

Net zero route map



In support of our science-based and net zero carbon targets, we have developed our first net zero route map.

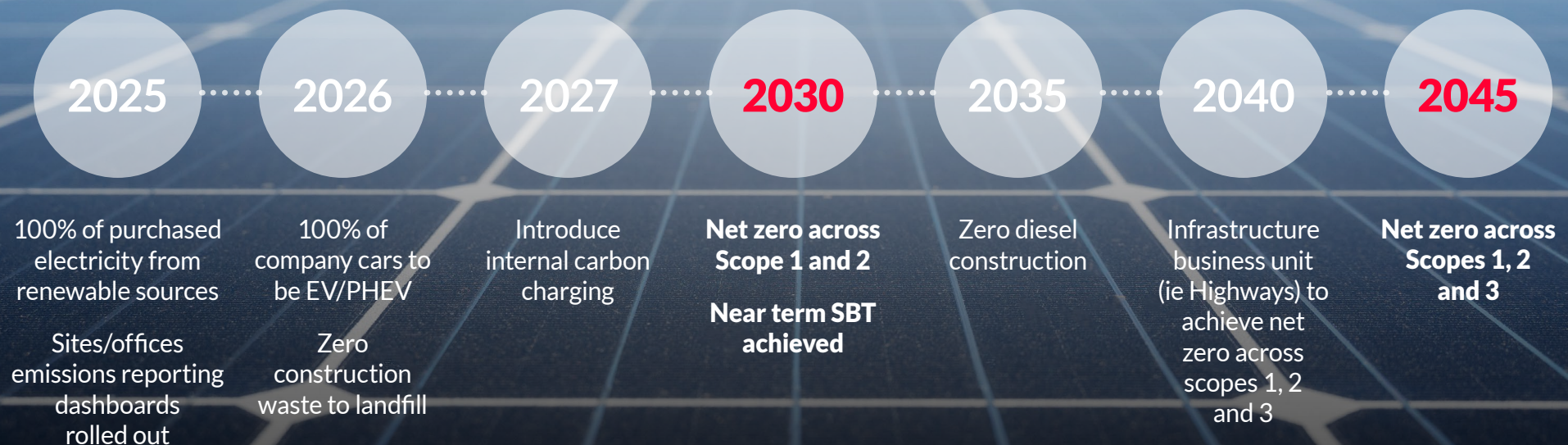
The route map identifies 16 activities where action is required in order to achieve our emission reduction targets, including the use of diesel, company vehicles, site compounds, construction materials, emissions measurement, internal carbon charging and offsetting.

For each activity, the route map outlines our ultimate ambition and key milestone targets we have set.

The route map is intended to be a guide for our teams across the business to understand the priority areas where action is required.

It also is a means of communicating to our clients, supply chain and other stakeholders the journey we collectively are on and the role we need them to play.

Key milestones



Net zero route map

Net zero targets

Scope 1 and 2

Net zero by 2030

42% reduction by 2030 from a 2021 base year (SBTi)

Scope 3

Net zero by 2045

Net zero by 2040 (Infrastructure business unit - ie Highways)

42% reduction by 2030 from a 2021 base year (SBTi)

Enabling activities

Activity

Diesel



Company cars



Commercial vehicles



Electricity procurement



Temporary cabins



Permanent offices



Embodied carbon measurement



Concrete



Steel



Waste



Water



Business travel



Measurement and monitoring



Offsetting



Internal carbon charging



Upskilling



Ambition

Phase out diesel usage in all operations.

All company cars to be EV/PHEV.

Transition away from fossil fuels.

All purchased electricity to be from renewable sources.

Use most energy efficient site accommodation available; show yearly improvement.

Target high performance, energy efficient permanent offices.

Accurately model embodied carbon at all stages (actual material amounts/emissions factors).

All concrete products to align with concrete industry best practice.

Align all steel products to the steel industry's science-based decarbonisation trajectory.

Improve material use to minimise on-site waste, increase reuse and recycling.

Minimise potable water consumption.

Optimise employee business travel.

Standardise monthly reporting across all sites and offices for performance monitoring².

Use only high-quality, removals-based carbon offset to achieve net zero.

Use internal carbon pricing to incentivise carbon reduction.

Develop/maintain skills across GT/supply chain to design and deliver low carbon construction.

Milestone targets¹

65% reduction in diesel use by 2030 (2021 baseline) and zero diesel construction by 2035.

100% EV/PHEV by 2026.

Commercial vehicle strategy to be developed FY24/25³.

100% of purchased electricity from renewable sources by 2025.

100% of projects cabins procured through group suppliers by 2025.

Baseline and targets to be developed by 2026³.

Adopt minimum reporting requirements across all construction sectors FY24/25³.

Use only concrete with E average intensity rating (60-80 %ile industry average) by 2030.

