

Amey

Amey Communities Ltd

RAMS Social Value Report

March 2023 – April 2024



**Our year
2 score:
is 96%**

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Introduction

I am delighted to share our Year 2 report, as Senior Social Value Manager for our Defence contracts and a military veteran, I have been looking forward to the opportunity to share our progress. Making a difference in the lives of our defence community holds immense significance to me, one I am immensely proud of and a huge advocate for.

In the inaugural year of our journey, we laid the groundwork for what has now evolved into an exceptional narrative of progress and achievement. Social value remains at the forefront of our commitment, not merely as a deliverable, but as an integral aspect of the profound impact we aspire to create within our Service families' experiences.

Building upon the foundation of trust meticulously cultivated in our inaugural year, our Customer and Community Engagement Officers (CCEOs) have continued to exemplify excellence in local interactions. Through their dedicated efforts, we have not only maintained but elevated our standards, ensuring that local requirements are not just understood, but exceeded; challenges are not merely met, but proactively addressed; and successes are not just acknowledged, but celebrated.

Under my leadership, our on-the-ground team has consistently contributed local, relevant social value that resonates tangibly with our clients. The progress made over this year is unmistakable, and its impact is quantified throughout the pages of this report.

While our CCEOs remain the frontline ambassadors of our social value commitment, every member of our contract has the opportunity to contribute through two paid Social Impact Days (SIDs) annually. This year, the collective dedication of our employees has manifested in actions that reverberate positively within our communities.

In 2022, Amey embarked on a transformative journey with the launch of the Bolder Steps Together strategy, igniting a collective endeavour to reshape the infrastructure landscape for the betterment of people, places, and our planet.

Today, as we unveil the Year 2 report, we stand at the intersection of progress and possibility. With our renewed commitment and a strengthened focus, we embark on the next chapter of our journey, guided by a new ESG strategy that underscores our unwavering dedication to making a meaningful difference in the world around us.

[Read our new ESG strategy here](#)

Michelle Wiggins
Senior Social Value
Manager Defence



Target - 90%
ALP - 80%

Social Value Gold PM Publicly Reported

Good- 80%/ALP
Approaching target - 68%
Requires improvement - 48-67%
Inadequate - less than 48%

**Our year
2 score:
is 96%**

With extensive experience delivering social value in collaboration with DIO over the last 16 years, we have an unrivalled understanding of, and alignment with, DIO's social value priorities. This is underpinned by our deep understanding of military communities and evidenced by our Armed Forces Covenant Gold Award.

Over 32% of our team are ex-Service personnel or partners of Service personnel. (We are constantly working on our internal data collection and expect this number to be higher once we canvas our employees to update their information through our new people portal).

5 out of 12 of our senior leadership team are from the defence community.

Social value generated

For year 2, we have invested in THRIVE for social value reporting:

THRIVE is an online software platform specifically designed to help organisations track, audit and report on all their social value and broader ESG activities. THRIVE delivers user-friendly, flexible software to help capture, manage and report social, economic and environmental impact.

The IES FRAMEWORK helps organisations all over the UK put a more tangible value on their social value activities. Fully aligned with UK Government's Social Value Model (PPN 06/20), it follows guidance from HM Treasury to make data more easily received.

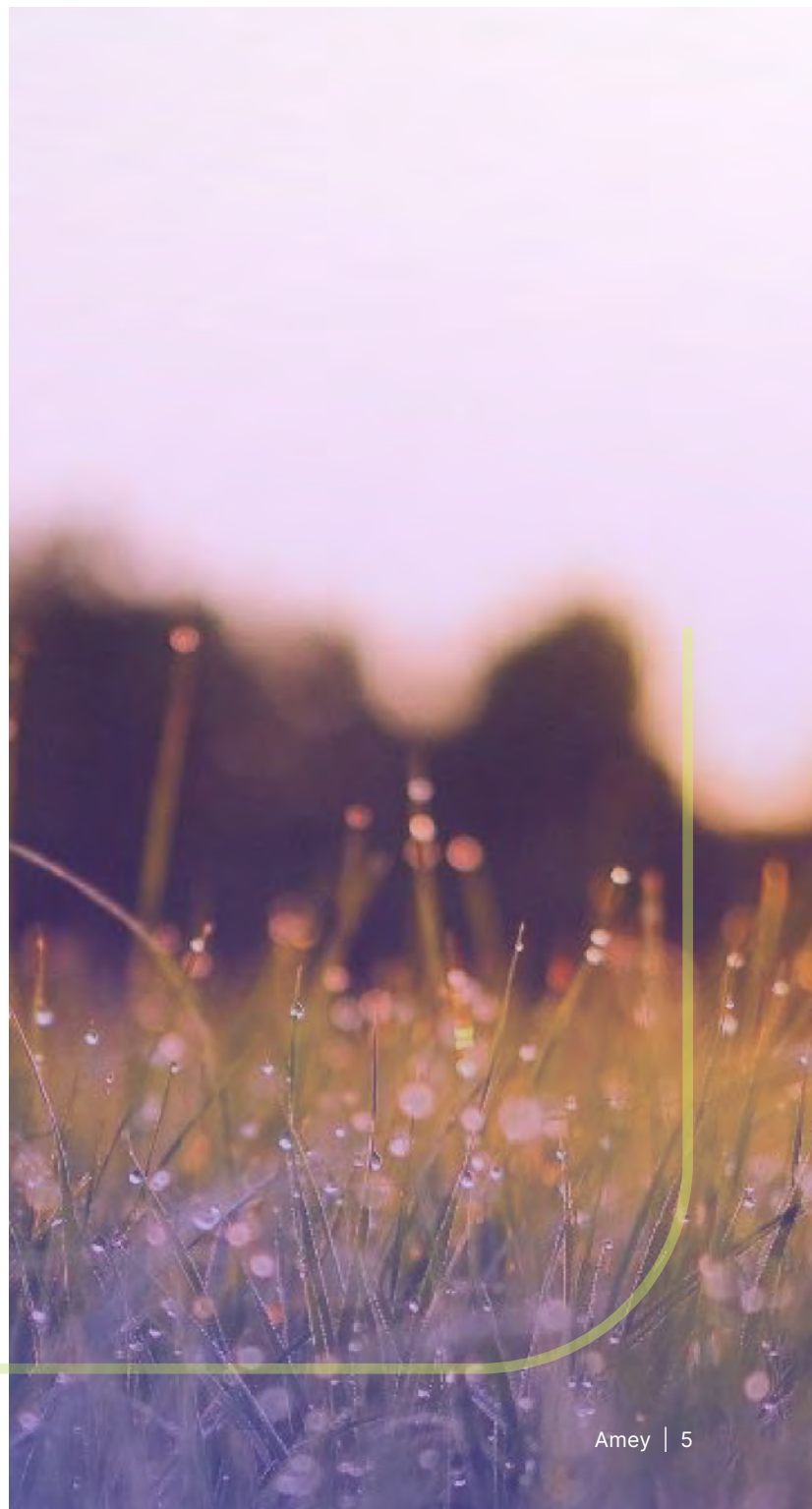
There are 121 metrics, arranged in five different impact categories to help organisations measure and evidence the social value they generate. Updated yearly, with proxies from 2015-2023, 45 of these have proxy values – financial values that allow to you to put a £ value on your social value activity guided by an independent steering committee of recognised leaders from different sectors, with multi-decade experience in social impact valuation and delivery.

£9.3m

Our total social value generated to date

7.1m

Our Year 2 social value generated



Government Social Value Model themes

Tackle Economic Inequality

Create new businesses, jobs and skills

Flight Climate Change

Stewardship of the environment

Equal Opportunities

Tackle workforce inequality

Wellbeing

Improve community integration/improve health and wellbeing

Social value is weighted at 10% of the original contract value.

Following contract mobilisation, DIO asked us to revisit the original eleven social value Performance Measures (PMs) and realign them to the wider social value model. This created 20 PMs in total, each having a broader scope. A social value index had been created to monitor progress for effective reporting.

In early 2023, DIO requested we revert to the original PMs and revisit the social value index. Although activity was affected by these changes in year 1 we have now had the opportunity to mature the original eleven PMs and this report provides a full quantitative and qualitative review.

How our impact is aligned

The table below shows how we are progressing with our commitments, and how the index is aligned to the balance scorecard, the Government's Social Value Model and Amey's ESG Strategy.

Performance table

11 SV Plan and Commitments

- Each commitment subject to individual qualitative assessment
- Self-evaluation 1 to 5 score supported by evidence of outcomes/impacts & PPN 06/20 SV Model standard reporting metrics
- Annual Reporting

1
2
3
4
5
1

10 SV index for contract management

- Cumulative weighted qualitative score out of 100
- Aligned with SV Model award criteria and reporting metrics

Employment	1
Education and training	2
Diverse supply chain	3
Environmental	4
Community integration	5
In-work progression	1
Armed Forces Covenant	5
EDI Benchmark	5
Workforce wellbeing	5

6 Balanced Scorecard Critical Success Factors

- 6 Critical Success Factors defined by PPN 09/16 Procuring for Growth Balanced Scorecard for 'minimum threshold' and 'desired outcome' with metrics

Minimum Threshold	Desired Outcome	Minimum Metric	Desired Metric
3	5	Basic RM	Adv. SRM
4	5	Bronze	GOLD
3	5	Cumulative	Leader
4	5	Basic RM	Adv. SRM
3	5	Target No	Target No.
4	5	Target %	Adv. SRM

9 Aligned to our ESG Strategy

1 GOLD PM Quarterly public reporting

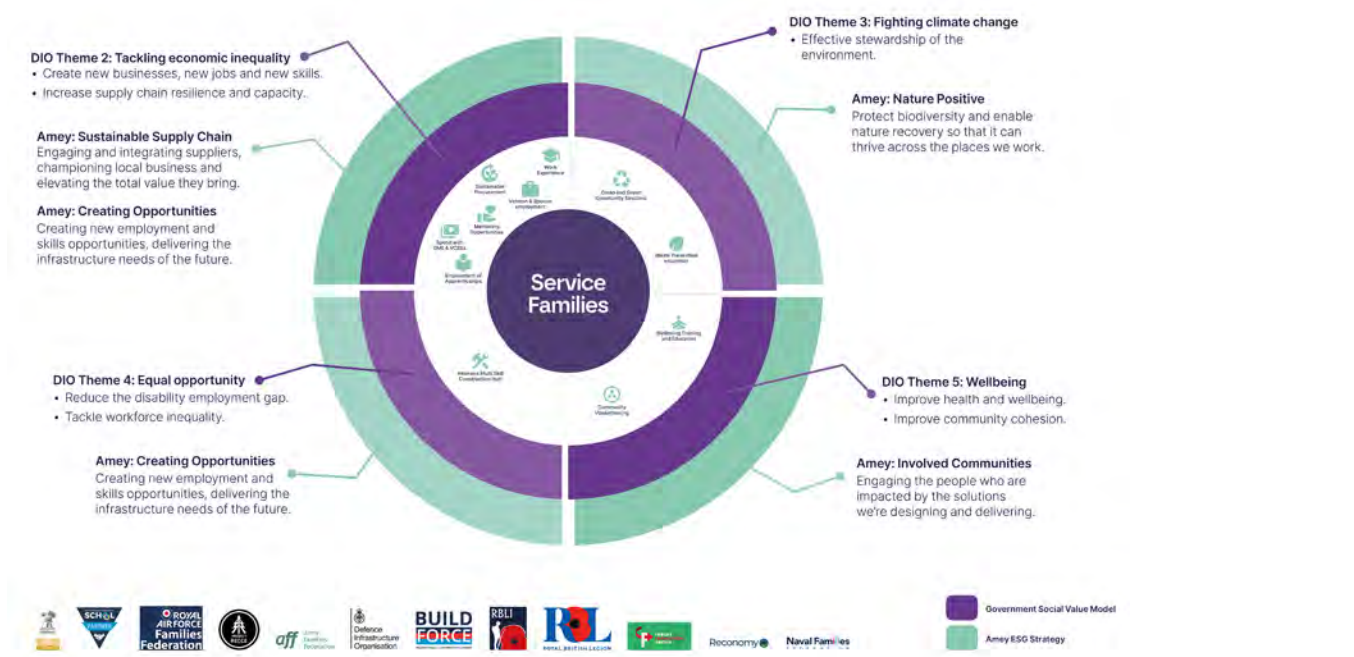
PM	Target	Actual	Rating
SV Targets	90%	96%	Good

