



# Driving change.

CMAC Group UK's  
sustainable vision.





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# Who is CMAC Group?

CMAC is an established provider of managed ground transport and accommodation solutions for businesses. We supply time-critical passenger transport for clients ranging from airlines and train operators to corporations and breakdown companies. Today, we play a vital role in transporting and accommodating nearly 3 million passengers a year.

Our journey began in 2007 when we addressed a desperate need for round-the-clock managed travel solutions for businesses. Now, over 15 years later, CMAC boasts an extensive network of approved and certified suppliers to handle any level of scale or operational complexity across the globe. That's why we're the go-to provider for both planned and ad-hoc travel requirements.

Today, our vision is to create an environment that allows people to thrive. We constantly strive to improve the client experience as we move them across the world through CMAC products and technology. And it doesn't stop there. Our ambition is to bring CMAC's trusted, reliable service to even more organisations worldwide. With every satisfied client, we're taking another step forward.

CMAC has several offices throughout the UK and Europe. This strategy currently pertains to the UK only at this stage, with plans to widen the strategy to our other European sites.

# Introduction from our CEO

**Since 2007, CMAC has provided a specialist managed transport and accommodation service to its clients, keeping people moving safely.**

Being a part of the transport ecosystem it's vital that we coexist with our planet in order to ensure its longevity and ensure that we live in a safe and healthy environment and protect it for generations to come. To do this, we must look at ways to reduce our carbon footprint by switching to green energy, reducing waste and taking up active or greener transport options, amongst many other initiatives.

In 2020, transport accounted for 15.3% of global greenhouse gas emissions according to Statista (Global GHG emission shares by sector | Statista published in 2023), so as a part of the transport industry it is vital that we ensure that we are doing all we can to reduce and offset not just our own emissions, yet also helping our customers and suppliers do the same.

The UK government and the United Nations have set a global target of achieving net zero emissions by 2050. The transport industry faces a mammoth task to achieve this, with many challenges to address along the way. CMAC has always prided itself on its constant programme of continuous improvements and its adaptability for its customers, people and stakeholders, and we're very happy to now be able to share our progress and future plans in sustainability.

Times are changing rapidly in the sustainability arena, and it's more important than ever to keep up with these changes, particularly for our customers. We're seeing more and more customers rightly having a sustainability and environmental section within tenders, some accounting for up to 15% of the overall score, so it's clear that customers strongly value suppliers and partners whom they want to work with having a solid sustainability strategy.

In addition to customer's needs, the government are also implementing sustainability policies that will have an impact on our business as part of its pledge to achieve Net Zero by 2050, as well as every other business in the UK. An example of this government drive is the fact that the UK will no longer sell new petrol and diesel cars by 2035 and will also implement mandatory carbon reporting for suppliers wishing to tender for a government contract, regardless of the value of the contract, by April 2024.

As a local business, that now operates internationally, it is also important to us that we support the communities that we operate in and help ensure that we make a positive impact. This can include ensuring that we bring great work opportunities for local people, improving the environment by, for example, litter picking and tree planting and also funding local community projects. This is not just important to the communities, but also to our employees as they tell us that it's vital that they work for an organisation that gives back. People that work for a company that actively gives back to causes and communities important to them, have an increased level of satisfaction.

Since it was founded in 2007, CMAC has really focused on doing the right thing for our customers, people and stakeholders, 16 years on, the same attitude exists. This is why it is vital that an organisation like CMAC states its ambitions for the future of the planet in ways that we can help and the whole organisation is behind this strategy.

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**Peter Slater**

CEO, CMAC Group

# Our sustainability strategy summarised.

**CMAC recognises the urgent need to address environmental challenges and embrace sustainable practices to ensure the long-term survival of our planet and long-term success for the business and those connected with it.**

As a leading organisation in transport and accommodation provision not only in the UK, but worldwide, CMAC aims to integrate sustainability into every aspect of its business and foster a culture that prioritises tackling environmental challenges.

The primary objective of CMAC's Sustainability Strategy is to minimise its carbon footprint and reduce environmental impacts across the business. To achieve this, CMAC has set targets, including becoming carbon neutral in scopes 1 & 2 by the end of 2023. These targets will be regularly monitored and reported to ensure accountability and transparency.



## CMAC's strategy encompasses several key pillars:

### Energy efficiency:

CMAC is committed to reducing energy consumption by implementing energy-efficient practices and ensuring that all CMAC sites and offices adhere to these practices.

### Supply chain sustainability:

CMAC recognises the importance of collaborating with suppliers and partners to drive sustainability throughout the value chain. The company will work closely with suppliers to help them develop strategies that they can implement in their business to ensure that our top suppliers are taking steps to become Net Zero.