Steel used has an average rating of D (<930kgCO₂e/tonne) by 2030.

0% construction waste to landfill by 2026.

Baseline and targets to be developed by 2026³.

Group Green Travel Plan to be developed FY24/25³.

100% sites and offices to be submitting data for site carbon emissions by 2025.

Offsetting strategy to be developed FY25/26³.

In place by 2027 (for Scope 1 & 2).

Internal role-specific carbon training to commence roll-out by end of 2024.

¹ - Specific milestones are in calendar year to align with GHG reporting, development of further strategy to financial year business cycle.

² - To include waste, electricity, fuel, water, commuting and delivery mileage.

³ - Further research/data gathering/development required to set more detailed milestone.

Site emissions - Scope 1 and 2

	Scope	LCA stage	2030	2040/ 2045	Overall ambition	Target	Reporting frequency	Complete/ Inflight	Next Steps	Future Steps
Diesel	Scope 1 & 3	A5	Y	N	Phase out diesel usage in all operations by 2035	65% reduction in diesel use (by 2030 against 2021)	Annual	→ HVO procurement agreement available	→ Strategy for utilisation of telemetrics → Idling targets and measurement strategy → 1 pilot diesel free site per BU	→ Embracing new technologies as they become available eg: alternative fuel gen sets/ plant
Company vehicles - cars	Scope 1 & 3	n/a	Y	Y	All company cars to be EV/PHEV	100% by 2026	Six monthly	→ Company car policy (93%)	→ Company car policy (100%)	→ Ongoing monitoring of our selection list and emerging technologies
Company vehicles - vans	Scope 1 & 3	n/a	Y	Y	Transition away from fossil fuels	Commercial vehicle strategy to be developed FY24/25	Six monthly	-	→ Commercial vehicle strategy to be developed	→ Implementation of commercial vehicle strategy
Electricity procurement	Scope 2	A5	Y	N	All GT purchased electricity to be from renewable sources	100% GT purchased electricity from renewable sources	Quarterly	→ Renewable energy procurement policy (currently uptake 86%)	→ 100% adoption of renewable energy procurement going forward → Reporting of non compliance to MD and exec → Guidance on requirements for leased office renewable energy → Tracking of lease renewals and plans and discussion with existing landlords	→ Date for all leased offices to be on renewable tariffs
Cabins	All	A4 & A5	Y	N	Efficient and cost effective site cabin solutions on the market, demonstrating improvement over time	100% BU project cabins procured through Group suppliers	Quarterly	→ Group cabin agreements	→ Renewal of cabin agreements June 2024 → Reporting of projects not using agreements (currently circa 15-20%)	→ Performance tracking and KPIs for cabin suppliers
Permanent offices	All	A5	Y	N	Drive to high performance, energy efficient permanent office spaces	TBC pending development of baseline	TBC	-	→ FM CEPPA assessment of all offices including on-site renewable opportunities → Develop an offices estates strategy including setting minimum office performance guidance for all new offices including travel	→ Development of future steps following data gathering and analysis
Site set-up optimisation	All	A4 & A5	Y	N	Site set-ups are optimised in line with internal guidance to make informed decisions in pre-con planning and costing	TBC pending development of project scoring	TBC	→ Draft Green Site Set-up working group established	→ Further development of Green Site Set-up guide	→ Project site set-ups are scored on their optimisation

Site emissions - Scope 3

	Scope	LCA stage	2030	2040/ 2045	Overall ambition	Target	Reporting frequency	Complete/in-flight	Next steps	Future steps
Construction waste	Scope 3	A1-3	-	Y	Improve material use to minimise onsite waste, increase reuse and recycling	0% construction waste to landfill	Monthly	-	<ul style="list-style-type: none"> → Improved waste data management → redefine waste intensity metric 	<ul style="list-style-type: none"> → Use design versus as built LCA comparison to target most wasteful materials and seek to improve → Setting of minimum waste stream performance
Water	N/A	A5	N/A	N/A	Minimise potable water consumption	TBC pending development baseline	TBC	<ul style="list-style-type: none"> → Under consideration within the green site set up guidance → Included within the Project Environmental Plan document 	→ Consistent reporting	→ TBC-Development of future steps following data gathering and analysis
Travel - business travel	Scope 3	N/A	-	Y	Optimise our business travel	Group Green Travel Plan to be developed FY24/25	TBC	→ Inntel and Orbit business travel reporting in place	→ Further data analysis to allow setting of targets, tracking of trends	→ To be identified
Travel - commuting	Scope 3	N/A	Y	Y	Improved reporting to allow targeting of future improvements	TBC pending development baseline	TBC	→ Green travel plans completed as part of the Project Environmental Plans	→ Continuation of flexible & agile working policy	→ To be identified
Deliveries	Scope 3	A4	-	Y	<ul style="list-style-type: none"> → Encourage sustainable delivery options → Optimise inbound logistics 	TBC pending development baseline	TBC	→ Piloting automated capture through Microsoft forms, Msite or Qflow	→ Support industry trials and innovations where possible	→ Adoption of alternative delivery methods as industry changes

