

# PATHWAY TO NET ZERO

## We are committed to decarbonising our Business.

Our Net Zero target was developed in 2019, where we committed to being Net Zero by 2025 for our direct emissions. With Net Zero definitions evolving, and the need to drive action growing, we have revised and strengthened our Net Zero strategy. Our commitment is ambitious, aligned to the latest scientific thinking and includes our direct and indirect emissions, including those of our supply chain. Our 2030 and 2045 emission reduction targets are aligned to the 1.5°C pathway needed to limit the worst impacts climate change and have been approved as Net Zero by the Science Based Targets initiative (SBTi), their most ambitious designation currently available.

## OUR TARGETS

- 2025**  
OUR DIRECT SCOPE 1&2 EMISSIONS OFFSET
- 2030**  
42% REDUCTION IN ABSOLUTE SCOPE 1,2&3 EMISSIONS
- 2045**  
90% REDUCTION IN ABSOLUTE SCOPE 1,2&3 EMISSIONS

**NET ZERO**  
GHG emissions across the value chain by 2045

## OUR ACTION PLAN

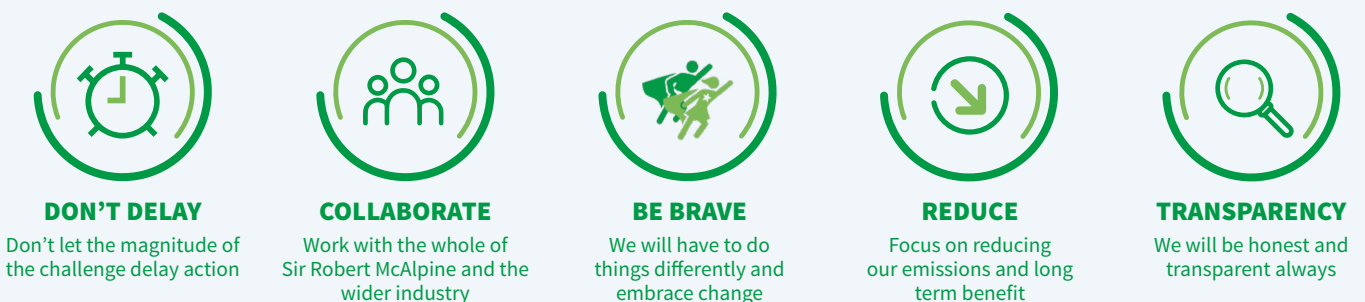
Our Net Zero action plan has been developed to ensure we take immediate and sustained action as we reach for Net Zero greenhouse gas emissions across our value chain by 2045.

### It focuses on 4 key areas:



## OUR PRINCIPLES

We recognise the challenge ahead of us, and its one we cannot overcome by ourselves. To guide us on our transition to Net Zero we have developed a set of carbon principles:



The short term actions we will undertake to transition our business to Net Zero and their timescales for completion are detailed below:

	ACTION	BY WHEN?
<b>PROCESS, SYSTEMS &amp; DATA</b> 	<b>Embedding carbon reduction into our decision making and ensuring the efficiency, accuracy and transparency of the data we collect.</b>	
	Maintain third party verification and validation of our dataset	ONGOING
	Develop and implement a data improvement programme	ONGOING
	Step down our corporate SBTi approved targets to each of our sectors, monitor performance and investigate and set an internal price on carbon	ONGOING
	Embed carbon as a key consideration in our governance process	<i>Complete</i>
	Develop a carbon offsetting strategy aligned to our values and incorporating the recommendations from a review of the offsetting and removals markets	2024
	Embed our embodied carbon process on all projects	2025
	Set embodied carbon benchmarks (kgCO2e/m2) on all projects	2025
	Develop and implement a certified PAS2080 carbon management system	2025
<b>EMISSION REDUCTION INITIATIVES</b> 	<b>Implementing initiatives to increase energy efficiency and reduce absolute carbon emissions.</b>	
	Gain verification of our Net Zero Carbon targets by the SBTi	<i>Complete</i>
	Align with and support SteelZero and ConcreteZero initiatives	<i>Complete</i>
	Require the use of HVO fuel in all suitable plant and equipment	2024
	Procure all electricity on tariffs using 100% certified renewable energy	2024
	Develop and implement minimum carbon standards (including low carbon site set up) on all our projects	2024
	Develop and undertake energy efficiency drives across our business	2024
	Review energy strategies for all our non-leased offices and plant yards	2024
	Review our commercial fleet and plant renewal plans	2024
	All company cars to be electric	2027
All vehicles covered by our Sustainable travel policy to be ULEVs	2030	
<b>OUR PEOPLE</b> 	<b>Growing our expertise in delivering low and zero carbon solutions by engaging, training and empowering our people to make a difference.</b>	
	Promote the use of SRMDrive our ULEV car leasing scheme	ONGOING
	Support remote working technology and flexible working in line with our flexible working policy	ONGOING
	Continue to support our multi disciplinary Carbon Task Force as it leverages our growing expertise to identify and deliver key tasks to support the businesses transition to Net Zero	ONGOING
	Continue to support our multi disciplinary Resource efficiency Task Force as it leverages our growing expertise to identify and deliver key tasks that enable more efficient use of resources and a transition to a circular economy	ONGOING
	Continue the roll out of our carbon literacy programme to key disciplines including Design, procurement, commercial and engineering	ONGOING
	Carbon reduction requirements within all job roles and responsibilities	<i>Complete</i>
	Develop and undertake an employee commuter survey	<i>Complete</i>
	Develop an engagement campaign to focus and challenge our projects to deliver carbon reductions	2024
Ensure electric vehicle charging infrastructure is installed across our non-leased offices and sites	2025	
<b>COLLABORATION &amp; INNOVATION</b> 	<b>Supporting our clients and supply chain to achieve their own ambitions and drive innovation in low and zero carbon solutions.</b>	
	Invest, trial and upscale innovative low and zero carbon materials and products such as hydrogen power solutions and alternative cements and concrete mixes	ONGOING
	Share our knowledge, expertise and lessons learnt with our clients, peers and supply chain	ONGOING
	Implement a value chain engagement strategy to engender collaboration and enable the delivery of our own and our value chains Net zero commitments	ONGOING
	Support industry initiatives to decarbonise and standardise our approach to measurement and reporting e.g. UK Net Zero Carbon Building Standard	ONGOING
	Collaborate with our digital, innovation and improvement, procurement, commercial, people, plant and design group functions to fully transition to a Net Zero business	ONGOING
	Continue to grow our expertise in delivering Net Zero assets in line with our clients requirements and the latest industry standards	ONGOING
Develop and roll out an in-use assessment for use by our clients on our projects	2025	