### Engagement and education:

CMAC understands that sustainability is a collective effort that requires engagement from its employees. The company will continue to provide training and awareness programmes to empower its workforce to adopt sustainable practices both at work and in their personal lives. This will include maintaining and growing our in-house 'Green Team', which is CMAC's internal thinktank of sustainability led by our Head of Sustainability and populated by our sustainability champions across our entire business.

### Stakeholder collaboration:

CMAC recognises the significance of collaboration with stakeholders, including customers, communities, and suppliers. CMAC will continue to engage in partnerships, knowledge-sharing initiatives, and industry forums to address sustainability challenges and drive meaningful change.

By implementing this sustainability strategy, CMAC aims to lead by example in the transport industry, become a thought leader, lobby, set strategy and contribute to a more sustainable future. The strategy aligns with CMAC's core values and long-term vision, ensuring the company's continued success while positively impacting the environment and society. Crucially, it is what our people who work with and for us want to be part of and work towards.

This executive summary provides a high-level overview of CMAC's Sustainability Strategy. For detailed information, please refer to the full strategy document.

# CMAC values.

Our values, chosen by a focus group of our employees in 2018, guide us in everything we do, including our sustainability endeavours.



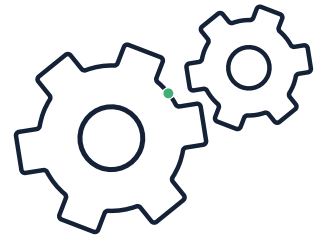
## Positive

Tackling the climate crisis can feel like an overwhelming task, but our positive can-do attitude helps us overcome any hurdles.



## Honesty

We are open and transparent about our impact on the environment, and with our customer's impact.



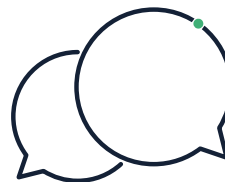
## Innovative

Underpinning all of CMAC's activities is innovation, which allows us to continue to improve our technology and ways of working to become more sustainable.



## Empathy

Empathy is a key component of sustainability, having empathy for future generations and for wildlife is a major driving force of reducing emissions.



## Communication

At CMAC communication is vital, and so is communicating with our employees, customers, suppliers and communities in which we operate, informing them of our sustainability efforts.

# UN Sustainable Development Goals.

The UN Sustainable Development Goals (SDGs) represent a collective commitment to address the world's most pressing social, economic, and environmental issues. These 17 interlinked goals encapsulate a universal call to action, aiming to end poverty, protect the planet, and ensure prosperity for all.

As an essential framework for sustainable development, the SDGs provide a clear and ambitious set of targets that guide governments, businesses, and individuals toward responsible and ethical practices. In this section of our sustainability strategy, we will explore SDGs relevance to our organisation, highlighting its impact on this strategy. By aligning our efforts with these global goals, we not only advance our commitment to corporate responsibility but also play a vital role in shaping a better world for current and future generations.

**In 2022 CMAC interviewed a focus group of employees to ascertain which of the UN Sustainable Development Goals they believed are most important to and influenced by CMAC:**

## Decent work and economic growth



This was identified as a top priority for CMAC. Having several offices across the world, it's vital that we provide an engaging, fair and positive working environment for all employees. CMAC also operates in some smaller towns and provides a variety of skilled work in these towns which allows for a thriving local economy.

This also applies to our supply chain, providing fairly paid work to small local businesses also aids in boosting local economies.

## Good health and well-being



CMAC's impact on health and well-being is far reaching. Being an international organisation that provides transport it's vital that we strive towards clean air within the areas that we operate. Additionally, the health and well-being of our employees is vital to our operations, and we have several initiatives that focuses on this.

The health and well-being within the supply chain is also a top priority. We must ensure that the suppliers we work with adhere to issues such as local guidelines on driving hours, and that drivers have adequate rests to manage fatigue.





## Sustainable cities and communities



CMAC provides transport and accommodation in every major UK city and town, as well as many across Europe and the globe. Air pollution is still a major issue with 99% of urban populations breathing polluted air (Goal 11: Department of Economic and Social Affairs (un.org)), and the vehicles that CMAC provide contribute towards that. This is why it's vital that CMAC recognises the impact of its supply chains impact on these communities.

## Quality education



Quality education includes school, college and university education, and also what education and qualifications an employer can offer its employees. Education and training is vital to having skilled and educated employees, which aids in a productive business. We recognise this by working with local schools in providing mock interviews with school children and inviting them to the offices for 'Step into work days', and also by employing apprentices and offering qualifications to existing employees. We are also dedicated to ensuring that our employees are educated on sustainability, and will continue to provide regular training in this area.