1 Contract PM Annual incentive mechanism

- SV weighing in the incentive mechanism is 10% of total contract value
- Acceptable Level of Performance is 80%
- ALP fraction determines GOLD performance rating using the standard range for publicly reported PMs is GOOD>ALP

PM	ALP	Target	Actual
SV Targets	80%	90%	Good

How our PMs are aligned



Social Value Index

Social Value INDEX			96%	Overall Index RAYGB pro rata e.g. >3 of 5 or >60% is GREEN	Under the contract by UK Region	
SV Model Theme	RAYGB Average Score	Weight (of 100)	Score	Revised Measure (MAC Heading)	Lead Metric	Standard Reporting Metric description
Economic Inequality 30%	5.0	10	10	Employment (MAC 2.2)	14 Jobs	Number of full-time equivalent (FTE) employment opportunities created
	5.0	10	10	Education and training (MAC 2.3)	10 Apprenticeships	Number of apprenticeship opportunities (Level 2, 3, and 4+) created or retained
	4.0	10	8	Diverse Supply Chains (MAC 3.1)	60% SME spend	Total spend as a percentage of the overall contract spend (SMEs)
Env'l Steward 20%	5.0	10	10	Additional Environmental Benefits (MAC 4.1)	300 People-hours	Number of people-hours spent protecting and improving the environment under the contract, by UK region
	4.0	10	8	Influencing Environmental Protection (MAC 4.2)	300 People-hours	Number of people-hours spent protecting and improving the environment under the contract
Equal Opportunity 30%	5.0	10	10	Supporting In-work Progression (MAC 6.2)	10 opportunities	Number of full-time equivalent (FTE) from groups under-represented in the workforce
	5.5	10	10	Armed Forces Covenant (Equal Opportunity)	AFC ERS status	Armed Forces Covenant (AFC) Defence Employer Recognition Scheme (ERS) award status - Bronze, Silver or Gold
	5.0	10	10	Equality, Diversity & Inclusion Benchmarking (Nationally recognised benchmark)	Inclusive Employer status	Inclusive Employer Standard award status - Bronze, Silver or Gold accreditation
Wellbeing 20%	5.0	10	10	Support health and wellbeing in the workforce (MAC 7.1)	50%	Percentage of all companies in the supply chain under the contract to have implemented the 6 standards in the Mental Health at Work commitment or equivalent
	5.0	10	10	Improve Community Integration (MAC 8.2)	500 People-hours	Number of people-hours spent supporting local community integration, such as volunteering and other community-led initiatives

Scoring of the performance measures within this report is a self-assessment from 1 to 5:

- 1: indicates major issues identified with audit score of less than or equal to 1
- 2: indicates significant issues identified with audit score of less than or equal to 2
- 3: indicates issues identified with audit score of less than or equal to 3
- 4: indicates no issues identified with audit score of less than or equal to 4
- 5: indicates best practice/ exemplary practice identified with audit score greater than 4

Theme 2: Tackling Economic Inequality

This addresses two government policy outcomes: creating new businesses, new jobs and new skills; and increasing supply chain resilience and capacity.

There are 6 PMs within this theme:

1. Working collaboratively with our supply chain we will support the transition into employment of 14 people through the Career Transition Partnership (CTP) Civilian Work Attachments.
2. 10 Amey employees to become Buildforce mentors to support career transition.
3. Virtual work experience programme delivered by Amey targeting service family members or service leavers including accredited learning to support career progression/ transition.
4. Employment of apprentices on a formal apprenticeship programme (intermediate, advanced, or higher), gaining a recognised qualification within either Amey or our supply chain.
5. Provide a series of drop in/lunch and learn information sessions to DIO and supply chain partners on ISO 20400, 'Sustainable Procurement'.
6. 60% RAMS Central supply chain spend will be with SMEs and social enterprises.

PM 1: Career Transition Partnership

Policy Outcome: Create new businesses, jobs and skills MAC 2.2 – Employment.

Amey ESG Alignment – Creating Opportunities: Creating new employment and skills opportunities, delivering the infrastructure needs of the future.



<p>Working collaboratively with our supply chain we will support the transition into employment of 14 people through the Career Transition Partnership (CTP) Civilian Work Attachments</p>	<p>TARGET 14 individuals over 7 years</p>	<p>PROGRESS 66 roles to candidates with military connections 52 roles within Complex Facilities 25 roles within RAMS and 11 of these recruited via our partners FTG, Buildforce and CTP</p>
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Overview of activity

We are very proud of the great relationship we have with CTP, Forces Transition Group and BuildForce and have attended the following recruitment and transition events:

- 2 x Buildforce Events.
- 7 x Forces Transition Group Events.
- 9 x CTP Events.

Our employment activities are designed to attract, onboard and retain veterans, partners/spouses, reservists and cadets. We offer a range of skills and development opportunities including CV support, work placements, mentoring, role matching, trainee placements, dedicated pathways, networking groups, training, and wellbeing support.



Careers Transition Partnership (CTP)

We work alongside CTP providing employment opportunities to service leavers. This partnership helps us understand how skills learnt in the military can be transferred to the roles on offer at Amey.

In 2023 we attended 9 CTP careers events.

CTP



Forces Transition Group

We work alongside FTG to help those transitioning from the service into employment. The Forces Transition Group was founded by Veteran John Stephenson, who has made the challenging transition from long military service to civilian life. His organisation is very proactive in supporting those transitioning and military spouses with excellent wrap around support and bespoke transition events.

In 2023 we attended 7 FTG careers events.

Quote from John Stephenson – Managing Director FTG

“The partnership between Amey and The Forces Transition Group (FTG) has seen an inspirational year one, with many Service Leavers, Blue Light Leavers, Veterans and Families of Service Personnel becoming successful in fantastic roles within Amey.

The kick-start to this fantastic and thriving partnership was Michelle Wiggins, proving that great networks will align if used effectively and correctly and with the dedication of Ashley, Jolene, and the wider team within recruitment this partnership has quickly become one of the FTG’s top performing of 2023/24, with instant and effective connection with our candidates, allowing swift and sure process, gaining success on many occasions.

Around 100 candidates have been screened and interviewed in the past 9 months and feedback from the forces community has been second to none, regardless of success or not in a role within Amey, the candidates have all felt a true feeling of care and understanding to their future lives, this is essential, absolutely needed and why Amey is winning the race with the service community.

We look forward to growing this partnership throughout 2024/25 and introducing a new mentoring process that not only looks after the introduction of a service candidate into the organisation, but then completes a full 12-month program to make each candidate comfortable in their new surroundings, ultimately becoming the mentor themselves 12-months down the line, which will increase productivity and longevity of service to the company.

To finish, Amey without doubt is getting it right, this model of consistency is the secret and key to the future and will go a long way to the FTGs mission of solving ‘The Transition’ for everyone leaving the forces, be it serving or family and long may this continue. Thank you for everything you do!”

FTG



Forces Families Jobs

We work with FFJ to support military family members with skills, employment, and career opportunities. Any opportunities we have go live onto their website to attract more talent from the defence community.

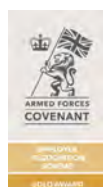
In 2018, Amey was awarded the ‘Gold Award’ in the Defence Employee Recognition Scheme for demonstrating outstanding support for the armed forces community. Our Gold status was renewed in Jan 2024.

Read about our commitment to Let’s join forces by clicking the button below.

Military spouses and service family members are often highly qualified and unfulfilled in their employment due to lack of opportunity or flexibility. We recruit and advertise all roles via the Forces Families Jobs Board.

In 2023, we recruited 3 military spouses into our RAMS contract.

FFJ



Let's join forces

Supply chain spotlight

CLC our supply chain partner has a large percentage of their staff and engineers who are from service families. They actively carry out skilled training across Gas completing Portfolio training whilst still serving. They have recruited and promoted spouses into senior roles and arranged college courses for further career development.



Bell Group, one of our supply chain partners during 2023, advertised through their connections at Lowlands Reserves and on the CTP website to recruit veterans.

Status of PM 1 = 5/5

Status Definitions

Scoring 3/4/5 will be in line with Armed Forces Covenant bronze silver Gold awards - must provide our AFC annual report.

3 = 1 employee.

4 = 2 employees.

5 = 3+ Provide monthly figure reporting - Annually give narrative. Secondary measure try to demonstrate retainment/monitoring (positive and negative) (include Investors In people information/ENEI Tidemark).

Next steps

Now our new reporting tool THRIVE is in place, we have improved our reporting and data capture internally. The next phase will be to onboard our supply chain to the system. The RAMS contract has joined the first phase of onboarding, and we should have the Tier 1 supply chain partners online by Summer 2024. We are looking forward to working more with Forces Transition Group, a new partnership for 2023, which has seen an elevated level of candidates joining Amey.



PM 2: Establish BuildForce mentors

Policy Outcome: Create new businesses, jobs and skills MAC 2. 2 – Employment.

Amey ESG alignment - Creating Opportunities: Creating new employment and skills opportunities, delivering the infrastructure needs of the future.



10 Amey employees to become BuildForce mentors to support career transition

TARGET 10
individuals over
7 years

PROGRESS 20

Overview of activity

BuildForce helps veterans find roles in the construction and infrastructure industries. The partnership enables Amey to directly engage with service leavers and veterans to promote vacancies and support mentoring and work placement opportunities across its UK contracts. Since becoming a BuildForce Alliance Partner in 2020, Amey has recruited ex-military personnel into roles such as project managers, site managers, operations, and electricians. We were proud to renew our partnership in June 2023.

Participation in the BuildForce mentoring programme – to date 84 BuildForce service leavers and veterans have benefited from the knowledge and support of our 32 Amey BuildForce mentors since our partnership began. Currently we have 20 live Amey BuildForce mentors supporting those transitioning. In 2023 we also held a webinar promoting the mentoring programme in collaboration with BuildForce to attract more employees to get involved.

Amey employees attended the 15-mile BuildForce charity walk in aid of Armed Forces Day 2023. The aim was to raise awareness of the Armed Forces and the work BuildForce are doing in this space. As a Community Interest Company, all monies raised go back into the programme to ensure they can continue to deliver this elevated level of service. We are looking forward to supporting the event in 2024.

Our recruitment team liaise with BuildForce who share ex-forces CVs with us which helps us to better understand how skills learned in the military can be transferred to roles within Amey. All CVs are shared across the wider Amey business.

An Amey Military CV Board has been developed, comprising of Amey's military veterans from Amey's Armed Forces Network, who make recommendations for roles within Amey that service leavers and veterans may be suitable for. This process ensures hiring managers understand the skills each individual can bring to their team.

BuildForce



Mentor training information

A mentor must undergo a specialist training programme and commit to supporting/guiding a mentee which includes:

- Providing information, advice and guidance to service leavers and/or veterans interested in developing a career within the industry.
- Offer advice to help tailor their CV and highlight relevant transferable skills.
- Continue 1-2-1 mentoring once the individual is in work.

The role of a mentor

- Coach – helping someone acquire new skills
- Career Counsellor – listening and helping work out solutions
- Networker– helping someone build connections
- Facilitator – helping to set and achieve goals
- Critical Friend – providing support as well as constructively challenging
- Sounding Board – someone to try ideas out on
- Role Model – providing an example from which others can learn

Quote from Caroline Logan, BuildForce Programme Director:

“Amey has been an exemplary employer since we partnered in Dec 2019. With a strong mentor network, currently 20 and growing, providing time, passion, support and industry knowledge which is in addition to their ‘day job’.

