

CARBON REDUCTION PLAN

FY 2024



HERCULES **SITE SERVICES**



CARBON REDUCTION PLAN

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COMMITMENT TO ACHIEVING NET ZERO

As a progressive business, we are committed to doing the right thing and we recognise the urgency of the climate change agenda and the role we can play in decarbonising the economy for a greener, more sustainable future. Our Board's oversight of climate-related risks and opportunities represents a fundamental pillar of our corporate governance framework and reflects our commitment to integrating sustainability into our core business strategy. We proactively cultivate a culture of awareness and responsiveness, ensuring that climate-related considerations remain central to our decision-making processes and long-term value creation initiatives.

In September 2022, we launched our initial strategy, outlining our 2050 ambition to go Beyond Net Zero Carbon, which covers Scope 1, 2 and 3 emissions. To achieve this commitment, we have developed our strategy with targeted short, medium and long-term goals to try and achieve net zero as early as 2040 for scopes 1 and 2 emissions. This will provide a strong foundation to be able to achieve Net Zero across all scopes by our target date of 2050. Our Carbon Reduction Plan supports our ability to meet Government and legal requirements, such as the Energy Savings and Opportunities Scheme (ESOS), Streamlined Energy and Carbon Reporting (SECR) and the UK's drive to become net zero carbon by 2050.

We are continuously strengthening our environmental policies and practices, in line with our ISO 14001 certification, with the aim of continually reducing our Carbon Emissions across all our operations. We have developed a robust carbon measurement and reporting system, and we are committed to achieving carbon reductions year on year. Delivering low carbon solutions not only helps our clients reduce their carbon footprint, but it also generates cost benefits for them and for our own business, as well as building our brand and reputation, and achieving our long-term business strategy.

A key aspect of our strategy involves the establishment of dedicated committees and specialised working groups focused on ethical and sustainability matters. Through our Carbon Management Committee, formed in 2019, we promote cross-functional collaboration between key departments, including SHEQ, project management, procurement, and operations. By fostering open communication and knowledge-sharing among different departments, we ensure that climate-related risks are considered holistically and that relevant insights and data from various functional areas are incorporated into the overall risk management process. The committee meets regularly and works together to analyse our carbon and climate-related data, with a focus on carbon reduction planning, current risks and opportunities, upcoming legislative and reporting requirements, current project requirements and future prospects. Our collaborative approach enables us to develop comprehensive risk mitigation strategies that reflect the interconnected nature of climate-related risks within our business. We will continue to focus on innovation and fostering key strategic partnerships, aiming to reinforce our position as a progressive business, committed to driving positive environmental impact.

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BASELINE EMISSIONS FOOTPRINT

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured. Our emissions baseline of FY 2021 provides a point against which we can measure any changes in the number of emissions produced in each reporting period.

Carbon reporting processes conducted by Hercules Site Services are undertaken on a financial year basis, running October to September.

Baseline Year: FY 2021	
EMISSIONS	TOTAL (tCO ₂ e)
Scope 1 GHG emissions from combustion of gas and fuel for transport and operation	338.386
Scope 2 Purchase of electricity	23.317
Scope 3 Other indirect emissions <ul style="list-style-type: none">• Business Travel – hotels• Waste disposal	19.875
Total Emissions	381.578

Intensity Metric - tCO₂e/£M	11.650
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We use the official Defra conversion factors to calculate our emissions. We have been measuring our Scope 1 and 2 emissions since 2019 and each year we have improved both our level of confidence in the completeness of the data and the types of data we are able to calculate. Our improved tools for data capture will allow future reporting to be in line with our carbon vision.

Our historic reporting boundary for Scope 3 over previous reporting years had included hotel stay and waste, only where it had been possible to calculate this data. Other activities had not been included in our GHG reporting boundaries either because the nature of our business meant that the level of activity, and therefore the emissions associated with them, were assessed to be extremely low, or because we did not have the practical and/or reliable sources of the data we would require in order to report (e.g. 'employee commuting').

