



Cabinet Office

CARBON REDUCTION PLAN GUIDANCE

Notes for Completion

Where an In-Scope Organisation has determined that the measure applies to the procurement, suppliers wishing to bid for that contract are required at the selection stage to submit a Carbon Reduction Plan which details their organisational carbon footprint and confirms their commitment to achieving Net Zero by 2050.

Carbon Reduction Plans are to be completed by the bidding supplier entity and must meet the reporting requirements set out in supporting guidance, and include the supplier's current carbon footprint and its commitment to reducing emissions to achieve Net Zero emissions by 2050.

The Carbon Reduction Plan should be updated regularly (at least annually) and published and clearly signposted on the supplier's UK website. It should be approved by a director (or equivalent senior leadership) within the supplier's organisation to demonstrate a clear commitment to emissions reduction at the highest level. Suppliers may wish to adopt the key objectives of the Carbon Reduction Plan within their strategic plans.

A template for the Carbon Reduction Plan is set out below. Please complete and publish your Carbon Reduction Plan in accordance with the reporting standard published alongside this PPN.

Carbon Reduction Plan Template

Supplier name: **Amey Highways Limited**

Publication date: **2023**

Commitment to achieving Net Zero

Amey Highways Limited is committed to achieving Net Zero emissions by 2040.

Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured.

Baseline Year: 2019	
Additional Details relating to the Baseline Emissions calculations.	
<p>The 2019 baseline detailed below, was calculated using established datasets for Scope 1 and 2 and Category 6 – Business Travel in Scope 3.</p> <p>The remaining Scope 3 Categories in the scope of this Carbon Reduction Plan have been calculated using new datasets and methodologies which were not established within the business before 2021. These were established to ensure we can calculate, monitor and reduce our Scope 3 emissions as an integral aspect of our Net Zero Ambition, which was launched in April 2021.</p> <p>The Carbon Emissions detailed within this Carbon Reduction Plan are calculated in accordance with the GHG Corporate Accounting and Reporting Standard and the GHG Protocol Scope 3 Technical Guidance. The operational boundary has been set using the Operational Control approach.</p> <p>In 2022 Amey gained external verification from BSI of our annual carbon footprint to ISO 14064-1: Organization level for quantification and reporting of greenhouse gas emissions and removals for the years 2019 – 2022. As a result, our baseline footprint has increased by 20 tCO₂e to reflect the externally verified footprint.</p>	
Baseline year emissions:	
EMISSIONS	TOTAL (tCO₂e)
Scope 1	2,326
Scope 2	2

Scope 3 (Included Sources)	Category 4 - Upstream Transport & Distribution	180
	Category 5 - Waste Generated in Operations	128
	Category 6 - Business Travel	85
	Category 7 - Employee Commuting	1,485
	Category 9 - Downstream Transport & Distribution	0 ¹
	Scope 3 TOTAL	1,878
Total Emissions	4,205	

¹ (We do not sell goods that are transported to the consumer/purchaser by third parties)

Current Emissions Reporting

Reporting Year: 2022													
EMISSIONS	TOTAL (tCO ₂ e)												
Scope 1	4,002												
Scope 2	0												
Scope 3 (Included Sources)	<table border="0"> <tr> <td>Category 4 - Upstream Transport & Distribution</td> <td>379</td> </tr> <tr> <td>Category 5 - Waste Generated in Operations</td> <td>210</td> </tr> <tr> <td>Category 6 - Business Travel</td> <td>10</td> </tr> <tr> <td>Category 7 - Employee Commuting</td> <td>1,536</td> </tr> <tr> <td>Category 9 - Downstream Transport & Distribution</td> <td>0¹</td> </tr> <tr> <td>Scope 3 TOTAL</td> <td>2,135</td> </tr> </table>	Category 4 - Upstream Transport & Distribution	379	Category 5 - Waste Generated in Operations	210	Category 6 - Business Travel	10	Category 7 - Employee Commuting	1,536	Category 9 - Downstream Transport & Distribution	0 ¹	Scope 3 TOTAL	2,135
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Category 7 - Employee Commuting	1,536												
Category 9 - Downstream Transport & Distribution	0 ¹												
Scope 3 TOTAL	2,135												
Total Emissions	6,137												

Emissions reduction targets

In order to continue our progress to achieving Net Zero, we have adopted the following carbon reduction targets.