An ambassador of the values of our military community, working together to improve pathways and mindsets within the wider organisation. Supporting and hosting our National Armed Forces Insight Days, virtual career chats and providing work placements to allow our candidates to explore their chosen career paths and experience life within Amey.

A clear process is in place to secure employment for military candidates who have taken up roles from a breadth of trades including site management, project management, health and safety, facilities and beyond.

We will continue to work together addressing the current skills shortage with the diverse rich talent-pool of our Armed Forces”.

Mentor

Supply chain spotlight

In 2023, Bell Group, a supply chain partner, developed an internal work placement programme that offers mentoring and work experience to service leavers. Two people took up these opportunities during this reporting period.

Status of PM 2 = 5/5

Status Definitions

Annually provide narrative around programme.

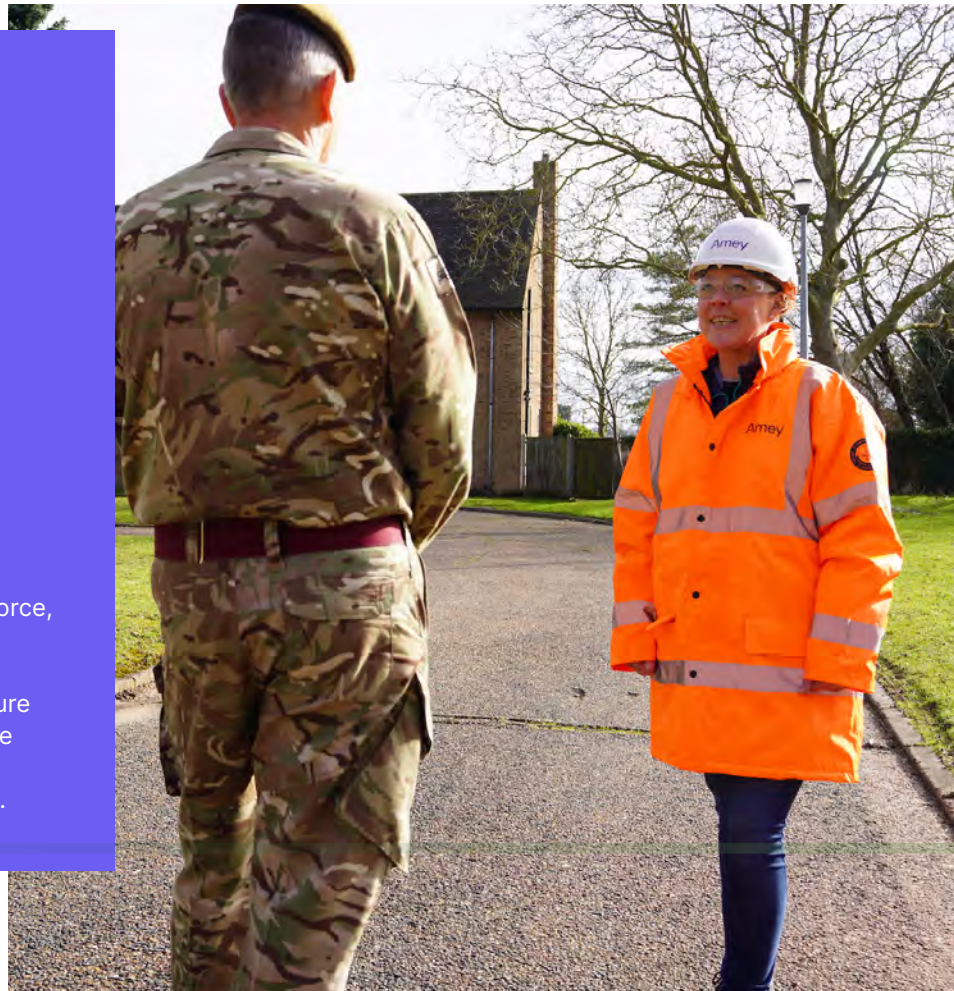
3 = 1-5 mentors

4 = 5-10 mentors

5 = 10+ mentors

Next steps

We will continue our alliance with BuildForce, continue to increase our mentoring capacity and support work experience/ placements. We are very excited to mature our partnership with BuildForce and have committed to the uplift our membership from a standard to strategic partnership.



PM 3: Work experience programme

Policy Outcome: Create new businesses, jobs and skills MAC 2.2 – Employment.

Amey ESG Alignment – Creating Opportunities: Creating new employment and skills opportunities, delivering the infrastructure needs of the future.



Virtual work experience programme delivered by Amey targeting service family members or service leavers including accredited learning to support career progression/transition

TARGET 10
individuals per annum

PROGRESS 10

Overview of activity

In 2024, we delivered a bespoke initiative that engaged ten year 10 and 11 students in a four-day sustainable careers programme that provided support and opportunities for personal and professional growth. The programme addressed the unique challenges faced by military children and others from disadvantaged backgrounds and emphasised Amey's commitment to fostering inclusivity, diversity and understanding within the armed forces community. We have partnered with Speakers for School to develop our hybrid work experience offer and selected Risedale School due to its volume of service children and unique challenges accessing work experience opportunities in the past due to the location within the Garrison.

What we provide

- People Manager guidance to explain process and procedure.
- An online student handbook for participants to fill out during the week.
- Links to the Skills Builders Essential Skills framework.
- Employability sessions.
- The opportunity for young people to gain insight into what it's like to work for Amey.

Student handbook

First cohort: 12 February – 15 February 2024

We spent four days with a group of 10 students in year 10 and 11 with a virtual day in between. The mix of students fell into these categories:

- 4 x service children.
- 3 x free school meals.
- 2 x special educational needs.
- 1 x English second language.
- 9 x male.
- 1 x female.

On day 1

The students were introduced to Amey, hearing from different representatives on the RAMS contract including Amey employees as well as representatives from CLC and Tivoli. Students were given the opportunity to ask questions and connect later to explore apprenticeship opportunities. John Reynolds, the Army Housing Liaison Officer, attended and offered the students some words of wisdom.

The students were introduced to the concept of green careers and given an understanding on Net Zero and how this is an area due to see an exponential growth in employment opportunities.

Nick Hunter, Head of ESG at Amey, spoke to the students about his career path and provided some key tips to success.



On day 2

Charlotte Jones from Amey's Early Careers team joined us, introducing students to the opportunities available within Amey. The students completed an Insights assessment to determine which colour they correlated with, and then divided into teams of two, with a mixture of the colours, and challenged to design a sustainable school without a budget which they enjoyed.

Khusela Mbassa, Amey Operations Graduate on RAMS, gave a presentation on her journey and spoke to the students about her experience as an Amey graduate.

On day 3

A virtual day held via Google Classroom. The students were introduced to the project of designing a sustainable home. They were divided into teams of two where they decided their roles within the project. They had to consider costs, environmental impact, the health & wellbeing of the workforce as well as the social impact and stakeholder engagement. They had a budget of £18,000 and had to decide which items to include to make the home more sustainable. During the day, the students were able to hear from Stephanie Roberts, Amey's Ecologist, who gave the students some insight into her career path and her duties. She was able to give the students ideas on how to make their homes more sustainable by encouraging biodiversity.



On day 4

Presentation day. Students had two minutes to present an element of their sustainable home based on their chosen role and the winning team was announced. Phil Riley, DIO, spoke to the students about his career path from being a Sky Sports reporter to working in the Prison service. Tom Silvey also spoke to the students and presented them with their certificates.



Quote from teacher H.Porrirt:

"All the students who participated in the full 4 days, really enjoyed the experience, and learned a lot - they are all buzzing in their own way. Some want an apprenticeship, and all now have an appreciation of how big the engineering/construction sectors are - often students don't see the bigger picture in school.

All the parents are appreciative and thankful that their child had been given such a wonderful opportunity and have asked me to pass on their sincere thanks to everyone that was involved over the four days".

To support skills development, we guided students through Amey's early careers pathway using Skills Builder partnership resources. Students actively tracked their confidence levels in essential skills like communication, problem-solving, and collaboration, fostering self-awareness and growth.

Additionally, we utilised Insights Discovery Colour Energies to help students gain insights into their personalities, communication styles, and interpersonal interactions. Understanding these dynamics empowers students to navigate relationships, teamwork, and personal development effectively.

Personality quiz questionnaire



Student confidence tracker



Supply chain spotlight

CLC supported in the planning and delivery of the work experience programme with students from Risedale School. They also support the military through a continuous programme aimed at training the military, particularly around Gas Domestic courses.



Tivoli also helped in the planning and delivery of the work experience programme held in Catterick with the students from Risedale.



Bell Group provided a candidate with some work experience working with managers in their Kinloss office. A cadet was given access to apprenticeship opportunities and Marc Edwards was offered some work experience with an electrician.

Status of PM 3 = 5/5

Status Definitions

3 = 1-5 students

4 = 5-10 students

5 = 10+ students

Next steps

Our next steps in 2024 is to focus on continuous improvement and maximising the impact of our initiative through ongoing partnerships and enhanced engagement opportunities. We are committed to an extended partnership with the school by supporting a 4-day employability workshop onsite in June, collaborating with our client and supply chain partners CLC and Tivoli. This workshop aims to provide students with practical employability skills and insights into industry practices, further preparing them for future career opportunities.

In October, we will host another work experience event with the school and our supply chain partners CLC and Tivoli.

Looking ahead to 2025, we plan to run another comprehensive programme of activities with the students. To enhance the impact of these activities, we will engage with teachers once again to co-design the delivery, ensuring that the programme remains relevant, engaging, and aligned with educational objectives.

By continuously engaging with the same school and refining our approach based on feedback and insights gained, we aim to deepen our impact on students' skill development, career awareness, and overall educational experience. Our commitment to continuous improvement reflects our dedication to fostering sustainable talent pipelines and contributing positively to the local community.

Through these strategic next steps, we seek to build upon the foundation laid by our initial programme, creating lasting benefits for students, educators, and the wider community. This approach embodies our values of collaboration, innovation, and social responsibility, driving meaningful change and empowerment within the educational landscape.



PM 4: Apprenticeships

Policy Outcome: Create new businesses, jobs and skills MAC 2.3 – Employment.

Amey ESG Alignment – Creating Opportunities: Creating new employment and skills opportunities, delivering the infrastructure needs of the future.



PM: Employment of apprentices on a formal apprenticeship programme (intermediate, advanced or higher), gaining a recognised qualification within either Amey or our supply chain

TARGET 10
individuals per annum

PROGRESS 13

Overview of activity

Amey is committed to investing in skills, education and training to provide leading employment opportunities in local communities, with an emphasis on supporting young people into employment.

In 2023 we recorded 13 apprentices in RAMS which includes our support staff from our Complex Facilities Business.

Our apprentices are completing a wide range of studies:

- Project Manager, level 4.
- Environment practitioner, Level 6.
- 3 x Senior People Professional, Level 7.
- 3 x HR Consultant Partner, Level 5.
- 3 x Senior leader, Level 7.
- Data analyst, Level: 4.



Amey has been awarded the Gold Award in the 5% Club's 2023-24 Employer Audit; a prestigious level of membership awarded via an accredited benchmarking programme.