## Gender equality



Transport is historically a male dominated industry with only 20% of transport workers identifying as women (Women in Transport). CMAC recognises the need for gender equality in the workplace and already has 43% of employees that identified as female in 2022. CMAC reports on the Gender Pay Gap and in 2022 reported that the median pay gap was only 3.5%.

The full report can be found here:



**Gender Pay Gap Report**  
Download PDF

## Responsible consumption and production



CMAC recognises the need to reduce emissions as much as possible within all of their activities. While there are considerable challenges in the industry and infrastructure of electric and alternative fuel vehicles is still limited, there are measures that CMAC are already taking to reduce these emissions that are described further within this strategy document.



# Emissions Scopes 1, 2 & 3.

What are they to CMAC?

## Scope 1

### Direct

Company owned petrol and diesel vehicles.

## Scope 2

### Indirect

Electricity usage in the office | Electric car usage.

## Scope 3

### Indirect

Supply chain vehicle emissions | Supply chain hotel emissions | Waste  
Employee commuting | Employee business travel & accommodation.





# Measures.

In order for an organisation to reduce their emissions, they must first know what their emissions are. It is best practice to obtain 12 months of data as a 'baseline year' by which all other years will be measured against to determine if emissions are reducing. Emissions are broken down into 3 scopes, as described in the key words/phrases section.

This is how the scopes relate to CMAC:

## Scope 1 emissions

Company owned vehicles that use petrol/diesel.

## Scope 2 emissions

Company vehicles that use electricity, office electricity usage and office gas usage.

## Scope 3 emissions

All supply chain emissions; taxis, coaches, hotels, office waste, leased offices, commuting, business travel in vehicles not owned and operated by CMAC, business accommodation.

At present, we measure our scope 1 & 2 emissions, and some of our scope 3 emissions.

Our scope 1 emissions are measured by assessing the mileage of company vehicles and then calculating the emissions based upon the vehicle type (petrol/diesel/electric/hybrid etc).

Our scope 2 emissions are calculated by gathering our energy usage where available at our offices and then calculating the CO2 emitted.

Our scope 3 vehicle emissions are calculated in two different ways. A majority of the journeys are booked via our integrations, in which our systems connect directly with the suppliers' systems. This gives us better access to information, which includes exact journey mileage and vehicle registration. The vehicle registration is then put through our integration with the DVLA which returns to us the exact engine type of the vehicle. We then calculate the emissions based upon this more accurate data. The second way we calculate vehicle emissions is for the journeys that are not booked through our integrations, so the more accurate data cannot be obtained. For these bookings, the mileage is estimated through maps and the requested vehicle size, then the standard GHG Protocol emissions calculations are applied.