We project that carbon emissions will decrease over the next five years to **3,573 tCO₂e by 2028**. This is a forecast reduction of **39%**

Progress against these targets can be seen in the graph below:

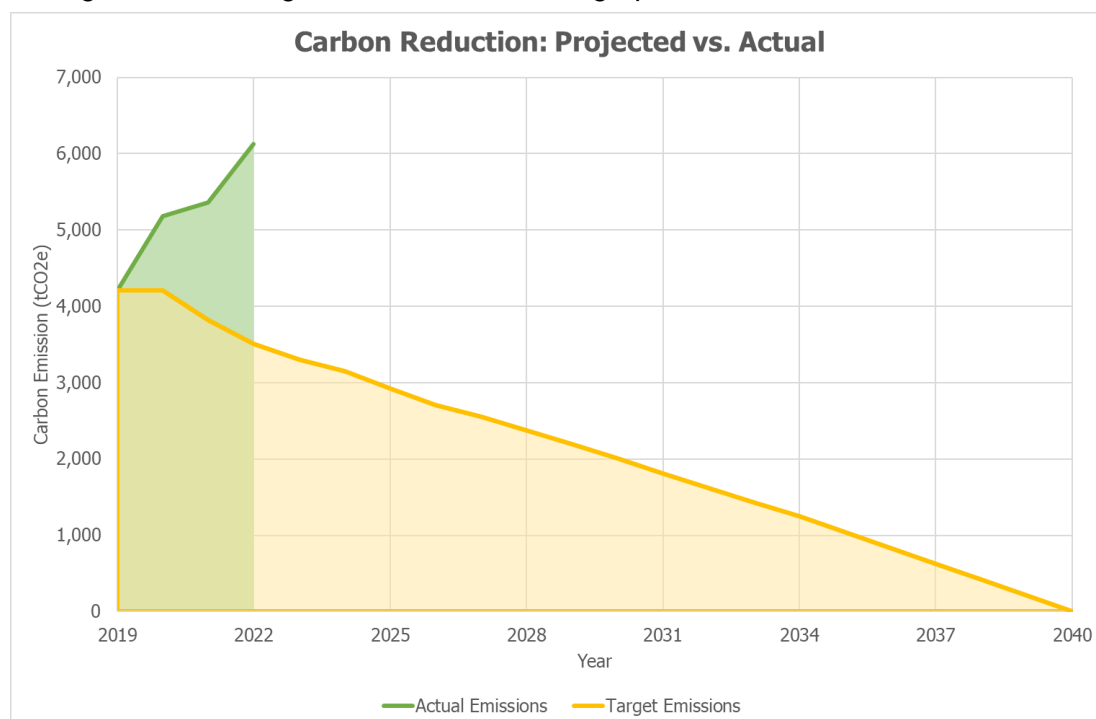


Figure 1: Our Carbon Reduction – Projected vs. Actual for Amey Highways Ltd

Carbon Reduction Projects

Completed Carbon Reduction Initiatives

The following environmental management measures and projects have been completed or implemented since the **2019** baseline. The carbon emission reduction achieved by these schemes equate has been absorbed by the greater emissions which increased by **1,922 tCO₂e**, a **45.7%** increase against the **2019** baseline. The increase is a result of several contracts beginning to operate against the legal entity since the baseline year. Subsequent years will see the reductions because of our roadmap actions detailed below.

Our environmental management measures

Our Purpose	Delivering sustainable infrastructure solutions, enhancing life, protecting our shared future.
Our Strategy	<u>Bolder Steps Together</u>
Our Commitment	<p>To our Teams: <i>Creating the modern and progressive organisation that enables and empowers our people to create and be the change we all want to see.</i></p> <p>To our Customers: <i>Optimising the infrastructure that we design, manage and maintain for our customers so that it sustains our planet and enables communities to thrive.</i></p> <p>To Society: <i>Building broader coalitions contributing action to address systemic environmental and social challenges – those that no single organisation can achieve on their own.</i></p>