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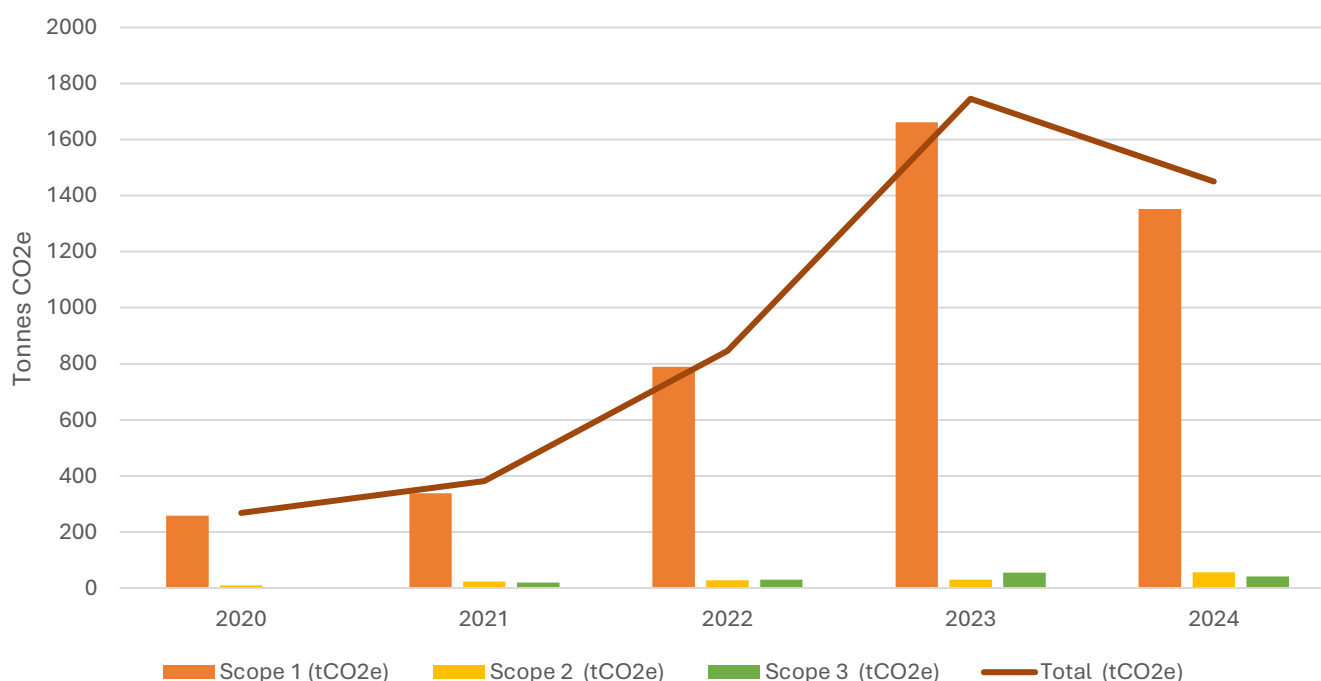
CURRENT CARBON EMISSIONS REPORTING

The carbon emissions calculations for Hercules Site Services PLC for FY 2024 have demonstrated an upward trend for Scope 2 and a downward trajectory for Scope 1 and 3 emissions.

	2024 tCO2e	2023 tCO2e	2022 tCO2e	2021 tCO2e (Baseline Year)
Scope 1 GHG emissions from combustion of gas and fuel for transport and operation	1352.72	1661.4	789.637	338.386
Scope 2 Purchase of electricity	56.48	29.377	27.664	23.317
Scope 3 Other indirect emissions	41.76 Includes: <ul style="list-style-type: none">• Hotel stays• Waste• Water• PPE• Train travel• Wastewater	54.84 Includes: <ul style="list-style-type: none">• Hotel stays• Waste• Water• PPE• Train travel• Wastewater	29.305 Includes: <ul style="list-style-type: none">• Hotel stays• Waste• Water• 	19.875 Includes: <ul style="list-style-type: none">• Hotel stays• Waste
Total Emissions	1450.97	1745.63	846.606	381.578

Intensity Metric - tCO2e/£M	14.37	20.69	18.813	11.650
Intensity Metric - tCO2e/people-hours	0.0004399	0.0006757	0.0005325	0.0003308

Carbon Emissions



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Scope 1 emissions continued to increase from our baseline data to FY 2023, principally due to the growth of our business and an increase in fleet vehicles from approximately 140 vehicles in FY 2022 to 246 vehicles in FY 2023. However, through streamlining our fleet, and promoting the uptake of hybrid and electric vehicles in our company car fleet, we have started to see a decline in vehicle emissions into FY 2024.