Our Early Careers programme plays an important role in the development of our business

Type	Programme	Age	Overview
Work experience, placements, work ready programmes Offer young people the opportunity to connect with us, experience the work place and help open doors for future employment.	Summer Internship	18+	<ul style="list-style-type: none"> • Paid, short-term placement • Typically 8-12 weeks
	Industry Placement	18+	<ul style="list-style-type: none"> • 12 month work placement • Aimed at Undergraduates
	Ad hoc work experience, work placement and internships	16+	<ul style="list-style-type: none"> • Mixed – to including Supported Internships, work experience (1 day/wk upwards)
Apprenticeship Programme Provides chance to gain a nationally recognised qualification whilst obtaining practical work experience and building core skills to help progress their careers.	Intermediate/Advanced Apprenticeship – Level 2/3	16+	<ul style="list-style-type: none"> • 1-3 year programme • Gaining qualification equivalent to GCSE / A-levels
	Higher Apprenticeship – Level 4/5	18+	<ul style="list-style-type: none"> • 2 year programme • Gaining qualification equivalent to Foundation Degree
	Degree Apprenticeship – Level 6	18+	<ul style="list-style-type: none"> • 5 year programme • Gaining qualification equivalent to Honours Degree through university
Graduate Programme Provides opportunities to develop knowledge and experiences in chosen specialisms. It challenges and inspires graduates to reach their full potential and build a career.	Graduate	18+	<ul style="list-style-type: none"> • 2 year programme One of the following: <ul style="list-style-type: none"> • Technical • Business • Specialism • Holistic

Each programme is tailored to support our employees' specific and individual needs, both from a professional and personal perspective, with a focus on wellbeing, social value and being part of a vibrant and exciting early careers community. Students can rotate various functions within the contract to learn more about each discipline before deciding on their fixed appointment.

“Amey, as an apprenticeship levy payer, provides many opportunities to recruit apprentices as part of our Early Careers community and utilise the levy to develop our employees. We will always consider supporting joint ventures, support social enterprises and those in our supply chain through the transfer of levy funds to provide apprentice opportunities.”

Supply chain spotlight

Twenty-seven people within CLC have taken apprenticeship opportunities that have been offered.

Bell Group took on one cadet in their Clyde branch and an apprenticeship painter at their Airdrie branch.

Status of PM 4 = 5/5

Status Definitions

Annually provide narrative around programme.

3 = 1-5 apprentices

4 = 5-9 apprentices

5 = 10+ apprentices

Next steps

In year 3, we will continue to invest in our apprentice offering across the contract and with our supply chain partners. We will share case studies of the current apprentices to help attract new candidates, and once the new reporting system, THRIVE, has the supply chain information we will have more detailed qualitative information. We are very excited to explore opportunities to utilise the apprenticeship levy to broaden the opportunities available to the defence communities.



PM 5: Increase knowledge of ISO 20400 'Sustainable Procurement'

Policy Outcome: Create new businesses, jobs and skills MAC 2.3 - Education and training.

Amey ESG Alignment – Sustainable supply chain: Engaging and integrating suppliers, championing local businesses and elevating the total value they bring.



Provide a series of drop in/ lunch and learn information sessions to DIO and supply chain partners on ISO 20400, 'Sustainable Procurement'

TARGET 3 drop-in virtual sessions arranged and DIO/ Supply chain to be invited

PROGRESS
3 Sessions

Overview of activity

As part of our commitment to social value, one of our PMs is to provide a series of drop in/lunch and learn information sessions to DIO and supply chain partners on ISO 20400 Sustainable Procurement. This has been achieved by working with the Supply Chain Sustainability School and Action Sustainability.

- 3 lunch and learn sessions specifically designed for DIO and our 5 Tier 1 suppliers.
- 1 community of practice established with all parties to foster ongoing learning.
- Training hours to date: 133 Hours (19 attendees).

Lunch and Learn sessions were hosted in June, September and December 2023.

1 learning pathway created via the Supply Chain Sustainability School. Ready for launch in May 2024.

What have we achieved so far?

Attending these workshops has helped to:

- Gain an understanding of ISO20400 standard; what it is and how to use it within our organisations.
- Understand how to ensure that sustainable procurement strategies contribute directly to wider organisational objectives.
- Discover the tools to assess sustainability risks and opportunities.
- Learn how to engage our supply chain and measure the progress suppliers are making towards sustainability.
- Relate social value to sustainable procurement.
- Foster a collaborative learning environment.

As part of our RAMS Sustainable Development Action Plan, we have an action to 'Guide DIO and the supply chain by sourcing and trailing more sustainable products and materials across maintenance and project works in accordance with Net Zero ambitions'. To achieve this, we have committed to setting up a community of practice with all attendees to continue fostering the learning environment around ISO20400.

Supply Chain Sustainability School status

We have partnered with the Supply Chain Sustainability School and have access to a wealth of information, training and tools, allowing us to create bespoke learning pathways with our suppliers.



Status of PM 5 = 5/5

Status Definitions

3 = 1-3 sessions plus membership using supply chain resources, webinars etc.

4 = Achieve Partner status - create bespoke plan on the sessions (Amey drive these).

5 = Collaborate with school and DIO on a specific learning pathway. Task supply chain to complete learning pathways.

Next steps

In Year 3 we will continue to mature this PM with our newly formed community of practice and support each other by sharing key updates and lessons learnt and create a safe space to collaborate. I will be focused on widening the supply chain involvement too. Once the learning pathway has launched, we will have session 4 to reflect on progress so far.



PM 6: Small and medium-sized enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSEs) spend

Policy Outcome: Increase supply chain resilience and capacity MAC 3.1 Diverse Supply Chain.

Amey ESG Alignment – Sustainable supply chain: Engaging and integrating suppliers, championing local businesses and elevating the total value they bring.



60% RAMS Central supply chain spend will be with SMEs and social enterprises

TARGET 60% of total spend

PROGRESS 44%

Overview of activity

In line with Amey's ESG Strategy we are committed, where possible, to keep spend local, support local economic prosperity and embed sustainability and social value into our procurement decision making.

- We will select and support suppliers based on their action to deliver responsible outcomes for the people and communities they work with.
- We will support suppliers to promote social equity, diversity and inclusion.
- We will help local economies to grow, by championing 'local' first.

We have reviewed our terms of business and our payment practices and are proud signatories of the Government's prompt payment which makes it easier for VCSEs and SMEs to work with us.

- 95% invoices paid within 30 days.
- 44% of our current overall contract spend is with SMEs and VCSEs.



Figure as of April 23. Actual figure will be higher as we will have better clarity on reporting once we move to SAP in June/July 24. We have removed intercompany recharges, payroll, and utilities from the equations. Percentage of spend will fluctuate throughout the year due to operational demand and supplier availability.

- 53 x SMEs £60.92m
- 1 x VCSE £265,000

For the second year running we are proud sponsors of this year's Celebrating Forces Families Awards which acknowledges and celebrates the resilience, the amazing projects families have undertaken, triumph over adversity and inspiring career paths taken whilst being part of the whole community.

Awards

Our sponsorship of Celebrating Forces Families is £3,500



Supply chain spotlight

CLC have a commitment to invest in local businesses. They have achieved their target of 20% with SMEs in this reporting period.

Status of PM 6 = 4/5

Status Definitions

3 = 40 - 59% target throughout year.

4 = Reach target of 60% throughout year include matrix for SME & VCSE.

5 = Above 60% with structured plan, using a framework like the supply chain diversity toolkit assessment. Look to include startups and mutuals (possibility of adding measurement of hard to reach ethnic minority/veterans/spouses).

Next steps

In year 3, we will work with procurement to deliver the 'Better Together' programme to support more SMEs and VCSEs to join our contract.



Theme 3: Fighting Climate Change

This relates purely to additional benefits for the area.

There are 3 PMs within this theme:

1. Education of staff and supply chain partners to prevent waste production.
2. Support communities to reduce waste (any aspect of sustainability), limit their energy consumption to create greener and cleaner places to live and work.

PM 7: Support communities to reduce waste and energy consumption

Policy Outcome: Stewardship of the environment MAC 4.1 Additional environmental benefits.

Amey ESG Alignment – Creating Opportunities: Nature Positive: Protect biodiversity and enable nature recovery so that it can thrive across the places we work.



Education of staff and supply chain partners to prevent waste production

TARGET 60% staff and core supply chain partner staff

PROGRESS 71%

Overview of activity

To provide context around the target of ensuring at least 60% of staff and supply chain partners receive education to prevent waste production, we have implemented a robust educational programme through our internal learning platform LearnUpon. On contract we are supported by our Operational Safety Advisors (OSAs) and Complex Facilities Sustainability Team for sustainability support.

At Amey, waste education holds particular significance within the defence housing contract for several compelling reasons:

Environmental Stewardship: As stewards of the defence housing contract, we are committed to minimising our environmental footprint. Waste education empowers our staff and supply chain partners to adopt practices that reduce waste generation and promote sustainable living within the housing communities we serve.

Operational Efficiency: Educating our workforce and partners on waste prevention fosters operational efficiency. By optimising waste management practices, we streamline operations, reduce costs, and enhance overall project performance.

Long-Term Sustainability: Waste education aligns with our long-term sustainability goals. By instilling a culture of waste prevention and resource conservation, we contribute to building resilient and environmentally conscious defence housing communities that endure beyond the tenure of our contract.

The statistics from Amey's LearnUpon, highlight our progress towards these objectives:

- **71.01% of RAMS employees** have completed the 'Waste Management' module, reflecting our dedication to equipping our workforce with essential knowledge.
- Among **169 direct employees, 120 hours** of training completed demonstrates our commitment to empowering our personnel with the skills needed to implement effective waste reduction practices.

These efforts underscore our proactive approach towards waste education, which is not only integral to achieving contract objectives but also reflects our broader commitment to sustainability and responsible corporate citizenship within the defence housing communities we serve.

Supply chain spotlight

CLC hold regular ecology toolbox talks to educate all their staff.

Bell Group host waste management training internally annually.

Status of PM 7 = 5/5

Status Definitions

3 = Demonstrate what we are doing already, internally - demonstrate competence and training for sustainability.

4 = Annual reporting of delivery.

5 = Inclusion of supply core supply chain staff. For reporting share details on progress. (Number of people-hours of learning interventions delivered).

Next steps

We are manually collating supply chain information and I look forward to this becoming an automated process through THRIVE in 2024.



PM 8: Educate stakeholders on preventing waste production

Policy Outcome: Stewardship of the environment MAC 4.2 Influence environmental protection and improvement.

Amey ESG Alignment – Creating Opportunities: Nature Positive: Protect biodiversity and enable nature recovery so that it can thrive across the places we work.



Support communities to reduce waste (any aspect of sustainability), limit their energy consumption to create greener and cleaner places to live and work

TARGET min 1 x waste education session to be delivered per geographical location by local CCEO /supported by sustainability team

PROGRESS Planned in May 2024

Overview of activity

Clean & Green Community Engagement Sessions: Planning for 2024

In our commitment to fostering sustainable practices and community engagement, we are pleased to outline our plans for delivering Clean & Green sessions in collaboration with our supply chain partner, Reconomy. While progress in delivering these sessions during the past year was impacted by community uptake challenges, we have created dedicated resources and a robust delivery plan set for 2024.

Objective and focus

The primary objective of our Clean & Green sessions is to promote waste reduction and energy conservation within our communities, aiming to create greener and cleaner environments for residents.

Delivery plan

Relaunching in May 2024, we will initiate a series of monthly face-to-face sessions across each region throughout Year 3 of our contract. These sessions will be tailored to address local needs and challenges related to waste management and energy efficiency.

Performance monitoring and feedback

To ensure effectiveness and relevance, we will implement a QR code check-in system at each session. This will allow attendees to provide immediate feedback, enabling us to continuously refine and adapt future sessions based on community input.

Case study and impact assessment

A comprehensive case study will be conducted in the North and Central regions to assess the tangible impact of our Clean & Green sessions on the lived experience of armed forces families. This will provide valuable insights into the effectiveness of our initiatives and inform future strategies for enhancing community engagement.

Reconomy



Status of PM 8 = 4/5

Status Definitions

3 = Development of the sessions/plan with training options/material available.

4 = Delivery/Attempted delivery of this plan (green if progressing on target).

5 = Positive feedback and improvement, evidence of impact (lived experience), rolling update depending on feedback and priorities. Include narrative case studies. Record No of attendees (community + Staff).

Next steps

While the past year presented challenges in session delivery, we are excited about the prospects for 2024. Through our partnership with Reconomy and our commitment to community-driven initiatives, we look forward to empowering our communities to embrace sustainable practices and contribute to cleaner, greener living and working environments.

We are confident that these initiatives will not only benefit our immediate stakeholders but also contribute positively to the broader sustainability objectives of our defence housing contract.