Our Pledge



Our Road Map

Road Map to Net Zero

Our Targets	<ul style="list-style-type: none"> • Achieve Scope 1 and 2 Net Zero by 2035 with a minimum of 80% ABSOLUTE REDUCTION on our emissions • Be FULLY NET ZERO, including Scope 3, by 2040
Our Principles	<p>REDUCE our energy consumption, becoming more efficient in delivering services</p> <p>TRANSITION our energy use to low carbon alternatives, with a focus on eliminating fossil fuels from vehicles and plant</p> <p>INNOVATE the use of tools and materials in our design and operations, working to assess and identify sustainable low carbon alternatives</p> <p>ENGAGE our customers, industry, and suppliers, ensuring circular economy principles are driven through the supply chain</p>
Our Ambitions	<ul style="list-style-type: none"> • Effective Climate Leadership • Climate Change and Energy recognised, integrated, and embedded as central and mainstream business issues • Climate change and energy performance reported, disclosed and transparent • New technologies and renewable energies used • Management practices and behaviours changed • Root cause of our carbon emissions addressed and reduced, as well as other associated greenhouse gas emissions. • Risks posed by the consequences of climatic changes lowered in the UK • Our client’s climate emergency declarations translated into real actions through our support and services provision.
Our People	<ul style="list-style-type: none"> • Environment and Carbon Leaders advocating for change, setting agendas and leading initiatives • Environment & Sustainability Advisors and Managers who are experienced ISO 14001 practitioners providing Compliant, Resilient & Industry Best Practice Solutions • Technical Competent Waste Managers who manage our environmental permitted waste activities delivering circular economy outcomes • Sustainable Transport and Carbon & Sustainability Consultants delivering Zero Carbon Solutions, as part of our Advisory and Analytics Services • Environmentalists with specialisms in Ecology, Landscape Architecture, Noise & Acoustics, Heritage, Biodiversity Net Gain; as well as Geotechnical Engineers with specialisms in Contaminated Land, CLAIRE, providing Nature Based Solutions as part of our Design & Consultancy Services • CEEQUAL, BREEAM and Energy Assessors
Our Culture and Behaviours for	<p>Through our programme of:</p> <p>Education Carbon Literacy of our employees and supply chain:</p> <ul style="list-style-type: none"> • Sustainability Learn at Lunch Sessions

**positive
environmental and
social change**

- 'Project Carbon Reduction' e-Learning module (1400+ employees to date)
- Carbon Awareness delivered to both operational and client (e.g., Staffordshire) teams by our Carbon, Environment & Sustainability Professionals
- Institute of Environmental Management & Assessment (IEMA) accredited carbon training delivery across our value chain (e.g., Sheffield).
- Introduction to Climate Change e-learning for Managers.
- Carbon Literacy Leadership Training with personal action plans in place
- Pioneering degree apprenticeship programme (launched in partnership with industry experts, academics at the University of Coventry and the Institute of Environmental Management and Assessment (IEMA), equipping the next generation of employees with the skills to support the UK in reducing its carbon footprint and growing its infrastructure network sustainably. Fully funded, the five-year course gives school leavers the opportunity to work towards an Environmental Management degree while gaining experience on some of our flagship projects).

Engagement

- Environment & Social Governance Steering Groups
- Sustainability Forums (including Supply Chain)
- Industry Forums (e.g., BiTC, ADEPT)
- Employee Idea Generation (Springboard Innovation Platform) - *In 2021 across the business 262 employees submitted ideas. These were evaluated by sustainability experts and the top 8 were shortlisted for a panel review by the Executive Team. The winning idea was centred around carbon psychology, suggesting that we could map the energy behaviours of our sites and offices using psychology-based questions, allowing us to create a roadmap to change focussing on key areas for improvement. For every idea submitted we pledged to plant at least one tree. In fact, we helped plant over 1000 trees to transform a Network Rail engineering compound in Finedon into a wildlife habitat.*
- Carbon & Climate Maturity Assessments.



Behaviour Change using Insights to inspire a high performing culture and development of Green Behaviour Tools with the support of our inhouse behavioural psychologist.

Recognition through the Amey Eco Star Award.

**Our Systems &
Processes**

Carbon Management System governed by our overarching ISO 14001 EMS including:

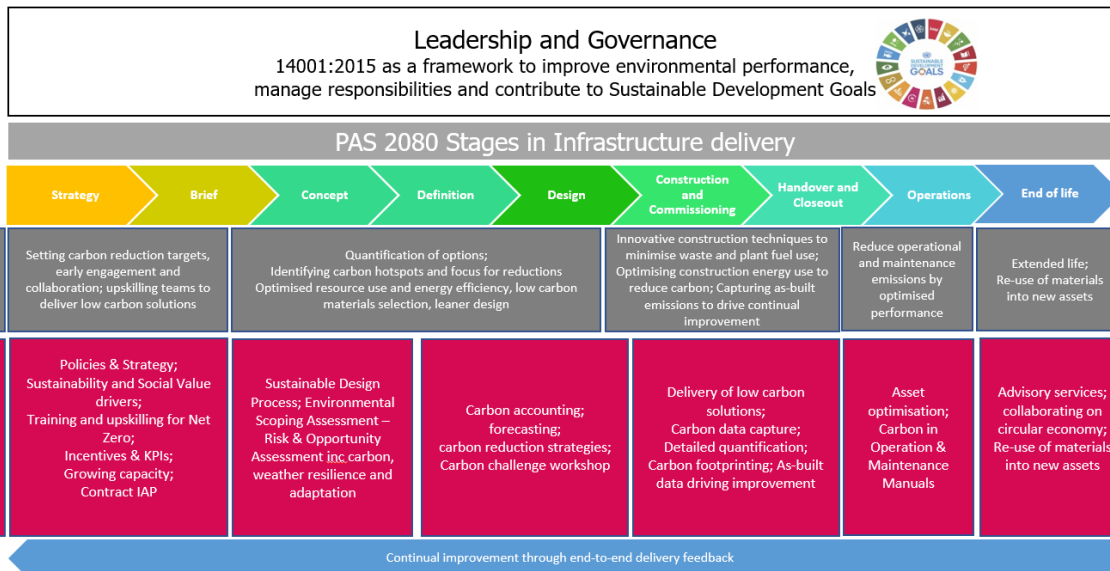
- our Carbon Management Process and Carbon Compulsory Risk Controls (reviewed, challenged and improved by work with the Carbon Trust), embedding the Task Force on Climate related Financial Disclosures (TCFD) framework and in line with PAS 2080 Carbon Management in Infrastructure principles
 - Science Based Targets
 - Monitoring via Business MI
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	<ul style="list-style-type: none"> • Reporting in accordance with Streamlined Energy and Carbon Reporting (SECR), Client obligations and industry best practice tools • quantification of emissions (Scope 1, 2 & 3) in accordance with ISO 14064 Green House Gas Validation and Verification • continual improvement via Springboard (Our Innovation Platform).
Working with our Supply Chain	Our Social Value Supply Chain Charter & Refreshed Contract Terms. Using our status as a 'Partner' member of Supply Chain Sustainability School (SCSS) to support our supply chain in reducing their own carbon emissions, by providing access to the SCSS's carbon calculator and online Net Zero training modules.
Working with industry partners	Enabling Net Zero Carbon Infrastructure through Collaboration & Partnership to overcome barriers to sustainable and Net Zero practices, through our effective framework of partnerships in place with Academia (Plymouth University), Providers (Future Highways Research Group), Manufacturers, Local Businesses, Charities (Local Wildlife Trusts), Community Groups and other stakeholders (ADEPT) to help us overcome barriers to sustainable and net zero practices.
Working with Climate Action organisations	 
Our Performance	Amey Social Value Report 2021

Our Certification Schemes

- ISO 14001 Environmental Management (Certificate No. EMS 535951) to protect the environment and respond to changing environmental conditions in balance with socio-economic needs
- ISO 44001 Collaborative Business Relationship (Certificate No. CBR 738863) for the effective identification, development, and management of collaborative business relationships

Enabling Energy Transition of the UK Transport Infrastructure through our Whole Life (fully integrated and in house) Approach reducing carbon throughout the lifecycle of delivery.



Our specific carbon reduction measures that we have adopted within individual project life stages are:

Design

Optioneering - Every solution designed to have a low carbon option informed by Resource Efficiency Workshops (to identify opportunities to cut down on the materials used, design out waste and introduce recycled and more sustainable products, ensuring our solutions achieve greater options for end-of-life re-use, recycling, recovery; and extended lifetimes aiming to reduce both waste and material consumption)

Management arrangements

- Guidance (Sustainability in Design, Project Carbon Management, Carbon Emissions Reduction Hierarchy, Offsetting)
- Process (Carbon Performance in Design (quantifying Carbon Savings made from project delivery), Carbon Audit Challenge)
- Whole Life Carbon Assessment (by in house Carbon & Sustainability Consultants, using best practice in Industry Carbon Tools, linked to CAD models)
- Low Carbon Material/Product Library (embedding Top 25 Design Guide)
- Training and Upskilling for Net Zero (supported by our 'Carbon Army')
- Environment Behaviour Culture Model (that encourages creative thinking)
- **PAS 2080 Carbon Management in Infrastructure compliance, with Carbon Accounting (formal carbon analysis and reporting process within multidisciplinary teams) undertaken on all projects, as prescribed within our Engineering Management Manuals, ensuring carbon reduction as an integral aspect of every project.**

UK's first carbon neutral road improvement project – an £8m National Highways carriageway reconstruction in Cumbria. Our design focused on the use of foam-mix recycling on site to significantly reduce the need to import and export materials to and from the site. This erased approximately 6,000 HGV movements from the operation, saving 230 tonnes of CO2e. The shortened construction programme also reduced road diversions and traffic management impacts on the local community. In total the project reduced carbon by up to 43% compared to traditional solutions and saved almost £3m.

Construction **Net Zero compounds** working in collaboration with our plant supplier HSS we are mandating low carbon options on all projects e.g., hybrid welfare units *which saved 3.7 tonnes of CO₂ over an eight-month period per unit on works for Transport Scotland (M8 Woodside Viaduct).*

Low or zero carbon goods and services, using **circular economy** principles, undertaking trials as needed and implementing innovation in low impact materials and products. Key focus areas maximising use of **recycled materials**, trialling **Bitumen substitutes** (as the main carbon-intensive component of asphalt), maximising use of **warm/cold lay asphalts** and **Code of practice for tar-bound material recycling** taking experience from projects such as A76 ex-situ recycling project, Staffordshire, and Sheffield, working with Transport Scotland, SEPA and our suppliers. Work with ADEPT Smart Places Live Labs including Gipave (asphalt modifier) with Kent County Council and Iterchimica, as well as creating a Centre of Excellence for Materials Decarbonisation in Highways with North Lanarkshire Council, partnering with National Highways, Transport Scotland, FHRG, Nottingham University, TRL, MTC.

