_2e)
Scope 1 (Direct fuel consumption)	1.7
Scope 2 (Market-Based)[1]	0.7
Scope 2 (Location-Based)	16.4
Scope 3 (Business Travel, Employee Commuting, Waste, Upstream T&D)	369.0
Total Emissions (market-based)	371.4
Purchased Carbon Offsets	371.4
Net Emissions	0

For more details on BCG's global GHG emissions and methodology please visit the [BCG Annual Sustainability Report](#).

[1] Please note, Scope 3.3 'Upstream T&D' and Scope 3.8 'Downstream T&D' are not applicable for BCG, given we do not manufacture products.

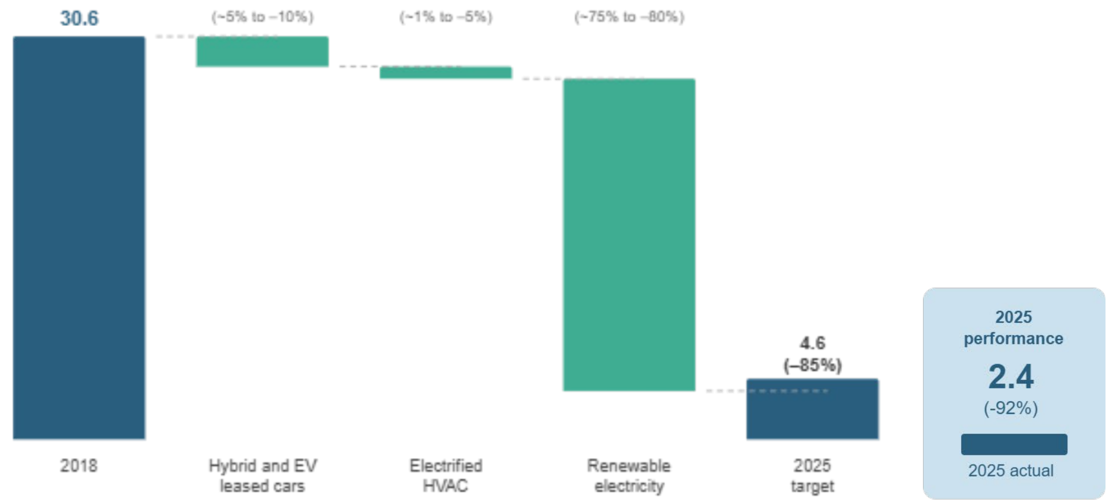
EMISSIONS REDUCTION TARGETS

SCOPE 1 AND SCOPE 2 TARGET, ROADMAP AND PERFORMANCE

BCG Inc. has set a global, SBTi-validated target to reduce the firm's Scope 1 and Scope 2 emissions by 90% by 2030 versus our 2018 baseline year. In 2025, we surpassed our initial 2025 near-term science-based target of an 85% reduction against a 2018 baseline year, achieving a 92% reduction.

Reduce Scope 1 and Scope 2 emissions by 85% by 2025 (Against a 2018 baseline year)

METRIC KILOTONS OF CARBON DIOXIDE EQUIVALENT ($KTCO_2E$)



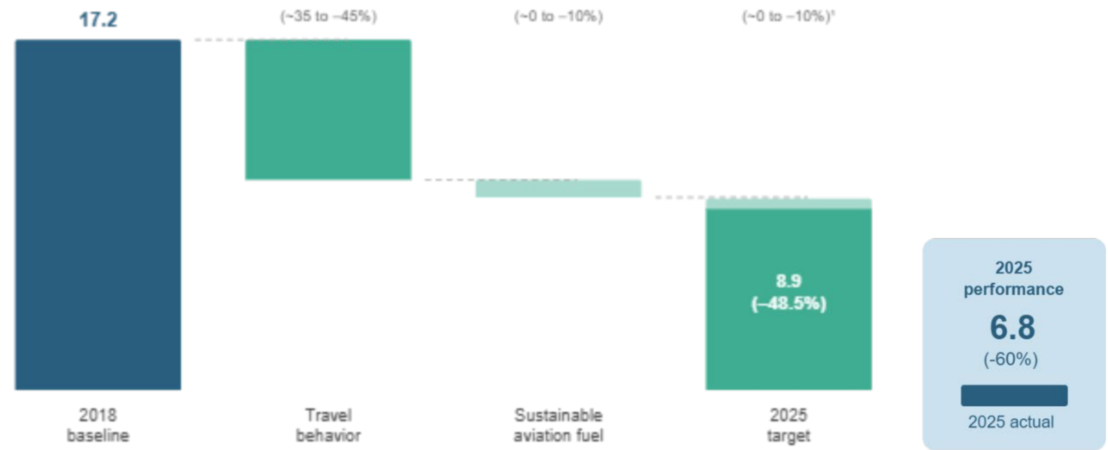
Source: BCG analysis.
Note: EV = electric vehicle; HVAC = heating, ventilation, and air conditioning.

SCOPE 3 BUSINESS TRAVEL TARGET, ROADMAP AND PERFORMANCE

BCG Inc. has set a global, SBTi-validated updated 2030 near-term target to reduce the firm's Scope 3 business travel emissions by 58% per full-time equivalent employee (FTE) by 2030 versus our 2018 baseline year. In 2025, we surpassed our initial 2025 near-term science-based target of a 48.5% reduction against a 2018 baseline year, achieving a 60% reduction in business-travel emissions per FTE.