We are continually working to identify opportunities to improve our data collection methodology to increase the accuracy of fleet data being captured, as well as our emissions from gas for heating systems in our business locations.

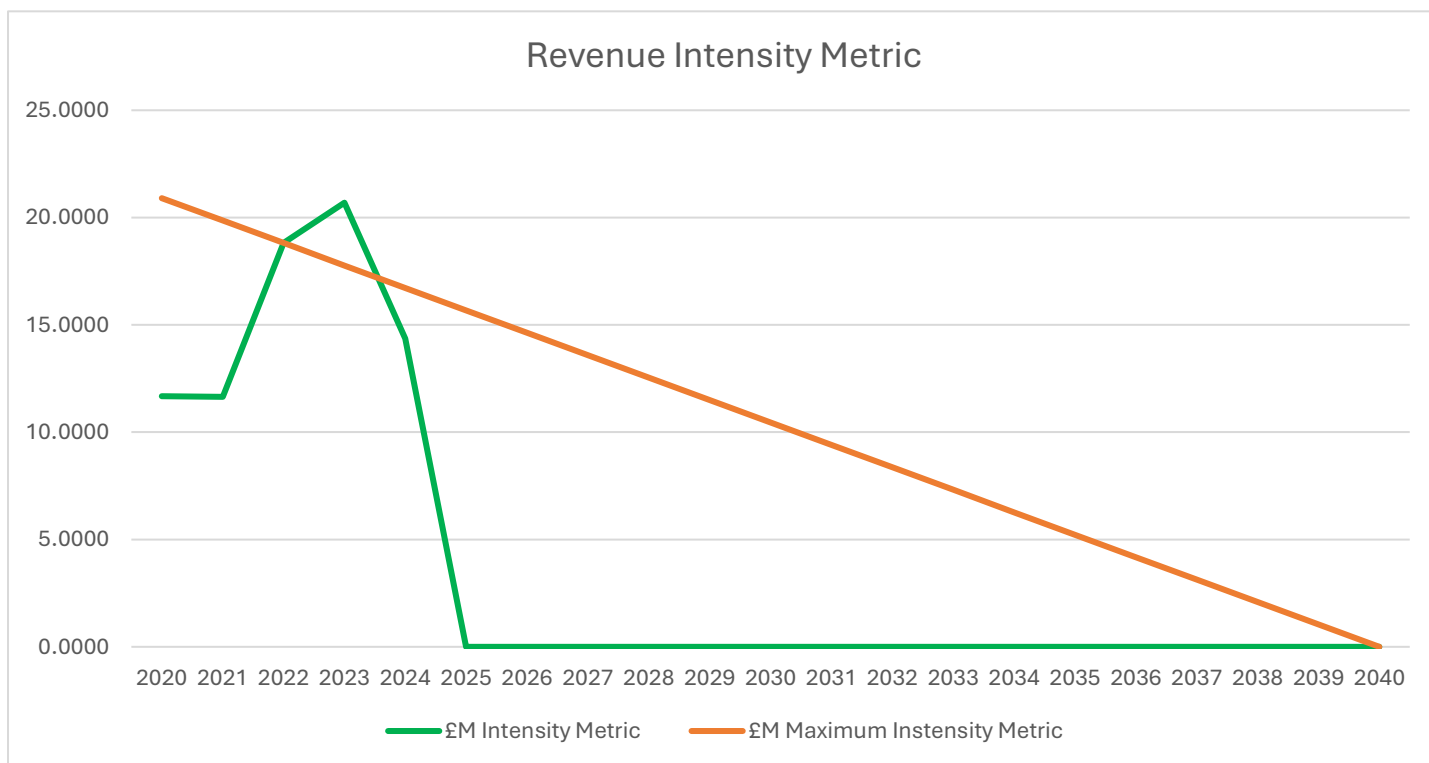
Scope 2 emissions have seen an increase in FY 2024, in part due to an increase in the number of office locations we have but also due to improvements we continue to make in data collection and reporting.