Operation & Maintenance **Carbon reduction is at the forefront of our decision making**, driving a data-led approach through Digitisation using our in-house analytics capabilities and network of experts enabling us to digitally transform services and deliver value for money outcomes. In line with our Highways future digital strategy, continue to baseline current carbon data capture, its maturity and value to business decisions (key focus Scope 3 carbon capture system(s) to ensure the robustness of our supply chain emissions), build client specific carbon digitalisation and analytics requirements into digital roadmap (including better data mining and flow of carbon information across software and systems such as CANDY, SAP, Confirm), develop and embed carbon digital innovation (e.g., One Click Life Cycle Assessment Software).

Delivering Excellence Groups (DEGs) bringing greater consistency to all of our clients, strengthening our core operational offering and building continuous improvement into our accounts and across the sector, integrating our net zero ambitions within core service delivery. To date DEGs have been established for Winter Service, Incident Response and Street Lighting.

Zero Emission Fleet Strategy developed with the Carbon Trust and **Clean Vehicle Policy** including:

- **REDUCE**
 - vehicle movement through improved **planning of works** and service delivery, including the wider roll out of **driving monitoring technology** (over 95% telematics across the business fleet).
 - vehicle emissions through **green driver training** (working with professional driver training organisations such as Applied Driving Technique), recognising our Greenest Drivers with Amey STAR Awards; and campaigns to encourage reduced vehicle idling. *Our 'anti-idling' initiative to reduce vehicle idling times in Staffordshire achieved 87% reduction across the contract, saving 1,100kg of carbon per month and achieving £6k fuel savings.*
 - **TRANSITION**
 - our fleet and plant to low carbon fuels, such as electric and hydrogen, as the technology develops, and options become available on the market. Our Partnership with Hitachi Capital Vehicle Solutions and HSS helps us to continue to trial a
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range of alternative fuelled (electric, hydrogen, HVO) vehicles and plant to help us better understand the capabilities and how alternative fuels/technologies suit the demands of the services we deliver.

- *In 2018 we trialled two **hydrogen powered vans** in partnership with the Department for Transport on Sheffield Streets Ahead*
 - *In 2019 we mobilised a fleet of 22 Nissan-NV200 electric vehicles and installed 21 electric vehicle charging points across our depots in Sheffield.*
 - *In 2021 realised a company car options list that comprises only full electric vehicles, plug-in hybrids, or petrol/electric hybrids with an average CO2 equivalent of 35g/km. – all fully-fossil fuel combustion engines have been removed.*
 - *In 2022 we have transitioned the National Highways Winter Service fleet to sustainable HVO, as an immediate action to reduce carbon emissions now and stepping stone to more longer-term alternative fuel solutions for HCVs.*
- **Flexible working**, with increased use of technology (video conference) and **greener travel** alternatives, e.g., cycle to work schemes, electric scooter trials.

Net Zero Operational Depot Blue Print (confirmed by Carbon Trust as being in line with The Carbon Trust Triple Standard for Carbon, Water & Waste as per proposals for Transport Scotland NMCSW and NE) – phased approach including awareness, responsibilities, data monitoring and reporting protocols (e.g. utilities), infrastructure improvements (rain water harvesting, lighting-heating-insulation upgrades), opportunities for reuse and refurbishment, alternative energy sources (transition to electrical energy e.g. hot boxes) and funding (including 3rd Party funding from (Energy Saving Trust, Carbon Trust, Scottish Government), Green Travel Plans (informed by COVID 19 new ways of working), gradual application of simultaneous actions to minimise disruption, spread costs and allow time for new technologies to emerge (Gully Waste dewatering), carbon sequestration (tree planting, green walls).

Energy surveys and strategies to reduce energy, cost, and carbon, including utility usage optimisation and the design and implementation of energy and building management systems with an energy bureau to host and manage data, as well as enhanced sensor and data systems to provide improved analytics carried out by our in-house **Energy Team**.


100% procurement of certified **natural renewable energy**

Our True Zero Carbon Pathway

Pre 2020	Energy Saving Opportunity Scheme Compliance and Point Source Solutions to meet contractual obligations
2020-2021	Back to Basics - Understanding the context of our organisation and the environment we operate in today. Establishing accurate Carbon Data that goes beyond energy performance. Developing Net Zero Road Maps.