# Scope 1 & 2

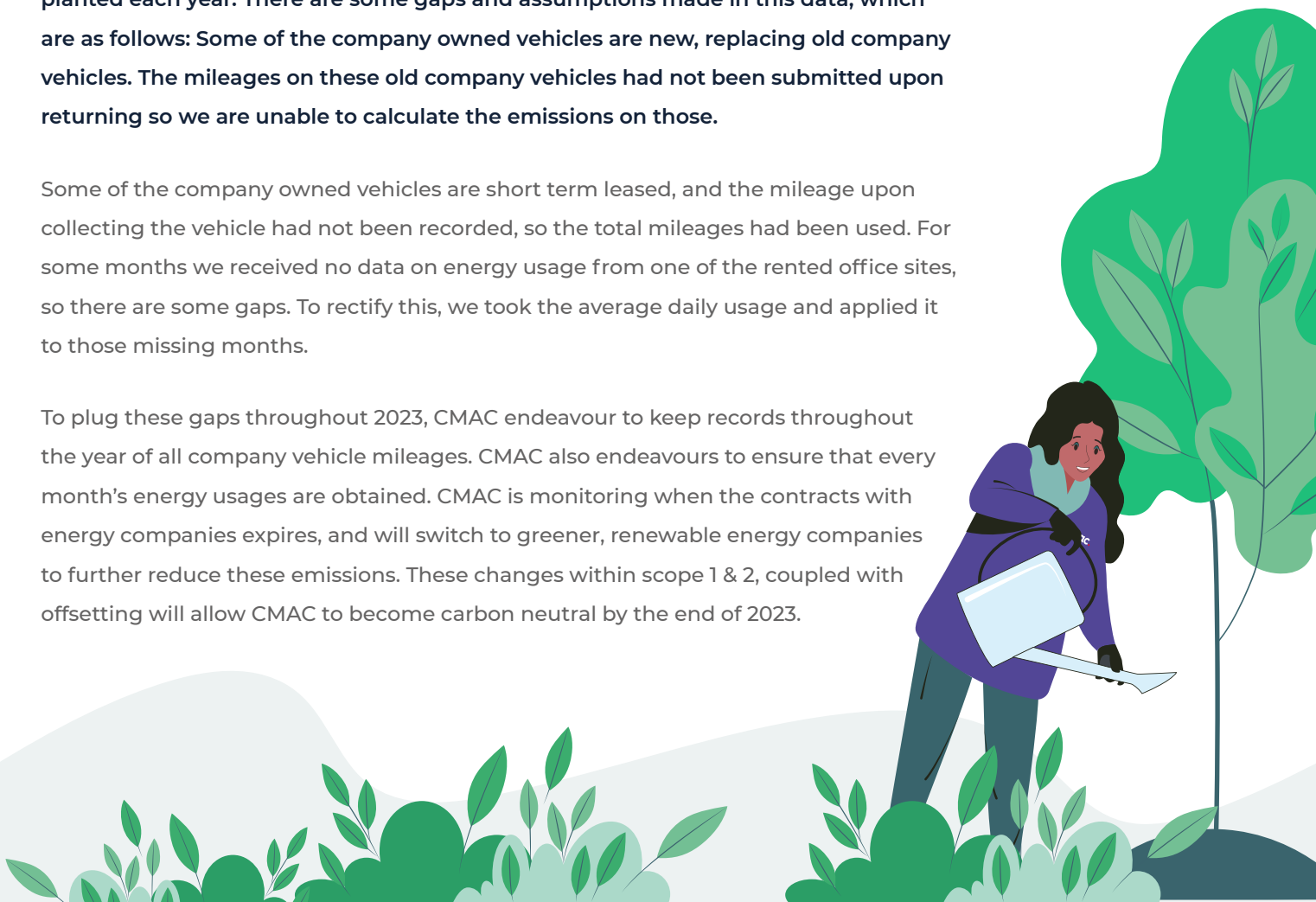
## Key Performance Indicators.



We plan to start planting trees in 2024 helping to offset our vehicle emissions. Based on our baseline vehicle emissions data, we've estimated that 269 trees need to be planted each year. There are some gaps and assumptions made in this data, which are as follows: Some of the company owned vehicles are new, replacing old company vehicles. The mileages on these old company vehicles had not been submitted upon returning so we are unable to calculate the emissions on those.

Some of the company owned vehicles are short term leased, and the mileage upon collecting the vehicle had not been recorded, so the total mileages had been used. For some months we received no data on energy usage from one of the rented office sites, so there are some gaps. To rectify this, we took the average daily usage and applied it to those missing months.

To plug these gaps throughout 2023, CMAC endeavour to keep records throughout the year of all company vehicle mileages. CMAC also endeavours to ensure that every month's energy usages are obtained. CMAC is monitoring when the contracts with energy companies expires, and will switch to greener, renewable energy companies to further reduce these emissions. These changes within scope 1 & 2, coupled with offsetting will allow CMAC to become carbon neutral by the end of 2023.