Embodied carbon measurement

	Scope	LCA stage	2030	2040/2045	Overall ambition	Target	Reporting frequency	Complete/ Inflight	Next Steps	Future Steps
In design	Scope 3	A-D	N	Y	To have a whole life carbon (WLC) assessment that follows a project through all of its design stages, to facilitate design decisions that reduce carbon	Minimum reporting requirements to be developed and roll out across all construction sectors FY24/25	TBC	→ WLC design calculation methodology	→ Update of template consultant scope to reference carbon reporting → Increased simplicity and consistency of whole life carbon reporting	→ Minimum reporting business wide at a design level
As built	Scope 3	A-D	N	Y	Accurate recording of the as built embodied carbon based on actual material quantities and emissions factors, to inform future designs and target setting	Minimum reporting requirements to be developed and roll out across all construction sectors FY24/25	TBC	→ Automated as built material measure (Qflow) trial in Infra → Engagement with Causeway cross sector group to develop material measurement tool → Creation of project specific carbon reporting requirements document for supply chain	→ Automated as built material measure (Qflow) wider roll out Infra → Automated as built material measure trial Enviro and Building → Update of template subcontract documents to reference carbon reporting	→ Full roll out of as built reporting → Create reduction targets from the baseline
In-use	n/a	B6/7	N/A	N/A	Demonstrate in-use asset performance to satisfy contractual requirements, inform future design and support work-winning	Minimum reporting requirements to be developed and roll out across all construction sectors FY24/25	TBC	→ FM Building Performance Evaluation (BPE) offering	→ LCC take on BPE offering and expand usage in buildings → Asset monitoring strategy to be developed for Environment	→ Further development and roll out
Reductions	Scope 3	A-D	N	Y	Demonstrate value added and positive interventions made	Demonstrate minimum reduction across the business of 1tCO2e/£1m	Monthly	→ One in a Million	→ Use consistent design and as-built reporting to demonstrate carbon reduction	→ Multi-gateway assessments used to demonstrate carbon reductions
Use less stuff (avoid)	Scope 3	A1-3	N	Y	Avoid unnecessary material use	Minimum reporting requirements to be developed and roll out across all construction sectors FY24/25	TBC	→ Green design guides - Enviro and Building → Steel frame weight baseline guidance (kg/m2 gross internal floor area)	→ Green design guide - Infra → Asset optimisation offering Environment	
Circular economy (reuse, recycle)	Scope 3	A-D	N/A	N/A	Maximise opportunities for reuse of materials and minimise creation of waste	TBC following development of business strategy	TBC	-	→ Develop a business strategy for circular economy	

Hotspot materials

	Scope	LCA stage	2030	2040/ 2045	Overall ambition	Target	Reporting frequency	Complete/in-flight	Next steps	Future steps
Concrete	Scope 3	A-D	N	Y	All concrete products procured align with the industry decarbonisation (trajectory is based on industry normal distribution rebaselined each year)	Average concrete carbon intensity is E rating = 80-60 percentile, by 2030 (to latest MPA concrete routemap)	Quarterly	→ Supporting industry Low Carbon Concrete Group	→ Consistent reporting and measurement across the business → Working with supply chain to improve information exchange → Support trial and innovations	→ Target reduced periodically to achieve D rating 40-60% by 2045 or better as industry development allows
Steel	Scope 3	A-D	N	Y	All steel products procured are aligned to 1.5deg Science Based Emissions targets for the steel sector	Average steel procured is D rating <930kgCO ₂ e/t (CLC/ GSCC guidance) by 2030 (D rating needed to achieve our 42% reduction, E rating 1200KgCO ₂ e/t is projected industry glidepath for 2030)	Quarterly	→ Electric Arc Furnace (EAF) steel policy adopted in Morrison Central	→ Consistent reporting and measurement across the business → Working with supply chain to improve information exchange	→ Target reduced periodically to achieve A rating <120 kgCO ₂ e/t by 2045
Other	Scope 3	A-D	N	Y	Switch to less polluting materials/solutions	Development of further targets and performance requirements	TBC	→ Hotspot materials confirmed for business by Carbon Trust (concrete, steel, aggregates, tarmac)	→ Additional hotspot materials for Enviro & Building to be identified → Development of further targets and performance requirements	→ Continued reduction of hotspot targets

Enabling activities

		Scope	LCA stage	2030	2040/ 2045	Overall ambition	Target	Reporting frequency	Complete/ Inflight	Next Steps	Future Steps
Site emissions <											