2022	Science Based Targets Initiative and ISO 14064 Verification – quantifying and verifying our GHG emissions to gain transparency, create trust, make climate protection part of our corporate culture, quantifying direct and indirect financial risks and meeting the information needs of our stakeholders who want or need to report on emissions in their supply chain.
2023-2025	Establishing, Implementing and Embedding PAS 2080 Principles throughout Transport Infrastructure and our industry value chain. Delivering Carbon Management Plans and achieving Science Based Carbon Reduction Targets.
2026-2034	Transitioning to Net Zero. Continuing to deliver our Carbon Management Plans and achieving Science Based Carbon Reduction Targets .
NET ZERO CARBON FLEET AND BUILDINGS	
2035	Net Zero Achieved for Scope 1 & 2. Carbon emissions reduced as far a reasonably practical and remaining emissions off sett.
2036-2039	Transition to Net Zero. Continue to work with our Supply Chain to deliver our Carbon Management Plans and achieving Science Based Carbon Reduction Targets
NET ZERO CARBON SUPPLYCHAIN	
2040	Net Zero Achieved for Scope 3. Carbon emissions reduced as far a reasonably practical and remaining emissions off sett.
2041-2050	Continue to find ways to help achieve a Greener Future and Rethink Transport for our Communities. Challenge our remaining carbon emissions to achieve true zero.
ZERO CARBON TRANSPORT INFRASTRUCTURE SERVICES	

In line with Bolder Steps Together our Sustainability and Social Value Strategy and Commitments to Planet in the future we hope to implement further measures such as:

	<p>CORE STEPS Milestone 1 setting us on the path for change to be achieved by the end of 2023</p>	<p>STRIDING FORWARD Milestone 2 bolder targets to be achieved by the end of 2025</p>
Empower all to be champions for the environment		
<ul style="list-style-type: none"> ➤ We will invest and develop a culture of environmental knowledge and awareness, recognising action is required across all our operations and enabling functions ➤ We will encourage, develop, and reward those who innovate to reduce environmental impact ➤ We will define and communicate desired behaviours to create sustainable workplaces and support those who 'shout out' 	<ul style="list-style-type: none"> ▪ Green behaviour tools developed and implemented across Amey ▪ 90% of managers to have completed ▪ Introduction to Climate Change e-learning ▪ 90% of senior leaders completed carbon literacy leadership training with personal action plans in place ▪ Refresh our innovation platform and support our employees to submit and contribute to quality ideas for environmental change 	<ul style="list-style-type: none"> ▪ 100% of employees to have completed ▪ climate change awareness training ▪ 90% of senior leaders completed a ▪ formal qualification in sustainability

when they are not being followed		
Make the green way the easy way		
<ul style="list-style-type: none"> ➤ We will always assess the 'impact to planet' in our strategic decisions ➤ We will shift our processes to make the sustainable option, the default option and make it difficult to opt for solutions that do not protect the planet ➤ We will trial and modify incentives to support environmental performance 	<ul style="list-style-type: none"> ▪ Inclusion of sustainability and social value consideration into core decision frameworks ▪ Review of key procurement categories to identify green 'default' options Sustainability targets included within bonus (5%) 	<ul style="list-style-type: none"> ▪ Demonstrable increase in weighting given to sustainability and social value in core decision frameworks ▪ Green 'default' options outlined against Amey core categories ▪ Sustainability targets included within bonus (10%)
Lead our clients to respond to the climate emergency and achieve their sustainability aspirations		
<ul style="list-style-type: none"> ➤ We will develop and grow our dedicated environmental and sustainable services each year ➤ We will partner with and challenge our customers to choose solutions that are right for the future and demonstrate commercial benefit ➤ We will support our customers to recognise the importance of climate resilience and adaptation 	<ul style="list-style-type: none"> ▪ Develop and grow our capabilities and services across carbon and sustainability across our portfolio of buildings, highways and rail ▪ Adopt and increase the number of whole life carbon assessments that we carry out in client facing projects ▪ System in place to track all carbon emissions savings across our accounts and projects ▪ Improve integration of climate change adaption and resilience into our infrastructure design and management services ▪ Promotion and alignment to PAS 2080, including achievement of PAS 2080 Design verification in 2023 	<ul style="list-style-type: none"> ▪ A series of exemplar sustainability sites delivered across our portfolio of buildings, highways and rail to help accelerate our clients aspirations ▪ Whole life carbon assessments completed for all client facing projects
Achieve Net Zero and support our suppliers to do the same 2035 – Scope 1 and 2 emissions at Net Zero, with 80% absolute reduction (2019 baseline) 2040 Fully Net Zero		
<ul style="list-style-type: none"> ➤ We will move to electric or alternative fuels for our plant and fleet ➤ We will target action towards high emitting suppliers, products and materials ➤ We will require our strategic suppliers to have validated science-based targets 	<ul style="list-style-type: none"> ▪ Achieve an annual average 6% absolute reduction in carbon emissions ▪ 50% company leased cars to be electric/PHEV ▪ Clean Vehicle Policy adopted with over 95% telematics across the business fleet ▪ Amey Science Based Target (SBT) approved ▪ Achieve ISO 14064 external verification ▪ Data platform in place for Scope 3 emissions tracking 	<ul style="list-style-type: none"> ▪ 95% of company leased cars to be electric/PHEV x ▪ 75% of cars and LCV vans to be electric/hybrid ▪ 50% of HCVs to be electric/PHEV/alternative fuelled ▪ 75% of plant and equipment to be alternative fuelled ▪ 90% of our strategic suppliers have validated SBT ▪ Maintain ISO 14064 external verification ▪ Actively reducing our Scope 3 emissions through supply change innovation and partnership
Take opportunities to help nature thrive		
<ul style="list-style-type: none"> ➤ We will design our services so that every project will protect and enhance the natural world ➤ We will partner with organisations so all employees can give back to nature through carbon sequestration and habitat creation 	<ul style="list-style-type: none"> ▪ Develop corporate partnership(s) with conservation charities and organisations to invest and educate in community green spaces ▪ Each sector will define how they will contribute to Biodiversity Net Gain 	<ul style="list-style-type: none"> ▪ Established core nature-based partnership(s) to manage our approach offsetting ▪ Each sector to demonstrate improvement of Biodiversity Net Gain performance
Source and use materials that promote a circular economy		