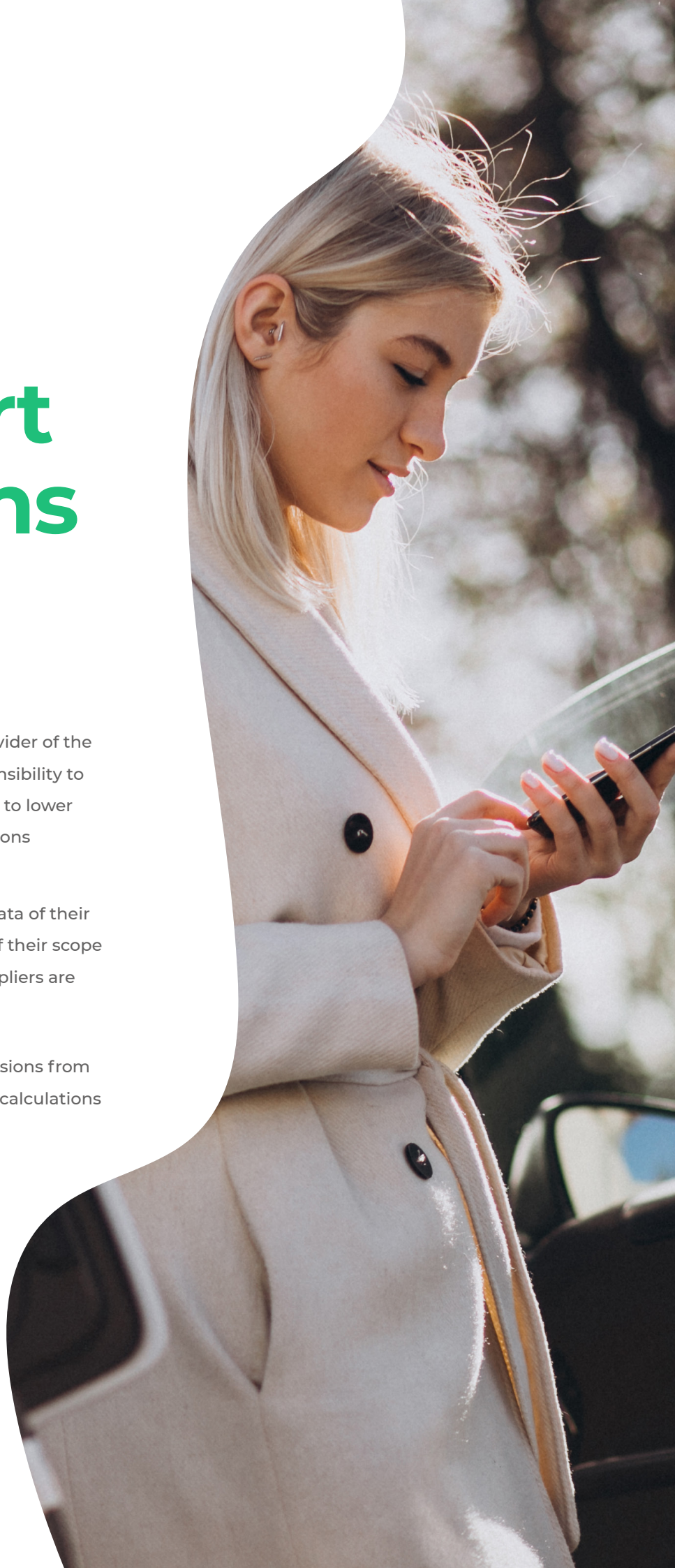
# Scope 3 transport emissions 2022.

## Transport and hotels

While CMAC is not the owner, user or provider of the vehicles and hotels, it is still CMACs responsibility to ensure that our suppliers are taking steps to lower their emissions, and to provide low emissions options to our customers.

CMAC provide all clients with advanced data of their emissions, so customers can keep track of their scope 3 emissions, and also monitors which suppliers are providing low emissions vehicles.

At present CMAC are able to provide emissions from hotel stays based upon the GHG Protocol calculations and can be provided upon request.







# Our aspirations.

Sustainability is an ever-evolving arena, one in which the best practice can change at any time. It is also becoming more and more prevalent. With best practice and regulations changing, and organisations looking deeper into their supply chains sustainable practices, it's vital that CMAC ensures to implement the best practises and continuously monitor and evolve as to avoid accusations of 'green washing'.

As a majority of CMAC's emissions lie within scope 3, it is a huge challenge to reduce this as we have very little control over our supply chain, particularly as the suppliers have their own challenges to overcome, especially when it comes to low emission vehicles.

These challenges include the infrastructure surrounding electric vehicles, affordability of electric vehicles, electric vehicle waiting times and the mileage and charging speeds of electric vehicles.

With this in mind, CMAC's aim is to become a thought leader, an added voice for the industry and also to assist the supply chain with any individual challenges where possible, to help overcome some of these challenges. Our other goals and aims are detailed below.

## How do we report & measure our emissions:

### Data:

To become Net Zero, an organisation needs to have an understanding of its emissions. For CMAC, this means recording the emissions related to the company and its operations and setting a 'baseline' by which any emissions reduction initiatives can be compared with, CMAC Group's baseline year is 2022. See Reduction Pathway section.

### Reporting:

We currently report our scopes 1&2 emissions within our annual financial report, which is mandatory for an organisation of our size. There are other ways in which we will also report and verify our emissions calculations, such as through Science Based Targets initiative (SBTi). The SBTi is a widely recognised organisation that helps companies set a clear pathway to reduce their emissions. As it is widely recognised, this would assist CMAC in communicating the Net Zero strategy with existing and potential customers.

### Governance:

CMAC's emissions are reported monthly to the board where the KPIs are measured. CMAC employs a Head of Sustainability, who is responsible for CMACs sustainable development. As the requirements for even greater focus on sustainability increase, CMAC will, at the right time, invest in additional resources for the Sustainability department as it continues to grow. CMAC will continue to report its emission and calculations in the annual report.

### Communication:

While we want and need to be showcasing our progress and sustainable initiatives, we need to ensure that this is done in the correct way. This means to never over-estimate the impact of our initiatives and to ensure that what we are doing is backed up by science.