Theme 4: Equal Opportunity

This theme addresses two government policy outcomes: reducing the disability employment gap; and tackling workforce inequality. We have focused on the second outcome, the aim to demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce.

There is 1 PM:

1. Work with local training providers/supply chain to establish a multi-skills construction training hub (for veterans/under-represented groups) that will upskill 10 individuals.

PM 9: Create a multi-skills training hub to support under-represented groups

Policy Outcome: Tackle workforce inequality MAC 6.2 Supporting in-work progression.

Amey ESG Alignment – Creating Opportunities: Creating Opportunities: Creating new employment and skills opportunities, delivering the infrastructure needs of the future.



<p>Work with local training providers/ supply chain to establish a multi-skills construction training hub (for veterans/under-represented groups) that will upskill 10 individuals</p>	<p>TARGET 10 individuals</p>	<p>PROGRESS Challenges with uptake however, framework is ready to roll out and relaunch with a new location and a new supplier</p>
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Overview of activity

Addressing Skills Shortages in Trades: A Strategic Initiative

In response to the pressing skills shortages in trade industries across the UK, we launched an innovative training programme in the summer of 2023 with the aim of upskilling individuals and fostering employment opportunities. Despite our initial efforts to promote the programme, we faced challenges with attendance due to location constraints.

Understanding the Skills Shortage

The shortage of skilled workers in trades such as painting, decorating, and joinery is a significant issue affecting the UK’s construction and related sectors. According to a report by the Construction Industry Training Board (CITB), the UK is currently facing a shortfall of approximately 217,000 workers in construction-related trades, posing a critical challenge to the industry’s growth and sustainability (CITB, 2022).

Revising the Programme Strategy

After evaluating our initial rollout and engagement outcomes, we are now in discussions with our supplier CLC to relocate and expand our training programme to a more accessible and central location. This strategic move aims to enhance participation and engagement among potential trainees and beneficiaries.

The Role of Trade Training for the Defence Community

Moreover, it is essential to recognise the value of providing trade training opportunities to veterans and service families within the defence community. Statistics indicate that a significant number of veterans struggle with transitioning into civilian careers, with approximately 14% facing unemployment (Ministry of Defence, 2021).

Proposed Training Hub Objectives

The revamped training hub will serve as a comprehensive support platform, offering tailored workshops and development opportunities for veterans and their families. The key objectives of the training hub include:

- Conducting DIY workshops within local communities to enhance practical skills.
- Facilitating work experiences and site visits to provide hands-on learning opportunities.
- Developing employability skills through specialised sessions on CV writing and interview techniques.
- Facilitating pathways to apprenticeships and job placements in collaboration with industry partners.



Status of PM 9 = 5/5

Status Definitions

3 = Made proposal to set up programme with Supply Chain Partner.

4 = Programme designed.

5 = Delivering programme/ evidence attempted delivery plus demonstrate impact on lived experience.

Note: Agreed to explore potential to look at a FDIS stakeholder Passport with DIO SV Lead.

Next steps

Training hub plans are complete, however due to lack of uptake we are in discussions with our supplier CLC to roll out in Central throughout 2024.



Theme 5: Wellbeing

This theme addresses two government policy outcomes: improving health and wellbeing; and improving community integration. Health and wellbeing will be relevant for contracts where there is a reliance on a large workforce, and it is important to the performance of the service. The second policy outcome is improving community integration, for example, through volunteering and greater collaboration of public and private sector organisations and local communities.

There are 2 PMs:

1. Amey staff will complete Mental Health LearnUpon module, 'Introduction to wellbeing - 45014651'.
2. 60% of direct employees will undertake minimum 1 social impact day.

PM 10: Mental health awareness training

Policy Outcome: Improve health and wellbeing MAC 7.1 Support health and wellbeing in the workforce.

Amey ESG Alignment – Creating Opportunities: Involved Communities: Engaging the people who are impacted by the solutions we're designing and delivering.



Amey staff will complete Mental Health LearnUpon module, 'Introduction to wellbeing - 45014651'	TARGET 100% of direct employees on RAMS contract	PROGRESS 100%
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Overview of activity

The Wellbeing, Diversity and Inclusion Strategy is a key element of our ESG strategy goal to 'Enhance the wellbeing of the people and the communities we impact'. The vision is to work in an inclusive way that actively promotes positive wellbeing and embraces difference so that everyone is confident to be themselves, feels valued and is empowered to add value. We believe wellbeing, diversity and inclusion are all intrinsically linked and can't be separated. We aim to promote wellbeing by proactively supporting a self-care approach to collective and individual wellbeing so that individuals and teams are all empowered to fulfil their potential.

Read more about our vision and commitments in our Wellbeing Policy Wellbeing at Amey.

Wellbeing

Employees also have access to join our VIVA Engage community for regular updates and to connect with other Amey employees to share information, support each other and signpost. As part of this community, users are the first to see our monthly newsletter 'Well Connected'. We also run regular wellbeing campaigns.

We host the lunch time well at work monthly virtual events each with a different theme from the Wellbeing Calendar.

Around 200* ambassadors champion wellbeing, diversity and inclusion and provide feedback on the experience and impact our programmes and activities are making. *This figure may change as we improve our internal reporting.

- 100% of RAMS employees have completed the Mental Health LearnUpon module, 'Introduction to wellbeing - 45014651'.

In 2022, Amey was awarded a Gold/Gold accreditation for two IIP standards; 'We Invest in People' and 'We Invest in Wellbeing' which recognised our achievements in becoming a more modern and progressive organisation. We retained this standard in 2023 and have set our sights on achieving platinum status. Part of this journey will include gathering feedback from our people using the IIP employee survey.

We have a detailed action plan for each business unit within Amey which provides the 9 areas of IIP assessment criteria.

- Transformation Agenda
- Career Progression and Talent Management
- Leadership and Management
- Engagement
- Continuous Performance Management tool
- Reward
- Social Value
- Process and Practices
- Wellbeing

Below is evidence of just some of the evidential aspects that make us a modern and progressive organisation and employer of choice.

Amey Evidence of a Modern and Progressive Organisation

WORKING HOURS <ul style="list-style-type: none"> • Personal Day • Social Impact Days • Holidays + • Flexible working • Hybrid working • Mobile/home working 	PAY <ul style="list-style-type: none"> • Real Living Wage • Bonus scheme • Early Careers Programme with enhanced salaries • A *stars recognition/reward platform 	BENEFITS <ul style="list-style-type: none"> • PMI • Pensions • Life Assurance • Flexible benefits • Choices / Discounts • Sickness, maternity & adoption enhancement 	CAREER DEVELOPMENT <ul style="list-style-type: none"> • Early Careers (Kickstart, Apprentices, Graduates) • STEM & Outreach • Funded learning up to MBA level • Digital learning • Insights discovery • Mentoring support • Continuous Performance Development (CPM) • Career Path Framework (CPF) • WLA and Women@ Amey 	WELLBEING & SUPPORT <ul style="list-style-type: none"> • Vitality GP • Menopause support • Feminine Hygiene • Employee Assistance Programme • Affinity Groups • Wellbeing + • Finance support • ED&I • Guidance policies
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As part of the 'We invest in Wellbeing' standard, employee surveys and focus groups/interviews are used to monitor feedback. Results are published on our internal platform for all to see, along with an annual report for wellbeing.

Supply chain spotlight

CLC have had a number of staff take up the help provided. Sixteen members of staff are trained Mental Health First Aiders.

Turkington held stress awareness training for an hour per employee. They have seven employees. A new Toolbox Talk was introduced including Health & Wellbeing and Dignity at Work. During World Sight Day, employees were offered a free eye health check during a campaign on eye health.

Status of PM 10 = 5/5

Status Definitions

3 = Commitment to a standard - equivalent to the 'Mental health at work 6'.

4 = Self-assessment of the standard - comprehensive assessment towards the standard with improvement plan (investors in wellbeing would achieve 4) - demonstrate measuring.

5 = Third party (workforce wellbeing index) assessment and implementation of thriving at work enhanced standards. (Investors in wellbeing and thriving at work standards Gold or above standard).

Next steps

In 2024, we have committed to increasing the number of ambassadors in RAMS, currently over 30 applied for training. Once our new reporting tool onboards the supply chain, we can capture the number and % of companies in the supply chain under the contract who have implemented 6 standards in the Mental Health at Work commitment or equivalent.



PM 11: Social impact days

Policy Outcome: Tackle workforce inequality MAC 8.2 Influence to support strong, integrated communities.

Amey ESG Alignment – Creating Opportunities: Involved Communities: Engaging the people who are impacted by the solutions we're designing and delivering.



60% of direct employees will undertake min 1 social impact day

TARGET 60% direct employees

PROGRESS 41.5% of employees took SID days

Overview of activity

Amey provides two paid Social Impact Days (SIDs) per year for all employees to volunteer for causes that support their communities and non-profit organisations, including fundraising efforts. Employees are encouraged to use their volunteering opportunity to support works that advance environmental, educational, or employment goals.

Employees have a menu of volunteering opportunities that they can choose from, or they can come up with other options when engaging with the community. Staff can also engage in activities that are meaningful to them.

Social Impact Days (SID) are promoted via our internal communication channels.

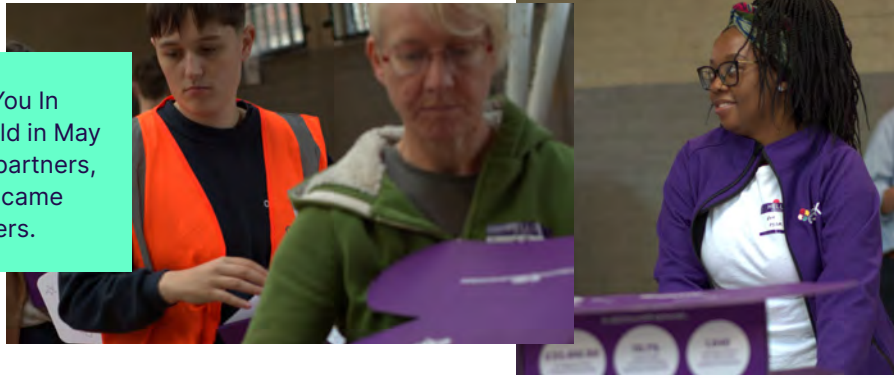
To undertake a SID, employees complete a volunteer form which is sent to our Social Value Manager to enable tracking and to offer advice on how to have a greater impact. Employees log the SID through our People Portal system so we can monitor statistics. Year 2 statistics:

- 70 Social Impact Days recorded in RAMS which equates to 41.5%.
- 560 of hours volunteered in the community in Year 2.

Our case studies:

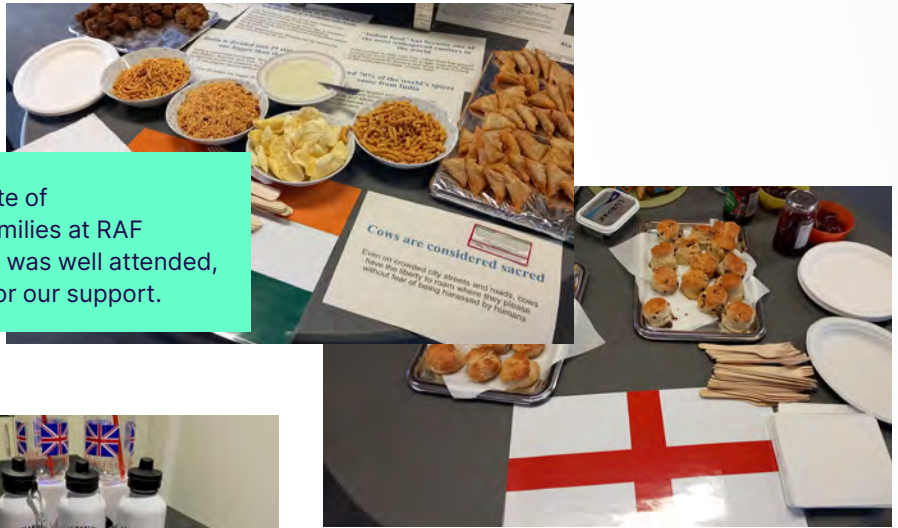
May

15th May - our third Move You In Pack packing event was held in May 2023 where local industry partners, Amey and e50k volunteers came together to pack our hampers.