<ul style="list-style-type: none"> ➤ We will source materials that are increasingly from renewable sources or that have greater percentage of recovered and secondary materials. ➤ We will partner with suppliers and clients to trial and implement innovation in low impact materials and products. ➤ We will design solutions for our clients that achieve greater options for end-of-life re-use, recycling, recovery; and extended lifetimes aiming to reduce both waste and material consumption 	<ul style="list-style-type: none"> ▪ 10% weighting for sustainability across supplier selection ▪ Source materials from renewable sources or that have greater percentage of recovered and secondary materials ▪ Gap analysis completed on use of single-use plastic across Amey ▪ Participation in cross industry forums seeking to amend standards and specifications for high impact materials ▪ Top 5 highest emitting suppliers to have a committed carbon reduction emission plan in place ▪ Fully aligned to ISO 20400 (Sustainable Supply Chain) 	<ul style="list-style-type: none"> ▪ 20% weighting for sustainability across supplier selection ▪ Projects delivered demonstrating use of alternative materials within design and operation ▪ Eliminate single-use plastic waste across Amey* ▪ Progress realised in standard and specification amendments ▪ Top 10 highest emitting suppliers to have a committed carbon reduction emission plan in place.
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Specifically for Highways in the future we hope to implement further measures such as:

Reaching Net Zero <i>Carbon reduction is at the forefront of our decision making, driving a data led approach to innovation and the implementation of solutions which reduce the environmental impact of the Highways Industry</i>		
Objectives	2023 Actions	2023 Success Measures
Capture and baseline Scope 1 – 3 data and develop improvement plans	Each account will continue to identify gaps and trends in our Scope 3 carbon emissions data alongside our supply chain, with action plans in place on every account.	<ul style="list-style-type: none"> ▪ Procurement category review will identify eco-options as the default when a suitable solution exists. ▪ Identify top five suppliers with the highest carbon emissions to investigate alternative sourcing or delivery options, which promote a circular economy. ▪ 100% of accounts will have an action plan, which achieve a minimum 6% year-on-year reduction in carbon emissions, or more to align with client requirements.
Embed carbon first culture change	Entire workforce will continue to take part in carbon first skills awareness training. Sustainable delivery and skills training will form part of regular employee briefings i.e. Toolbox Talks.	<ul style="list-style-type: none"> ▪ Employees will complete specific carbon literacy modules on the Supply Chain Sustainability School
Innovate, trial and rollout the use of green material alternatives	Using the data captured, reassess the priority areas for carbon reduction aligned to our clients' priorities, and roll out suitable solutions through the materials Centres of Excellence	<ul style="list-style-type: none"> ▪ Key green 'default' material categories are identified and alternative solutions agreed with Procurement – these will achieve 100% usage. ▪ Engagement with clients, supply chain and industry to be at the forefront of best practice and knowledge transfer
Transition all vehicles and plant to alternative fuel sources	All accounts will have accessed the suitability of all vehicles and plant for the use of alternative fuels.	<ul style="list-style-type: none"> ▪ All possible uses of HVO fuel will have been explored, implemented or discarded ▪ Alternative fuel options will be explored and proposals for use developed
Identify and integrate climate adaptation opportunities within all core activities	Core services will evolve to ensure the impact of climate change is mitigated and nature based solutions are implemented to enhance biodiversity	<ul style="list-style-type: none"> ▪ Climate adaptation will be considered as standard during routine maintenance as well as schemes work ▪ All core activities will be assessed via the Delivery Excellence Groups and hotspot mapping to identify changes and solutions to mitigate

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 standard² and uses the appropriate Government emission conversion factors for greenhouse gas company reporting³.