Engaging with external organisations helps with ensuring that we do not over-estimate, and that we are engaging in best practice initiatives that align with Net Zero targets. It is also important to ensure that we are transparent in the scope of our reporting and targets, highlighting any uncertainties and how we will overcome them.



# Our Goals.

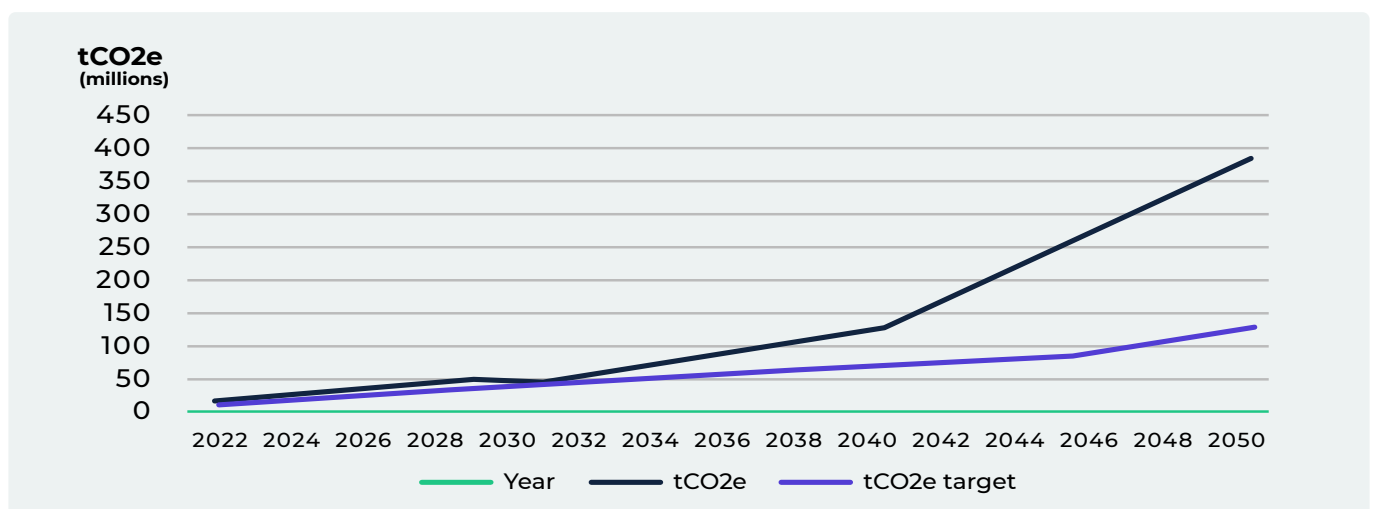
## Background

As the link between the supplier and the service user, it's important for CMAC to ensure that we get into a position whereby we are able to provide low emissions options for our customers, and that we support our suppliers, in any way we are able, in their low emissions journey.

### Where would we be with and without government intervention?

CMAC has made some headway in recording scope 3 emissions, however, we are working on certifying and improving this data. From the data we have collected so far we have forecast the impact of emissions as highlighted in the graph below.

The red line in the graph highlights what our small vehicle emissions could be, should CMAC grow as forecast, continuing to use the same vehicles, predominantly diesel and there is no intervention from any source. The purple line indicates how this will decrease with predicted government intervention i.e. ban on the sale of new petrol/diesel cars by 2035, introduction of low emission zones, with CMAC continuing its growth projections.



We have made some assumptions in this graph, please see the glossary at the end of this document. CMAC cannot control the lowering of the purple line. However, through the actions highlighted in this strategy, CMAC aims to influence the lowering of the purple line.





# What have we done **so far**?

CMAC has already made large strides towards Net Zero, and we know there is still a long way to go.

Several initiatives such as:

## Scopes 1 & 2

### External accreditations:

- Completion of ISO 14001 - ISO 14001 provides a framework for, and assesses, an organisations Environmental Management System, and ensures that it is fit for purpose. This Environmental Management System is in place to ensure that an organisation records it's impact on the environment and takes action to reduce it.
- Development of company policies.
- All UK company cars electric or hybrid by end 2023.
- 75% reduction in office paper usage since 2015.

### Company benefits:

- In 2023 CMAC joined the Employee Heat Scheme, a company benefit that acts as a concierge service for home improvements, offering guidance and advise on how to make their home more energy efficient and cost effective.

### Office facilities:

- All lighting replaced with LED bulbs.
- Removed unnecessary appliances, such as kettles, replacing them with hot water taps.