Scope 3 emissions have decreased for the first time in FY 2024, predominantly due to a reduction in train usage and a decrease in PPE emissions thanks to our efforts to procure more of our PPE from Net Zero PPE suppliers.

We are not yet able to fully calculate our Scope 3 emissions with the technical data available for all materials used processes, however we are continually adding Scope 3 elements into our calculations. The ongoing addition of Scope 3 elements into our data is an ongoing objective for the coming years.

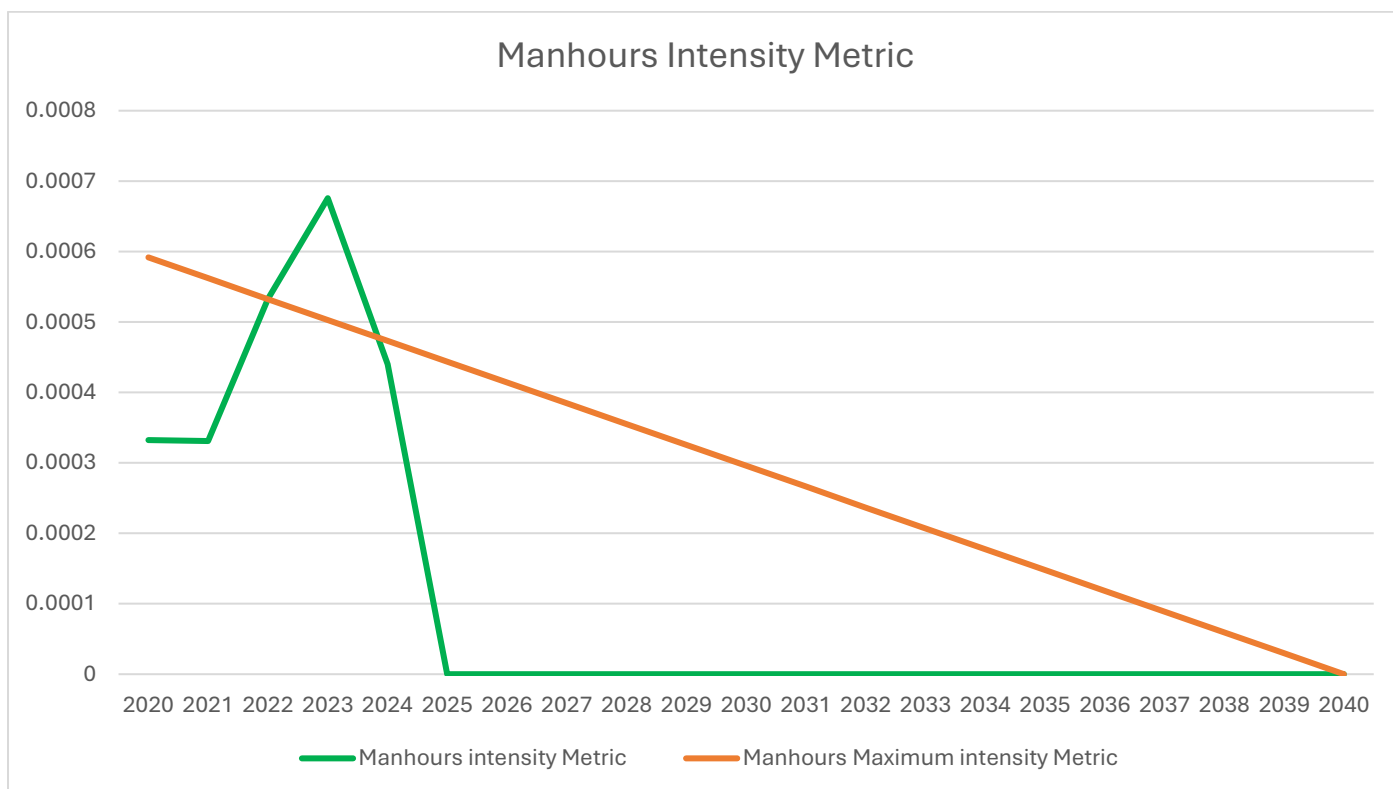
INTENSITY MEASUREMENT

Our intensity metric has been calculated in two ways, using both financial turnover and person-hours as the measurements.