Kings Coronation

CCEO Carrie Bell – Supported a 'Taste of Commonwealth' event for service families at RAF Wyton plus £40 donation. The event was well attended, and we received brilliant feedback for our support.



Elizabeth Johnston ran a family colouring and best dressed window event - £40 on prizes – at RAF Coningsby.



CCEO Kerry Gillespie organised a garden decoration and colouring competition at Waddington and Grantham - £40 on prizes.



CCEO Amber Attwood volunteered for 1 day to support community events for the King's Coronation.



June



22nd June Buildforce Charity Walk – 15 mile walk which 3 Amey employees volunteered to support to raise vital funds for Buildforce.



Saturday 17th June – cadet event RAFAC. Annual cadet event held at RAF Benson with experience areas for DofE, STEM and science. Michelle, Steve, Gemma and Charlotte attended a 1-day event hosting a STEM table and talking to cadets about skills. There was also a Chinook taster flight for the 13- 16 years old x 2000 x 250 RAF staff. Amey had a focused environmental stand with recycling and teamwork games.



22nd June – prison site visit. Richard, Tammy, Lisa, Andrew, Dean, Amber, Leanne and Nick attended for 1 day to speak with prisoners. The team visited veterans at HMP Oakwood – no pictures were taken due to security reasons. However, the team consisting of 8 employees who supported an armed forces event with veteran prisoners in June 2023. The team went along to do a meet and greet and share career stories and then enjoyed lunch together.

July

CCEO, Amy Buck, volunteered her time to support the Families Day at Strensall.



August

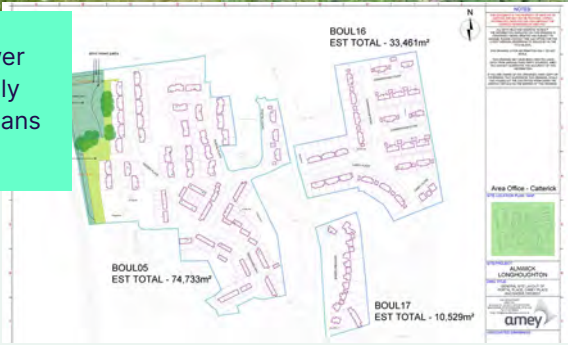
2nd August - Churchill Families Day at Drumfolk Community Centre. CCEO Gordon, LCAM Terry, and supply chain partner, Bell Group (Jamie), attended for 1 day. We donated £200 towards the event.



CCEO, Keifer Whitely, donated 50 Move You In Packs to RAF Boulmer Youth Club & Nursery. They were able to utilise the products in the boxes and repurpose the boxes for hedgehog hotels.



CCEO, Keifer Whitely, established a wildflower meadow in RAF Boulmer. Working with supply chain we are developing the site and have plans for sustainable seating around the meadow.



CCEO, Leanne Young, organised a charity bake off at the community centre for Royal Irish Benevolent Fund. 120 service community family members attended. Leanne and LCAM, Lisa Allen, baked cakes and donated £15 to the collection.



17th Aug – Sarah Wilkinson, Kiefer Whiteley, John Leigh, Shaun Charlton and Charlotte Brunskill organised a team day cleaning up the streets around Weeton Barracks. The team received brilliant feedback from the local community and stakeholders, and felt it was a worthwhile way to team build and give back.



CCEO, Jo McPartland, attended a baking session at Topcliffe Welfare.

CCEO Kiefer worked with our social enterprise for 1 week helping the team get all the logistics and hangar ready for 18th September Move You In packing event.

Amey funded new signage for the e50k Bramblewoods project which is a green space we are transforming in partnership with e50k. (£300 signage). CLC are donating resource to put the signage in place.

September

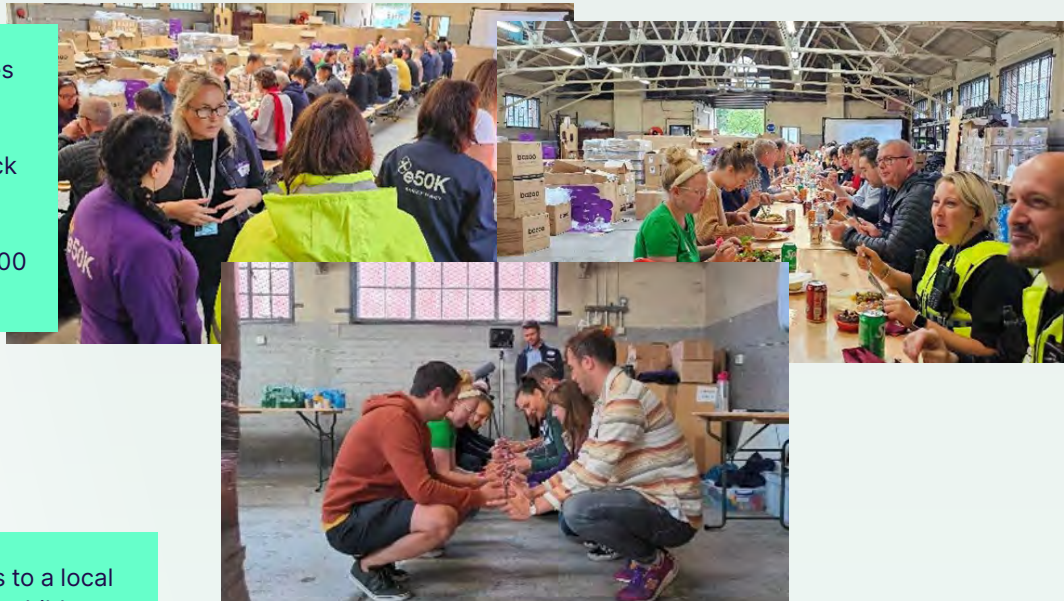
19th September - Amey delivered hampers of coffee, tea and cordial to the following guardrooms: Piave Lines, Munster, Bourlon, Phoenix Centre, Gazza, Marne, Somme, Helles and Vimmy Barracks. This was to use up stock from the old hampers to ensure it could be diverted from landfill. In total, 210 packs of tea and coffee and 108 bottles of cordial were donated.



19th September - Amey donated 200 rolls of toilet paper to Station guardrooms at Catterick as they were in need, and we had old stock available. This saved us from having to dispose of the toilet paper.



18th Sept - 12 Amey employees used a volunteering day to volunteer for the Move You In Pack packing event at Catterick Garrison. Amey worked with e50k, local industry partners and the client, DIO, to pack 2500 hampers for service families.



Amey donated 50 whiteboards to a local nursery in RAF Boulmer for the children.



Lee Hornsby used 2 volunteer days with an environmental focus; 1 day spent at the Wild Oyster Conservation Project and 1 at the Native Crayfish Conservation Project.

CCEO, Elaine, donated 50 Move You In Pack hampers to St Andrews University to provide a welcome box for the students returning or starting at the university.

22nd August - Andrew Bruce volunteered as a First Aider at Mission Motorsport at their Croft Circuit event.

Mission Motorsport is a veteran charity assisting ex-Service personnel readjust in civilian life including those who have been physically wounded in service or have PTSD.

As part of their ongoing support to their beneficiaries and current serving personnel they hold an annual event at Croft giving passenger rides in Supercars around the track. SSGC support this by providing volunteers and drivers for the event. 2023's event was slightly different as Mission Motorsport had partnered up with Sporting Force (a NE based veteran charity) who have pulled together over 30 other veteran charities/organisation to put on a family village. The village will have a range of stalls, events, sporting entertainment and face painting.



Motorsport

Sept 20th - We donated 30 MYIP hampers for DIO's Health and Safety event at RAF Wyton.

October

10 Amey employees attended the RBLI/Amey event to celebrate 15 years of partnership.

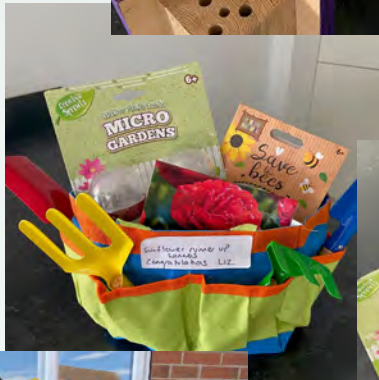


We donated 3 boxes of misprinted seeded paper to the Elizabeth Foundation for deaf children. The seeded paper was repurposed from our Move You In Pack project.



Tom Silvey spent 1 day in January volunteering for the Institute of Civil Engineering, supporting graduates through chartership.

CCEO, Liz, held a sunflower competition at RAF Cranwell and RAF Digby with prizes worth £30 for the best sunflowers.



Move You In Pack old stock was donated to RAF Marham for Halloween events. We also donated 60 whiteboards to the local nursery worth £45.

November



CCEO, Samantha Watt, hosted a Halloween window competition with 1st, 2nd, 3rd prizes across Elgin, Lossiemouth Kinloss and Inverness. £240 was spent to support the event.



CCEO, Amber Attwood, created goody bags for the children's party to the value of £50.

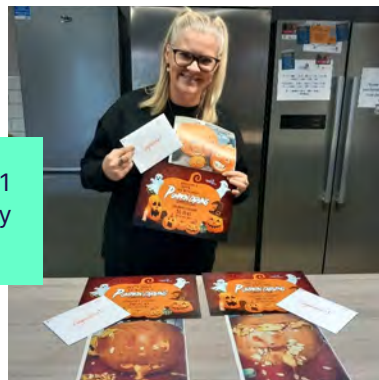
CCEO, Teri, supported Halloween activity at North Luffenham by volunteering at the event and making 50 goody bags. The community became heavily involved and brought along great pumpkins and fantastic decorations. Two prizes were awarded to the best pumpkin and most creative decoration.

Feedback from families:

"So nice Amey getting involved"

"I disliked Amey but I like you now"

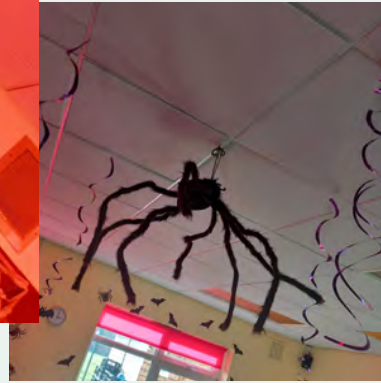
CCEO, Carrie, donated 1 x £50, 1 x £20, 1 x £10 vouchers for Brampton Community Centre's Halloween activities.



CCEO, Sadie, supported the Bramcote's party and purchased £48 of resources for the community centre's event.

LCAM, Leanne, purchased £50 of sweets for party at RAF Shawbury.

Amy, CCEO in Strensall, volunteered her time to support decorating the community centre for their upcoming Halloween party.



Activity took place across a number of sites on the run up to Remembrance Day:

CCEO, Daniel, worked with supply chain to draw poppies across the military estate ahead of Remembrance for the parades. Five poppies were created on the grass at RAF Marham, RAF Swanton Morley and RAF Honnington. Daniel also attended the Remembrance service.



CCEO, Amy Buck, attended the Remembrance service in Strensall with her local unit and volunteered 3 hours.



CCEO, Teri Harrington, donated 11 houses worth of curtains under an environmental initiative to reduce waste to landfill. The curtains were donated to Peterborough Presents and a local women's refuge.

Amey supported the Small Business Saturday initiative.

We hosted a BuildForce webinar for employees so that they could learn more about the work we do with BuildForce and hear about the mentoring programme and how to get involved to support veterans and spouses joining our business.