## Scope 3

### ● In-house developed software:

- The reduction of leading miles - these are the miles travelled on the way to the passenger collection point, reducing emissions by reducing mileage. This is done by sourcing the closest available vehicles to the collection point.
- Car sharing technology which encourages passengers from the same company that are going from and to the same places at the same time to share a car. Customers that have a high volume of journeys that are booked with CMAC in bulk is processed by our bespoke system, and journeys that are able to be put together will be highlighted, allowing for a reduction transfers, thus emissions and cost.
- Improving the accuracy of our reporting via integrations with suppliers and the DVLA.

### ● Waste:

- Recycle bins at all office sites.
- Reusable water bottles for all employees, reducing the use of single use plastics both at work and home.
- All plastic water cups at the office water coolers replaced with paper cups.

## All scopes

### ● Sustainability awareness:

- Every employee must complete sustainability awareness training via a third party yearly.
- Community & Sustainability newsletters are distributed internally quarterly.
- In Q1 2024 CMAC will be hosting their very first Sustainability Week, in which several key components of sustainability will be discussed to raise awareness.
- Dedicated sustainability department to ensure that CMACs sustainability journey is on track, and to also assist any suppliers in their own sustainability journey.

# What do we want to do **now**?

## Energy efficiency:

- Continue to reduce and offset our scope 1 & 2 emissions becoming carbon neutral within these scopes by the end of 2023.
- Replace all company vehicles with low emissions vehicles.
- Verify our emissions calculations.

## Stakeholder collaboration:

Work closely with our customers to understand their sustainability goals, ensuring that customers access to our sustainability team. We will do this by communicating regularly with our customers, giving them the opportunity to contact our sustainability team whenever they need.





# Next 5 years.

## ● Supply chain sustainability:

### Allow customers to book low emission vehicles

To give customers the option of booking low emission vehicles, we must ensure that we have the suppliers available to fulfil these bookings nationwide, which is entirely possible in larger cities with low emission zones, however, in smaller towns and cities it is more of a challenge. To overcome this, we are already and will continue to work with our supply chain to understand and help them establish their goals and plans to switch to low emission vehicles. Our dedicated sustainability department is available to our suppliers for any support and guidance, and our supplier relationship managers are working within the supply chain to obtain as much information as we can.

## ● Energy efficiency:

### Full scope 3 calculations

Scope 3 is a challenge for any business, as it is very far reaching with many different methods to collect and measure the data. Ensuring that clear boundaries are set and that we audit externally will ensure that we are capturing all data to the best of our abilities.

## ● Engagement & education:

### Sustainability awareness

To continue to raise awareness about sustainability related issues both internally and externally, any business must ensure that they are engaging in the most relevant topics and in the correct forum. CMAC already does and is further committed to hosting forums in which suppliers and customers alike can discuss challenges and needs within the industry. This will be a joint effort across the wider CMAC team, and will involve many of our functions working together to arrange these forums, for customers and suppliers alike.

## ● Supply chain sustainability:

### Accurate hotel CO2 emissions

Obtaining accurate CO2 data from hotels can be a challenge, as their footprint can depend upon many things such as the size of the hotel, the way it was built and the location, so each hotel in a large chain could report a different footprint and these hotels may not currently have that information yet.



# Up to 2035.

## Supply chain sustainability:

### Vehicle emissions reductions

Our current predictions show that the emissions our suppliers produce on small vehicles will reduce naturally over time with advances in technology and government policies, however, this does not mean we can simply sit and wait for this to happen. If the government maintains its target of no new diesel or petrol cars by 2035, tallied with our desire to not provide a taxi or small vehicle of greater than 7 years old to our customers, with our plans outlined above, we believe that we target halving our Scope 3 small vehicle emissions by 50% by 2040.

Challenges within the taxi industry when it comes to electric vehicles impacts our supply chain. These include infrastructure issues, electric vehicle manufacturing delays, electric vehicle affordability, the current energy crisis and the time it takes to charge an electric vehicle. The steps we will take between now and 2035, we believe, will allow us to reach this goal.

### Supplier selection logic

CMACs systems utilise logic to determine which suppliers appear at the top of the allocation list. This logic includes distance and customer specific preferences. CMAC aim to include low emission vehicles into this selection logic, ensuring that the closest, greenest vehicles are allocated for a customer journey. This will be determined by our supply chain managers working with our supply chain and advancing our in house developed technology.

Ensuring that we have adequate supply is a potential blocker to this, however, we are confident that this will be achievable with natural green vehicle uptake within the industry and working with our suppliers on initiatives to increase our green vehicle usage.