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Through analysis of both financial turnover and person-hour measurements when calculating intensity metrics, we can gain a more comprehensive understanding of the environmental impact of our business with the following benefits:

1. Holistic View of Efficiency:

Financial turnover reflects the economic output of our business, while person-hour measurements provide insights into the human labour input. Combining these metrics allows for a holistic view of how efficiently resources are being used to generate revenue.

2. Operational Efficiency Benchmarking:

Comparing carbon intensity metrics against financial turnover and person-hour data allows for benchmarking against industry standards. This helps identify areas where we may be more or less efficient than our peers in terms of carbon emissions.

3. Identifying High-Impact Activities:

By analysing the carbon intensity of specific activities in relation to financial turnover and person-hour input, we can pinpoint high-impact areas. This information is valuable for developing targeted strategies to reduce our emissions in the most effective and economically viable way.

4. Resource Allocation Optimisation:

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Understanding the relationship between our financial turnover, person-hour input, and carbon emissions enables better resource allocation. We can optimise our processes and investments to reduce carbon intensity without compromising financial performance.

5. Enhanced Sustainability Reporting:

Including both financial and human capital metrics in sustainability reports provides a complete and transparent picture of our efforts to reduce our environmental footprint. This can enhance credibility and accountability in the eyes of our stakeholders.

6. Risk Management:

Analysing the correlation between financial turnover, person-hour input, and carbon emissions helps identify potential risks and dependencies. We can proactively manage these risks and develop strategies to mitigate the impact of external factors on our carbon intensity.

7. Employee Engagement and Productivity:

Tracking person-hour measurements in relation to carbon emissions can be used as a metric to assess the environmental impact of employee activities. This information can be leveraged to engage our employees in sustainability initiatives and promote eco-friendly practices in the workplace.

8. Regulatory Compliance:

Some regulations and reporting frameworks may require a comprehensive assessment of environmental performance, including both financial and human capital dimensions. Analysing both financial turnover and person-hour measurements ensures compliance with such requirements.

BREAKDOWN OF SCOPE PARAMETERS

A breakdown of what data is included in our calculations for Scopes 1, 2 and 3, and what is either not currently captured or not applicable to Hercules Site Services PLC, is detailed below:

SCOPE 1 EMISSIONS – DIRECT

Scope 1 GHG emissions are greenhouse gas emissions released on our organisation's sites or from our vehicles, primarily include direct emissions from sources that are owned or controlled by our organisation. These emissions would stem from activities such as transportation fleets, onsite combustion of fuels, and fugitive emissions.

We acknowledge the associated risks of Scope 1 emissions, including potential regulatory compliance challenges, operational inefficiencies, and reputational impacts. To manage these risks, we have implemented stringent monitoring and reporting protocols, coupled with targeted emission reduction initiatives and the adoption of cleaner energy technologies, to minimise our Scope 1 emissions and foster a more sustainable operational footprint.

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OWNED TRANSPORT

Transportation remains our single largest source of carbon emissions and is a necessary part of the way we work, as our ability to serve our clients largely depends on being able to visit their locations. It's also important for building relationships, which is at the core of our brand. However, we continue to challenge ourselves on the need, frequency, and mode of travel.

Emissions associated with business travel from company owned vehicles (vans, cars, suction excavators) are included within our reporting boundary under Scope 1, calculated based on mileage. We are continually working closely with our digital, fleet and finance teams in order to obtain all necessary data associated with the company vehicle fleet in order to report ever more detailed emissions in the future.

FUEL COMBUSTION (BOILERS, FURNACES OR TURBINES)

This year we have increased our reporting capabilities to include the gas calculations from boilers used to heat our managed assets, which include several office buildings and leased accommodation used by our employees.

PROCESS EMISSIONS

Cement, aluminium, waste processing – currently not applicable to Hercules Site Services PLC operations.