December

We worked with RAF Marham and the RAF Benevolent Fund to identify local beneficiaries who due to health problems are unable to leave their house, so they could attend the annual Christmas lunch event; once identified, our CCEO, Daniel, donated 50 Amey Christmas hampers filled with seasonal goods and for some, this interaction through the delivery may have been their only contact over the festive period.



We donated 60 selection boxes for the children attending the Christmas events at RAF Honington.

We donated towards Swanton Morley's elf workshop including selection boxes for families.

We volunteered at Stafford Kids Christmas Party and donated £100 towards the event.



We supported Tern Hill Childrens Christmas party with a £200 donation.



We supported Tern Hill Childrens Christmas party with a £200 donation.

Tern Hill Partners Christmas Party – Amey donated £100.

We ran a Christmas best dressed pet competition at Waddington, Scampton and Grantham.

Amey donated £400 to support Dreghorn families for their Christmas party that was used to revamp Santa's grotto. We also donated £100 for selection boxes/cakes for families.

At Chepstow our CCEO donated selection boxes for 17 ARAP families.

CCEO, Kirsty, under North Kesteven District Council has become a local councillor. To support their work Amey donated funds for the local soup kitchen which supports a mix of civilian and veterans. £200 was donated for new kitchen equipment.

Amey delivered finance mentoring to e50k. This mentoring is part of our ongoing commitment to support e50k development.

LCAM, Terry, donated £430 in Arbroath for Service family wreath making at Christmas.

CCEO, Daniel, spent £90 on 60 selection boxes for the children attending the Christmas events, in RAF Honnington. He also supported a Swanton Morley's elf workshop and selection boxes for Christmas activities.

LCAM, Sarah, attended the Beacon centre which has self-contained accommodation units for veterans in Catterick. Amey donated £200 for the Christmas appeal for veterans.



Sara supported the Military Wives Choir event in Catterick with a £100 donation for new music.



CCEO, Amy Buck, supported Fulford's Christmas party and donated £120 for prizes.

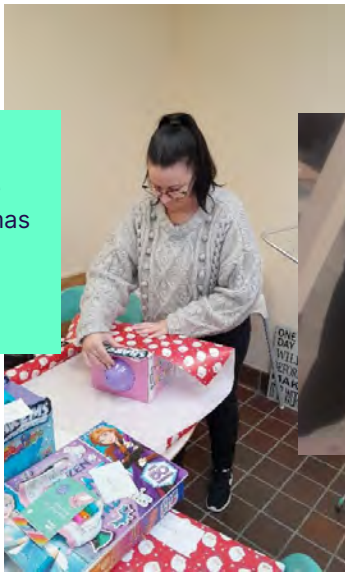
CCEO, Samantha Watt, donated a £100 gift card to 3 Scots Inverness. She also donated 4 tins of sweets with LCAM, Tracey Baxter.

CCEO, Teri Harrington, donated £150 for selection boxes for Kendrew/Wittering.

Michelle Robinson supplied selection boxes for ARAP families in Chepstow – 17 houses worth £50.

CCEO, Sadie, bought food to add to unused MYIP hampers for onward donation - £89.33 spent on resources.

CCEO, Sadie, ran a cake sale in MOD Donnington to raise funds for the Welfare team for Service family children's Christmas presents. £67 was raised and donated. Sadie also donated 4 hours to wrap and deliver presents with the Welfare team.



CCEO, Joanne McPartland, who covers Dishforth, attended a wreath making session with Army Welfare Services and local spouses. A lovely sustainability spin is that all the foliage was gathered from the camp, to create these beautiful wreaths.

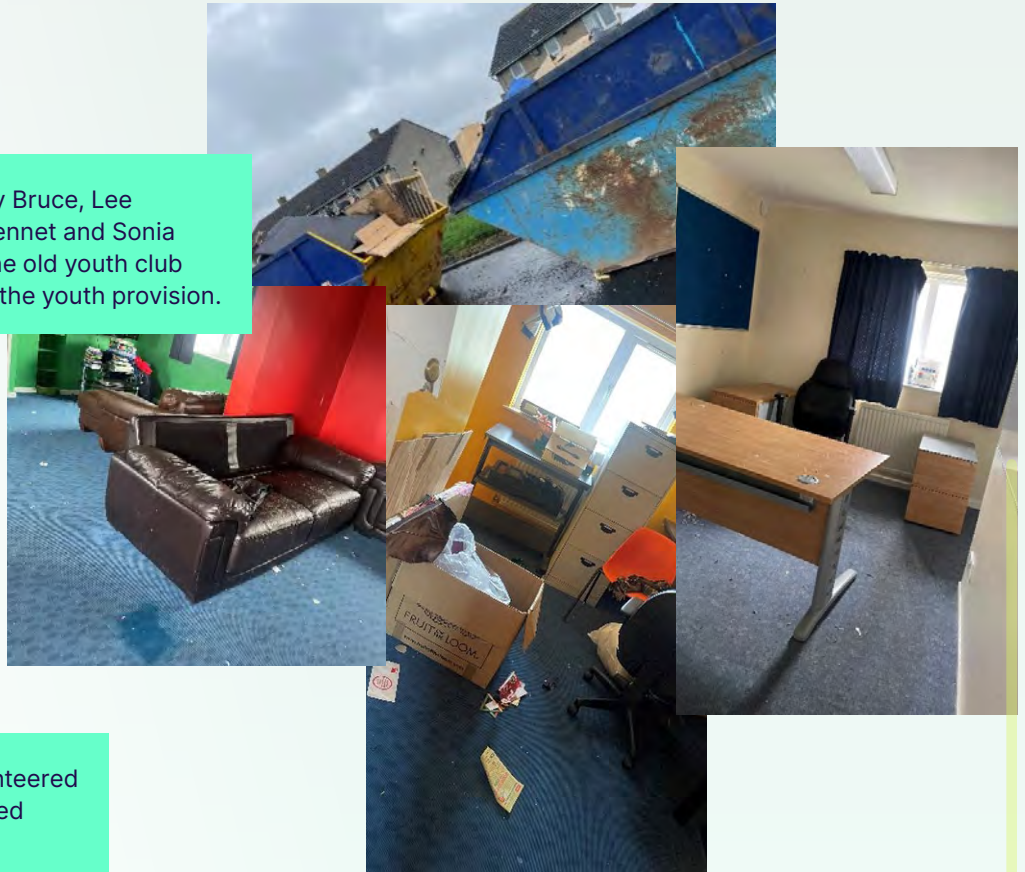
Neil Atherton, Amey Financial Controller, has committed to volunteer with e50K to offer financial advice. To date he has carried out 1 hour.

2024

In February Simon Webb and Jolene Hall attended a Mission Motorsport event in Silverstone. The event was to attend the Gold Covenant meeting but also host a stand for Forces families looking for employment opportunities.



RAF Boulmer project: Andy Bruce, Lee Burnage, LCAM Victoria Bennet and Sonia Carnegie are renovating the old youth club and thrift shop to improve the youth provision.



In March, Chris Scarr volunteered time and painted and helped with DIY at a local nursery.

CCEO, Jo McPartland, hosted a Mother's Day colouring competition in our Central region open to all ages. The competition was to draw a portrait, a collage or even make a model of that special lady in your life to celebrate Mother's Day and tell us in a few words why she is the best. There was 1st and 2nd prize winners, each receiving a gorgeous bouquet of flowers and box of chocolates.

A £100 donation was made towards litter picking equipment at Swanton Morely for the local nursery children.



CCEO, Keifer, donated 100 whiteboards and 16 cordial bottles to RAF Boulmer Community Centre and Nursery.

Tom Silvey took part in the RBLI Chairman's Tommy Sleepout raising much needed funds and awareness for RBLI. Tom's efforts raised an incredible £7190.



CCEO, Sam Watt, and LCAM, Tracey Baxter, attended the Kinloss community event and helped by selling teas and coffees and gifting raffles prizes on 23rd March.



Sam Watt created an Easter competition for Inverness Service families, donating 17 Easter eggs.



Kirsty Nightingale, CCEO at RAF Coningsby, supported two play park opening ceremonies over Easter. Amey provided easter goodies for the official opening event with the local Unit.



Sarah Grey, CCEO for Henlow, held an Easter Extravaganza donating 70 Easter eggs.



CCEO, Arianne Martin, worked with ASR Gavin Dickson an Army Scripture Reader and part of the Chaplaincy team in Colchester Garrison. He provided an Easter school assembly for four local schools: Montgomery Infants and Juniors, St Michael's Primary, and Icenii Academy. These schools have around 1,200 children. Sixty per cent are from the military community, with 40 per cent coming from the wider local community. Amey provided 1200 eggs for each student.



CCEO, Kirsty Nightingale, worked with our supply chain partners, CLC, in RAF Digby on the Partridge Wellbeing Garden in honour of the late Squadron Leader Ian Partridge in March. Amey helped coordinate activities and build the memorial.



Feedback for CCEO Kirsty Nightingale:

"I am writing to express my sincere gratitude for your support in helping to establish the Partridge Wellbeing Garden, in honour of the late Squadron Leader Ian Partridge, Officer Commanding Base Support Squadron, RAF Digby. The statue and its setting look incredible, and I am certain that the Partridge family will be enormously grateful and appreciative of those who have given up their time to create such a lasting memory. Without the support from some key individuals such as yourself, this would be an almost impossible task.

This space will allow the Station to celebrate the life of Ian for many years to come and will also provide a special place of reflection and wellness that will be enjoyed by many in the years ahead."

Yours

Wg Cdr Neil Hallett MA BSc (Hons) RAF Station Commander & Commanding Officer Joint Service Signals Unit (Digby).

Khusela Mbassa volunteered at her church's Tent Revival: the event was held near Bedford for 16 days and there were 22 services. Many lives were transformed, and healings along with miracles took place.



Supply chain spotlight

Bell Group supported with balloon modelling during PROJECT ELGIN High impact day. As well as volunteering to provide one on one information to a pupil about apprenticeship opportunities, who has now applied to Chaplehall/Airdrie.

CLC had twelve in person days of volunteering in the last 12 months.

Turkington Social Value Activities:

We have held various volunteering and fundraising events in the last 12 months, these were:

The BIG Macmillan Bucket collection (in conjunction with M&S & Costa Coffee) raised £848.83 for Macmillan Cancer Support.

- The BIG Macmillan Coffee morning raised £357 for Macmillan Cancer Support.
- Brain Injury Foundation sponsored walk raised £2500 for Brain Injury Foundation.
- 150 toys were donated to the Christmas toy appeal.
- 172 meals were donated to the local Christmas foodbank appeal.
- 0.4 acres were donated to the local council to create a playpark which opened in October.
- £76 was raised for Macmillan Cancer Support by hosting a World Book Day book swap/sale.
- **Macmillan Cancer Support cheque handover on 11th March** - when we began our partnership with Macmillan Cancer Support in 2019, we were hesitant to set a target but here we are five years later having raised a staggering £104,105! This has been possible thanks to the support from our employees who donate so generously, whether it be table quizzes, weight loss challenges, sweepstakes or even their last hour of pay. Additionally, the support we receive from our supply chain and the public, particularly towards our Big Macmillan Motor Show is outstanding. We thank you all.

Rathfriland High School Careers Night on 6th March - we have a passion for the next generation and attended a local high school's careers evening, bringing along our 'Health and Safety Henry'.

Lisburn Business Games during February/March - we took part in a local council's business games, where local businesses battled it out to be crowned Business of the Year. Games included dodge ball, football, and ten-pin bowling. We didn't win but had fun taking part!

£ for lb challenge from January to March - it was a long, gruesome 12 weeks for our employees who signed up for the £ for lb challenge, but they made it out the other side. Some lost and some gained a few lbs but they all lost more than they gained and can now donate £300 to Macmillan Cancer Support. The biggest loser lost a fantastic 24.4lbs during the 12-week challenge. This annual event with Turkingtons' really does help kick start that New Year diet and raise funds for charity.



Status of PM 11 = 5/5

Status Definitions

3 = Demonstrating commitment/programme set up/ internal comms promotion/flexibility to use days /demonstrate reporting.