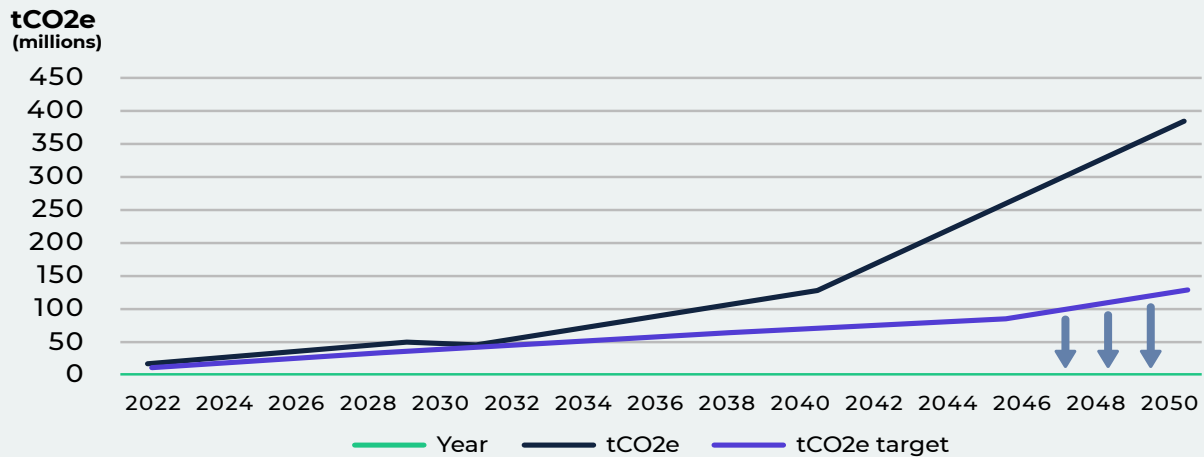
# 2036 & beyond.

## Net Zero by 2045

CMAC aims to be Net Zero by 2045. This is based upon the predictions of electric and alternative fuel vehicles being on the roads by that time. In the meantime, CMAC aims to encourage the supply chain to use green vehicles.

### How we will do this:

With the introduction of government policies, such as the ban on the sale of new petrol and diesel cars by 2035 and the introduction of Low Emission Zones in cities across the UK, CMAC understands that there will be a natural uptake of low emission vehicles within the taxi industry. This natural uptake will certainly assist CMAC with reducing its scope 3 emissions, however, just this cannot be relied upon. With this in mind, CMAC has outlined the following timeline, which highlights steps that CMAC will be taking to ensure that these targets are met.



## How are we helping our customers reach their Net Zero goals?

The initiatives and goals outlined above, we hope, will allow our customers to:

- Have access to more accurate information through our integrations and our work within our supply chain.
- Have the best available options for booking low emissions vehicles, reducing their scope 3 emissions.
- Be assured that we are providing sustainability awareness within our business.
- Know that we are actively working with our suppliers to reduce emissions together.
- Be assured that we, as a supplier, are working towards Net Zero.



# Glossary.

## Key words/phrases

### Scopes 1, 2 & 3

Scope 1 emissions are direct emissions such as emissions produced by vehicles owned by an organisation. Scope 2 are indirect emissions, but are emissions that can be controlled by an organisation to an extent e.g. electricity usage within offices. Scope 3 are usually the largest and most difficult, and are emissions produced within an organisation's supply chain. We are within a customer's scope 3 emissions, and our suppliers are within our scope 3 emissions.

### Carbon neutral

An organisation can become carbon neutral without being net zero, as it is simply neutralising emissions which is usually done via offsetting schemes.

### Net zero

This is the ultimate goal of every organisation by 2050, as per government legislation. Unlike carbon neutral, to achieve net zero, an organisation must reduce all emissions as much as possible before offsetting any remaining emissions. The end goal is to ensure that global warming reaches no more than a 1.5 degree increase.

### Offsetting

Offsetting is a term used for a variety of different activities that actively takes co2 from the atmosphere e.g. tree planting.

# Assumptions.

## Graphs on pages 15 & 21

Assumptions have been made on the graphs on pages 16 and 22 such as CMACs forecast growth, and also the uptake of low emissions vehicles, based upon the government intervention. We have also estimated the emissions associated in the future with low emissions vehicles, and has been calculated based upon findings by Transport & Environment that suggest that electric vehicles emit three times less CO2 than petrol/diesel vehicles (How much CO2 can electric cars really save? ([transportenvironment.org](https://transportenvironment.org))).

This graph will undoubtedly not be actually what happens, yet it does represent an estimate and is an indicator should future predictions come to fruition. It does also not account for advances in technology that will continue to reduce CO2 emissions, that will surely come.



# How can we help you?

Contact CMAC Group today to enjoy all the benefits of working with a reliable ground transport and accommodation partner and keep your business moving.

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