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) Standard⁴.

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 Anderson

Managing Director, Transport Infrastructure, Amey and active officer for Amey Rail Limited

Date: 06/06/2023

Record of revision

Date	Details
06/06/2023	First Issue

² <https://ghgprotocol.org/corporate-standard>

³ <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

⁴ <https://ghgprotocol.org/standards/scope-3-standard>

Appendix A

Amey Highways Limited is a 100% owned subsidiary of Amey UK Limited (the ultimate operating company of the Amey group) which is a member of the Transport Infrastructure Business Unit of the Group and has its own Managing Director and management team who are responsible for the delivery of the service.

Each operating business unit operates in accordance with policies, procedures and authorisation limits set out on a Group-wide basis as adapted to the specific business unit and operating legal entity requirements.

Therefore, Amey Highways Limited trades as Amey that reflects the operational branding of Amey UK Limited and relevant subsidiaries.

Amey UK Limited is owned by private equity funds operated and/or advised by One Equity Partners and Buckthorn Partners LLP.

Scope of activities operated by Amey Highways Limited

Scope	Highways management and maintenance, operating principally in the UK
Active	Area 10 Maintenance & Response (National Highways)
	Area 7 Maintenance & Response (National Highways)
Demobilised	Forth Crossing (Transport Scotland)
	STRY SE4G (Transport Scotland)

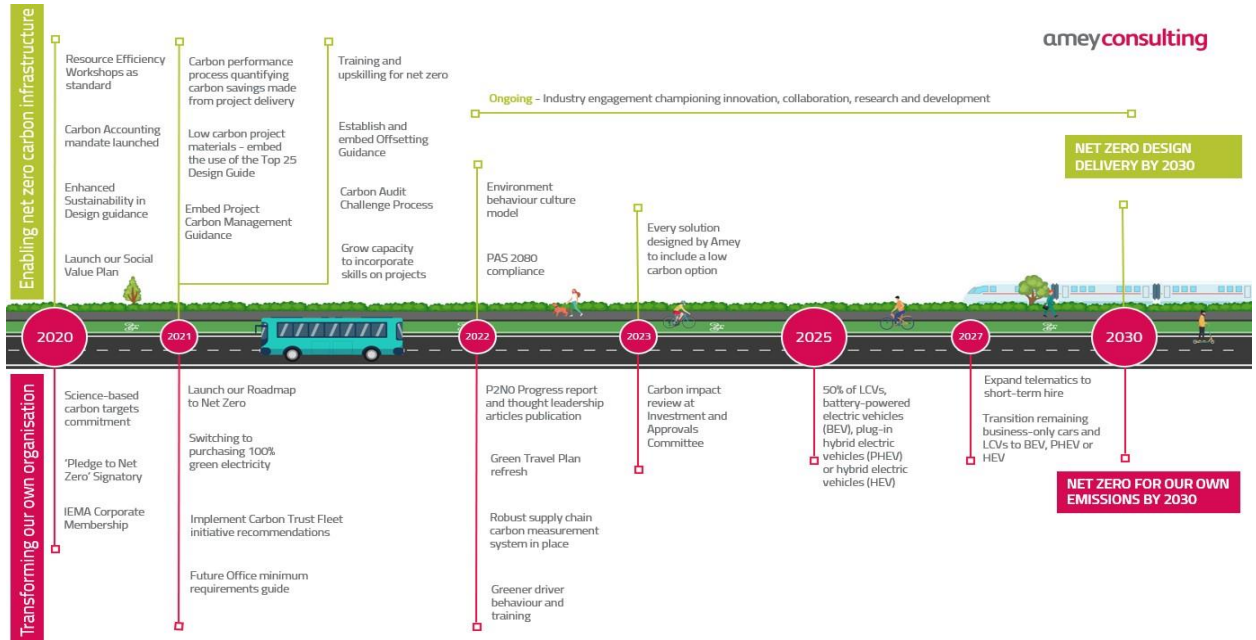
Appendix B

Our Net Zero Road Maps

Examples of our Road Maps within our different business units are outlined below.

Advisory and Analytics/Design & Consultancy

Focusing on both reducing our own carbon footprint and reducing carbon for clients



National Highways Area10 Maintenance and Response Contract