FUGITIVE EMISSIONS

Air conditioning and refrigeration leaks, methane leaks from pipelines – currently not applicable to Hercules Site Services PLC operations.

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SCOPE 2 EMISSIONS – ENERGY INDIRECT

Our Scope 2 GHG emissions comprise indirect emissions resulting from the consumption of purchased electricity, heat, or steam. We recognise that our energy consumption patterns and reliance on external energy sources contribute to our Scope 2 emissions and, consequently, to our overall carbon footprint.

To address the risks associated with Scope 2 emissions, we have implemented energy efficiency measures, renewable energy procurement strategies, and plan to look further into partnerships with utility providers focused on supplying low-carbon energy over FY 2025. By actively managing our energy consumption and promoting renewable energy integration, we aim to reduce our Scope 2 emissions and minimise our environmental impact.

PURCHASE OF ELECTRICITY

Our Scope 2 emissions are indirect emissions generated from purchased energy (electricity), calculated based on electricity consumption outlines in energy bills. We have increased our reporting capabilities to include the electricity calculations for our managed assets, which include several office buildings and leased accommodation used by our employees.

ELECTRIC VEHICLES

With the increase of fully electric vehicles (EVs), hybrids (HEV) and plug-in hybrids (PHEVs) in our fleet, some of our organisation's vehicles fall into Scope 2 emissions. Our EV and PHEV vehicles are predominantly charged on our site, and these emissions are currently reported within our electricity consumption data.

SCOPE 3 EMISSIONS – OTHER INDIRECT

In assessing our Scope 3 GHG emissions, which include indirect emissions occurring in our value chain, we recognise the broader environmental footprint associated with our business activities, including emissions from purchased goods and services, business travel, and waste generated. We acknowledge the interconnected nature of these emissions and the associated risks, including supply chain disruptions, resource inefficiencies, and reputational vulnerabilities.

To address these risks, we are establishing collaborative partnerships with suppliers committed to sustainable practices, implementing waste management and reduction initiatives, and promoting responsible travel policies. By integrating sustainable procurement practices and fostering supply chain transparency, we aim to mitigate our Scope 3 emissions and contribute to a more sustainable and resilient value chain.

UPSTREAM EMISSIONS

TRANSPORT-RELATED ACTIVITIES

Business travel remains our single largest source of carbon emissions and is a necessary part of the way we work, as our ability to serve our clients largely depends on being able to visit their locations. It's also important

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for building relationships, which is at the core of our brand. However, we continue to challenge ourselves on the need, frequency, and mode of travel.

Emissions associated with business travel from company owned vehicles (vans, cars, minibuses and suction excavators) are already included within our reporting boundary under Scope 1, calculated based on mileage. In our Scope 3 emissions calculation we include hotel stay and train travel in the reporting boundary. We are engaging with our digital team and internal expenses team on an ongoing basis in order to obtain more detailed data associated with all business travel in order to report further emissions in FY 2025.

EMPLOYEE COMMUTING

Employee travel between home and the workplace via personal vehicle or public transport is not currently included within our Scope 3 reporting boundary due to the nature of the unknown elements with the commuting activity data. We are able to utilise the data for distance between home and site locations, however the mode of transportation and whether personnel are commuting from other locations is an unknown factor.

Longer term, we are working on developing systems and processes for capturing more accurate employee commuting data. There are three possible methods for calculating scope 3 emissions from employee commuting:

- The first is 'fuel-based', which involves analysing the amount of fuel consumed during commuting.
- The second is 'distance-based', entailing tracking the distance travelled by employees and the mode of transport used.
- The third is 'average-data' method involves calculating the emissions produced by employees, based on national average data on commuting patterns.

Current data capture for using the 'average data' method for FY 2022, FY 2023 & FY 2024 is demonstrated below in the Carbon Reduction Strategy section of this report.

WASTE DISPOSAL

We collect our waste and recycling data from external companies (Reconomy and Suez) who deal with any waste movement on our project sites and our Head Office location. The carbon emissions associated with this waste can be calculated through application of the appropriate DEFRA conversion factors.

Due to the shared waste facilities at our Head Office location, it has been necessary to calculate these waste emissions on the relevant proportion of personnel numbers within each organisation associated with waste collection.