Reduce Scope 3 business travel emissions by 48.5% per FTE by 2025 (against a 2018 baseline year)

METRIC TONS OF CARBON DIOXIDE EQUIVALENT (TCO_2E) PER FTE



Source: BCG analysis.
Note: FTE = full-time equivalent employee. [1] The light teal segment represents external improvements in business travel efficiency that could be reflected in annual changes to the emissions factors used to calculate our climate impact.

CARBON REDUCTION PROJECTS

SCOPE 1 AND 2

In 2025, our Scope 1 and Scope 2 emissions were 92% lower than in 2018, meaning that we are on track to achieve our 2030 near-term target.

Of this reduction, approximately 80% came from shifting to renewable sources of electricity to power our offices since 2019. We have achieved this by transitioning our direct electricity supply to renewable power wherever feasible, and by procuring unbundled energy attribute certificates to reach 100% renewable electricity for the remainder.

We achieved a further 3% reduction in GHG emissions by electrifying the heating within newer BCG offices, thereby reducing our consumption of natural gas. We achieved yet another 9% reduction in GHG emissions by transitioning our leased car fleet toward hybrid and electric vehicles, which now represent around 75% of our fleet compared to 7% in 2018.

In the UK specifically, our London office opened in 2021 is a flagship for the sustainable office of the future. BCG chose a BREEAM Excellent and LEED Gold building, designed to achieve 28% lower embodied carbon intensity than the RICS benchmark. This all-electric building relies on air-source heat pumps on the roof to provide heating and cooling, avoiding the need for carbon-intensive gas boilers. In addition, an 80m2 array of solar thermal panels located on the roof supplies heat for hot water, further reducing the building's energy requirements, and the building is powered by 100% renewable electricity, backed by Renewable Energy Guarantee of Origin (REGO) certificates. The office meets the highest specifications for office fittings, furniture, and technology that balance environmental and wellness credentials.

BUSINESS TRAVEL

In 2025, our Scope 3 business travel emissions were 60% lower than in 2018, meaning that we are on track to achieve our 2030 near-term target.

Our performance has been driven primarily by internal actions, including cascading carbon budgets to our business units, embracing new purposeful co-location and greener travel norms, supplying our leaders with transparency tools, and establishing incentives through an internal carbon charge. Other factors, such as the ongoing improvement in aviation efficiency and the purchase of SAF, have contributed, too. We aim to maintain this level of performance through continued discipline with regard to travel demand, while pursuing further reductions where feasible as we progress toward 2030. More details on these initiatives are available in the BCG Annual Sustainability Report.

In addition to transforming our travel norms, we are exploring other ways to further reduce our climate impact, including supporting the use of sustainable aviation fuel for BCG flights. At BCG, we have committed to replacing at least 5% of our indirect jet-fuel consumption with SAF, thereby reducing life-cycle emissions by over 85% by 2030. Achieving this target entails partnering with airlines, fuel producers, and coalitions such as the Sustainable Aviation Buyers Alliance. BCG has signed SAF offtake deals that collectively aim to reduce emissions by more than 100,000 metric tons of CO_2 over the coming years. In 2025, we retired and claimed a volume of SAF equivalent to 3,127 tCO_2e.

We educate all employees and raise their awareness of climate issues, as well as providing tangible actions that they can take to contribute to BCG's net zero commitment. To complement the broad range of online and in-person learning events that we host, we support local action through our global network of Green Teams, which has grown to more than 1,500 active members. These teams focus on designing and implementing initiatives to reduce our environmental impact at the local office level.

ADDRESSING THE EMISSIONS WE ARE UNABLE TO AVOID

In addition to reducing our absolute GHG emissions, we have, since 2018, purchased and retired a volume of independently verified carbon credits equivalent to our unabated emissions.

We achieved carbon neutrality in our business operations for the period January 1 to December 31, 2025, in accordance with ISO 14068 1:2023.

As part of our journey toward net zero climate impact, we continually evolve our approach to ensure the integrity and quality of credits. This has helped us pursue two key objectives:

1. Transitioning our carbon credit portfolio to 100% carbon dioxide removal (CDR) by 2030. In 2025, we successfully increased the share of CDR credits in our portfolio from 56% to 69%.
2. Scaling our support for innovative durable carbon removal technologies. So far, we have purchased over 200,000 metric tons of durable CDR. This puts BCG among the top ten global buyers of durable carbon credits.

ENGAGING OUR PEOPLE

We educate all employees and raise their awareness of climate issues, as well as providing tangible actions that they can take to contribute to BCG's net zero commitment. To complement the broad range of online and in-person learning events that we host, we support local action through our global network of green teams, which has grown to more than 1,500 active members. These teams focus on designing and implementing initiatives to reduce our environmental impact at the local office level.

FUTURE CARBON REDUCTION INITIATIVES

In line with our SBTi-validated net zero target, we will continue to reduce Scope 1, 2 and relevant Scope 3 emissions per FTE versus our 2018 baseline. We will also continue to scale our use of sustainable aviation fuel, if required to meet our targets, as well as transitioning our carbon credit portfolio toward 100% durable carbon removal by 2030 - consistent with the commitments described above.

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 (or equivalent management body).

SIGNED ON BEHALF OF THE BOSTON CONSULTING GROUP UK LLP

Name: Nadjia Yousif

Role: Managing Director and Partner

Signature:

Date: 1 July 2026.

Report prepared by Henare Mihaere, Director; and Will Holt, Global Sustainability Senior Manager.

[1] https://ghgprotocol.org/corporate-standard
[1] https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting
[1] https://ghgprotocol.org/standards/scope-3-standard