

# Environmental, Social and Governance General Statement

## ESG Commitment

We want to make positive social and environmental impact that benefits our people and communities by being a responsible business, and are committed to environmental, social and governance (ESG). This is because it not only makes good business sense, but also complements our Group business strategy and our corporate values. Our policy is based on the following principles:

- A good governance process that ensures we are accountable, transparent and that we have continuity for decision making and delivery.
- The ability to track our performance, impact, and the value we create as a business, to ensure we are always making progress and delivering performance improvements on ESG across the business.
- Seeking external validation to benchmark progress where possible.
- To communicate our progress with our stakeholders including employees, customers, shareholders, and communities.

## ESG Strategy

We have developed our ESG Framework in partnership with internal and external stakeholders through a materiality assessment. The framework is set out into five pillars:

Developing our people	Supporting sustainable communities	Taking climate action	Excelling in health & wellbeing, safety and security	Minimising our environmental footprint
We help our people to flourish and grow in an inclusive and supportive environment.	We create sustainable, long-term partnerships in our communities to support social and economic development.	We aim to minimise our emissions and support the development of low carbon infrastructure, to help the UK deliver on its net-zero carbon emissions target.	We are committed to the health, safety, wellbeing and security of our people, customers and stakeholders.	We aim to minimise our impact on the environment and aim to manage noise, protect air quality, and support the circular economy.

## ESG Monitoring and Oversight

The ESG governance structure has been established to have oversight and monitor progress from the Board, the ESG Steering Group and the Working Groups. The Board receive monthly updates, which are fed into the audit committee and remuneration committee. The ESG Steering Group, chaired by the Chief Operating Officer, is accountable for developing ESG strategy, monitoring ESG performance and coordinating ESG delivery. The ESG Working Groups make recommendations on the development of our programmes and initiatives.

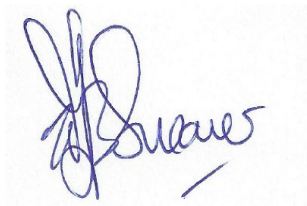
## ESG Performance Management

ESG performance management is reported monthly to the Steering Group and Board. The data provides updates on governance, social impact metrics and environmental reporting. Key Performance Indicators (KPIs) that have been established for the Executive Team are reported annually in line with The Task Force on Climate-related Financial Disclosures (TCFD).

## ESG Disclosure

We are transparent on our ESG performance and are committed to communicating with our stakeholders on our ESG strategy and performance. We will report our ESG performance annually as part of our Annual Report.

Signed:



David Shearer, Executive Chairman