PURCHASED GOODS & SERVICES

These emissions are linked to the extraction, production and transportation of raw materials and resources used by a company. The vast majority of material delivered to our construction sites is purchased through our clients

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as the principal contractors and therefore the carbon emissions associated with their transportation do not fall under our carbon emissions parameters.

We have included carbon emissions associated with PPE deliveries within our GHG report for FY 2024, where it has been possible to calculate the data. We aim to develop this further over FY 2025, with low carbon PPE options integrated and PPE recycling options to be fully investigated.

For other goods and services that we purchase directly, we are currently engaging with our key suppliers to obtain the data required to report the carbon emissions associated with deliveries to our sites.

LEASED ASSETS

Operation of assets leased by the company not included in Scopes 1 and 2 – currently not applicable to Hercules Site Services PLC operations. All emissions-related data from leased assets has been included in Scopes 1 and 2 of our calculations.

DOWNSTREAM EMISSIONS

DOWNSTREAM TRANSPORTATION AND DISTRIBUTION

Downstream emissions include the processing of sold products, use of sold products, end of life treatment of sold products, downstream leased assets, franchises and investments. These occur after a product leaves a company's control, such as emissions from the use, maintenance and disposal of products by customers. There are no downstream transportation and distribution activities associated with the construction activity we perform; therefore, this Scope 3 category is not relevant to Hercules Site Services.

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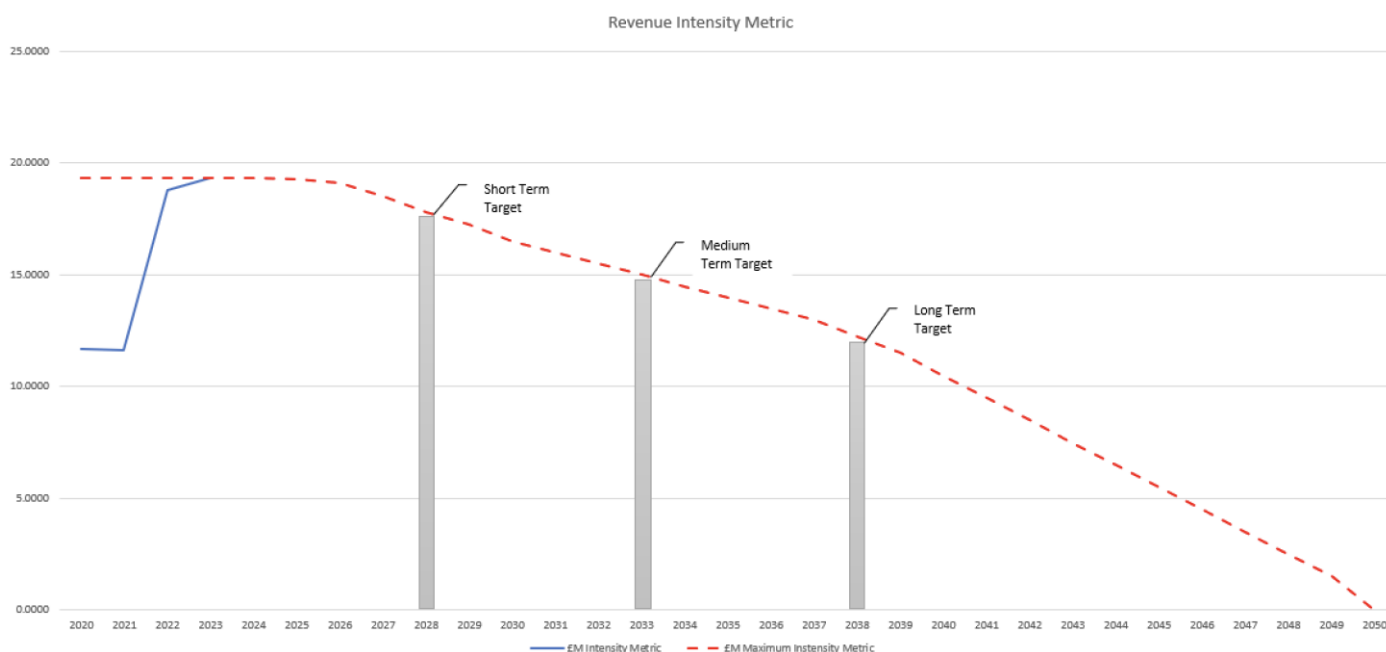
CARBON REDUCTION STRATEGY