4 = Greater of 30% but less than 40% use 1 days - reporting of outcome/impact - forward plan the years - include partnership development - Gather employee feedback to capture wellbeing benefits through pulse surveys etc.

5 = Greater than 40% use 1 day - underpinned by partnerships, showing increasing impact and benchmarked. Demonstrate organisational commitment to promoting volunteering and include supply chain data.

Next steps

In the third year, our aim is to enhance awareness and participation in Social Impact days, emphasising local opportunities and the broader advantages of volunteering. We have revamped SIDs offerings to better educate individuals about available local opportunities. Additionally, we've created a comprehensive volunteer menu of opportunities for staff to streamline their engagement, reducing any potential barriers like searching for opportunities independently.



Year 2 community activity with e50k

I am thrilled to highlight the significant progress and strengthened collaboration between our organisation and e50K.



Year 2 has marked a milestone in our partnership, characterised by closer teamwork, improved communication, and a shared vision for our ongoing work together.

Our relationship with e50K has never been stronger, with a mutual commitment to our goal of providing tangible impact for our defence communities. This cohesion has led to notable improvements, reflected in the success of our 2024 Move You In Pack. As we continue to align our efforts and work closely, our focus remains clear: to deliver the best outcomes for our community and ensure our partnership thrives to benefit all involved. Together, we are dedicated to achieving excellence in our work and making a positive impact where it matters most.

In 2021 we funded and founded a social enterprise organisation as part of our larger social value initiatives called e50k. e50K Consultancy is a Company Limited by Shares wholly owned by e50K CIC, which provides Value Creation Services to companies in Defence, Construction, Justice, Infrastructure, IT and Technology and Utilities. They support the development and ongoing management of community designed projects for those with a lived experience of the UK Armed Forces. Profits from the Consultancy (accounting for over ¼ of all business) are invested into e50K Communities.

Despite the depletion of our initial seed funding, we remain steadfast in our commitment to supporting this social enterprise and its impactful projects. Our ongoing partnership signifies our dedication to nurturing and fostering its growth, ensuring that they can continue their commendable work in our community.

At the outset of our partnership, we made a commitment to go beyond basic maintenance and repairs, allocating specific resources to enhance the quality of life for our armed forces community. This flagship project, the Move You In Pack, was designed to significantly improve the experience of service families during their first hours of relocation.

Project Overview:

Amey commissioned e50K to design, assemble, and distribute 6000 Move You In Packs annually.

Project Objectives:

- Enhance the initial hours of arrival for relocating armed forces families through the provision of thoughtful welcome packs across North & Central Regions.
- Collaborate with sustainable businesses, prioritising Veteran/Spouse-owned enterprises.
- Include items relevant to relocating families.
- Highlight key supporting charities such as Little Troopers.
- Create paid employment opportunities for Catterick community members during packing days.
- Contribute to the conservation and maintenance of a veteran woodland space.
- Support local ecology and biodiversity.

As our project matures, we are not only witnessing tangible outcomes in combating social isolation, boosting wellbeing and confidence, and fostering essential skills, we are working more collaboratively on the design phase which is strengthening our relationship. These outcomes hold immense potential for the future.

Statistics from Move You In Pack Initiative:

- 11,913 hampers packed.
- £71,229.58 yearly community profit reinvested into e50K communities for Bramblewoods.
- 86 Spouses employed.
- 1779 hours paid to AF community members above living wage.
- 4036 volunteer hours.
- 110 hours of social interaction between armed forces community and sponsors/suppliers.
- Signing of 2 covenants.
- 76.7% expenditure with organisations championing sustainability, ethics, and environmental objectives, representing a 6.6% uplift from the previous year.
- Formation of 67 Armed Forces-related partnerships in the development, packing, and delivery of the packs.
- Financial contracts extended to 12 SMEs and 3 VCSEs.
- Delivery of 264 hours of pro bono consultancy to e50K CIC or communities.
- 924 employment hours, amounting to £10,071.60, injected into the Armed Forces Community through our Move You In Pack initiative.

Feedback from our dedicated spouse volunteers underscores the transformative impact of this initiative, reporting decreased social isolation, enhanced health and confidence, increased sense of belonging and purpose, improved quality of life, and better relationships at home. This project has proven to be a catalyst for personal development, employability, and reduced demand on local health services.

A key element to this project is the packing events, it brings together our team with e50K, our supply chain partners CLC and Tivoli, local Catterick industry allies, and the wider community.

Upcoming Packing Events:

17th May 2024

16th May 2025

29th Nov 2024

28th Nov 2025

Each pack generates invaluable feedback, shaping the future of our box creations and ensuring their continued success. This is now more than a box, designed by the defence community, for the defence community.

Bramblewoods

I am thrilled to share the compelling impact story of Bramblewoods and the transformative outcomes we are achieving through the Move You In Packs profits in partnership with e50K.

Transforming Catterick Garrison: Our collaboration with e50K has been instrumental in revitalising an underutilised part of Catterick Garrison, creating a purpose-built outdoor recreational space that incorporates essential community features:

- Allotments.
- Forest schools or equivalent learning spaces.
- Community projects.
- Paid employment opportunities.
- Conservation & maintenance of a veteran woodland space.
- Supporting local ecology & biodiversity.

Enhancing Family Experiences: Visitors to Bramblewoods can now enjoy peaceful woodland walks, relax in the wildflower meadow, gather around the campfire for socialising, partake in picnics, and actively participate in community allotment activities. The addition of a swap shop provides valuable resources to those in need. We have new signage for Bramblewoods, Amey funded Britain's Bravest Manufacturing Company to create this and CLC, our supply chain partner, is supporting the installation.

Cultural Enrichment with Rusticus Theatre: This Summer, we celebrated the return of The Rusticus Theatre Company to Bramblewoods with their captivating "Wacky Wildlife" production, drawing in 76 attendees - an impressive 52% increase from the previous year. This initiative is crucial, given that the nearest large theatre to Catterick Garrison is over 35 miles away. Hosting three performances, including a special SEN-friendly show, ensured accessibility to the arts for every member of our community.

Economic and Social Impact: The financial success of the Move You In Pack initiative has significantly benefited Bramblewoods, with £103,624.72 allocated to date. Notable statistics include:

- 9636 volunteer hours contributed.
- Support provided to 70 spouses and sponsors.
- £97,866 in wages paid to Armed Forces community members.
- 300 weekly footfalls to the site.
- 71,060 in additional local donations received.
- £24,200 in local grants received.
- 40% increase in event attendance, engaging 372 Defence family members, a mix of Serving Personnel, and local civilians.



Skills Development and Employment Opportunities: Through our collaboration, e50K employees have contributed over 1200 volunteer hours to improve the sustainability of Bramblewoods. Notable achievements include:

- Employability training for 25 volunteer spouses, focusing on communication skills, teamwork, project planning, and problem-solving.
- Successful transition of a volunteer to external employment due to gained skills and experience.
- 250 hours dedicated to imparting horticultural knowledge and conservation management.
- Engaging 140 primary school children in forest school activities.

Environmental Conservation and Community Engagement: We are deeply committed to environmental stewardship, evident in our achievements:

- Welcoming and nurturing 5 new fauna species to the site.
- Planting nearly 60 new Oak and Dogwood trees and removing 3 dead or diseased veteran trees.
- Expanding aquatic habitats by 200m².
- Establishing 15 accessible planters for sustainable fruit and vegetable cultivation.

Celebrating Community Events: Throughout the year, we've hosted meaningful events including Mother's Day bulb planting, The King's Coronation Big Help Out, Rusticus Theatre summer sessions, Month of the Military Child celebrations, Halloween activities, and corporate volunteer days. These initiatives foster community spirit and engagement.

Looking Ahead: As we continue our journey with e50K, our vision is to further enhance Bramblewoods as a thriving community hub, promoting environmental sustainability, social cohesion, and economic empowerment. Together with e50K and our dedicated partners, we are shaping a brighter future at Bramblewoods, one that truly reflects our values of community, sustainability, and wellbeing. In 2024 we are excited to see e50k are looking at tackling social isolation via monthly drop-in chats #Bramble Brew, Armed Forces Day picnic in the woods and an enhanced Christmas Market as well as welcoming back our successful events, Rusticus Theatre Company, the Halloween Spooktacular and the Christmas Market. They are also expanding their volunteering programme, creating 60 new volunteering positions alongside plans to expand the team again; increasing current employee hours and employing a Social Media Content Producer providing 2,880 hours of paid employment, above National Living Wage, to the Armed Forces Community.

We are delighted e50k have also secured additional funding for an industrial polytunnel offering 100 allotments beds to the local community, the creation of a pollinator orchard, complete with two bee hives and 500 bees and the planting of another 200 trees!



Big Help Out – May

As part of the King's Coronation Celebrations, Bramblewoods took part in the Big Help Out. Over 30 people including local defence families and our supporters from organisations like Severn Trent Services and Tilbury Douglas volunteered their time to wake Bramblewoods up after the long winter and get the site ready for the Summer.

Rusticus Theatre – August

Rusticus Theatre Company returned for a second year with their production Wacky Wildlife. Three performances over the day, including a dedicated SEN performance, saw the families of Catterick hunt for a mysterious bird and encounter a host of amazing animals along the way.

Halloween Spooktacular – October

Bramblewoods was transformed into a spooky Halloween trail. Families walking through the woods found a series of horrifyingly disgusting challenges and games, finished off with some Halloween crafts.

Christmas Market – November

Attended by over 200 people, e50K's first Christmas market saw 13 stalls from local small businesses, including many spouse and veteran owned. There was a wreath making course held by a local florist using foliage foraged from Bramblewoods.

Bramble Brews – Monthly January – March

Our new monthly event for 2024 is a drop in event for the whole of Catterick. Everyone is welcome to come and say hello, have a free cup of tea or coffee and help with a bit of gardening.

Valentines Day Crafts – February

A love themed family craft and bulb planting day. Attended by 40 local defence and civilian family members, a whole host of activities and crafts were on offer all on the themed of loving the plant and demonstrated brilliant activities which can be done through recycling, upcycling and planting.

Additional Activity on contract

18th & 19th April 2023- Amey / DIO Joint Collaborative Working Workshop.



Closing for Year 2 Report

As we conclude Year 2, we celebrate the meaningful partnerships and collaborative efforts that have propelled us forward in our mission to create lasting social value.

Our commitment to working closely with our communities and our esteemed client, DIO, has been instrumental in shaping our approach.

In Year 2, we have embraced the ethos of listening, adapting, and maturing our performance measures - not as rigid metrics but as living benchmarks that guide us toward impactful outcomes. True social value is dynamic and responsive, reflecting the evolving needs and aspirations of those we serve.

By prioritising community engagement and open dialogue, we have fostered deeper connections and gained invaluable insights. This engagement has empowered us to innovate and expand our initiatives beyond conventional boundaries, ensuring that our efforts are impactful and sustainable.

Looking forward to Year 3

As we look forward, we remain committed to pushing boundaries and challenging ourselves to reach new heights. Our journey is not confined by predetermined metrics; rather, it is a testament to our collective dedication to making a meaningful difference.

Together, let us continue to listen, adapt, and evolve - embracing the spirit of true social value and paving the way for a future where our actions resonate deeply within our communities and leave a positive legacy for generations to come. Through enhanced engagement with DIO on campaigns such as #DIOGivingBack and the exciting collaboration I initiated with the MOD Community Development Team we will see a new collaborative approach which will look to have industry partners collaborating across each MOD estate, addressing needs from one central community needs analysis. The benefits I am sure, will be revolutionary for our defence communities.

Amey

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Our purpose is to deliver sustainable infrastructure that enhances life and protects our shared future.

We combine exceptional expertise in Consulting & Design, Advisory & Analytics, Transport Infrastructure and Complex Facilities to design, manage, and maintain clients' assets throughout their lifetime

Our leading data and analytics solutions enable us to create transformative solutions that strengthen resilience and drive sustainable improvements.

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