EMISSION REDUCTION TARGETS

As we navigate the complex landscape of climate-related risks, it is essential for our business to adopt a strategic and forward-thinking approach. In order to progress our objective of achieving Net Zero, we have adopted the following carbon reduction targets:

- ⇒ 2040 - Achieve Net Zero on our own operations (Scope 1 and 2 and operational Scope 3)
- ⇒ 2050 - Achieve Net Zero across all operations (Scope 1, 2 and 3)

Our projected carbon intensity reduction trajectory demonstrates the potential decline in relation to our carbon reduction action plan, with short-, medium- and long-term initiatives and programmes.



The anticipated carbon mitigation pathway is indicative and is based on a number of assumptions, including expectations in relation to the types of projects in our project pipeline, the speed with which reliable alternatives to diesel fuel (e.g. HVO, hydrogen, etc) become more widely available, and the rate of development of electric vehicle capacity and charging facilities nationwide.

CARBON REDUCTION ACTION PLAN

Hercules has implemented a series of targets to effectively manage climate-related risks and capitalise on emerging opportunities, aligning with our commitment to sustainability, innovation, and long-term value creation. These targets are designed to drive operational efficiency, enhance our environmental performance, and foster resilience within our construction projects and supply chain activities.

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Reduction in our GHG emissions is targeted against a 2021 baseline, which we have used to forecast a roadmap over 15 years to align with our goal of reaching Net Zero by 2050. Our carbon reduction strategy is under continual review as new opportunities are presented and technologies are developed.

Below is the outline of our current short, medium, and long-term road map to address and mitigate climate-related challenges.

SHORT TERM 0-5 YEARS	MEDIUM TERM 5-10 YEARS	LONG TERM 10-15 YEARS
Responsible procurement <ul style="list-style-type: none"> Implementation of sustainable procurement practices across the organisation Promotion of ethical sourcing standards and environmental criteria in supplier selection GHG emissions <ul style="list-style-type: none"> Focus on Local Employment Initiative to reduce commute-related emissions Expand Scope 3 emissions reporting to include more value chain activities Develop improved emissions data collection processes to enhance accuracy and coverage Energy efficiency <ul style="list-style-type: none"> Transition to a green energy supplier for Head Office to lower Scope 2 emissions Conduct energy audits to identify potential areas for efficiency improvements Install solar panels at Head Office to reduce reliance on non-renewable energy sources Efficient and lower carbon fleet <ul style="list-style-type: none"> Continue to promote hybrid and electric vehicles for company car fleet Focus on Green Transport Programme to promote sustainable transportation options Monitor, and drive, Fuel efficiency improvements Implement fleet age limits to minimise emissions from older vehicles Aim for availability of Hydrotreated Vegetable Oil (HVO) at key locations to provide a low-carbon fuel option Awareness <ul style="list-style-type: none"> Deliver climate change and carbon reduction workshops across the company Roll out e-learning modules on sustainability topics for relevant staff Implement a company-wide program to raise awareness about sustainability practices 	Responsible procurement <ul style="list-style-type: none"> Commit to sourcing 100% of PPE from verified low- or zero-carbon suppliers Expand sourcing of core materials from certified low- or zero-carbon suppliers as part of a structured, phased approach Conduct regular evaluations of suppliers for alignment with sustainability targets GHG emissions <ul style="list-style-type: none"> Expand Scope 3 boundary further to accurately capture all employee commuting emissions Energy efficiency <ul style="list-style-type: none"> Implement solar panel installations at other key office locations to reduce grid dependency Efficient and lower carbon fleet <ul style="list-style-type: none"> Install additional EV charging points at Head Office and operational hubs Introduce hybrid and electric vehicles for company commercial vehicle fleet Lower carbon alternative fuel options used Awareness <ul style="list-style-type: none"> Develop further awareness training delivery company-wide, including e-learning pathways and workshops Launch workforce programs focused on techniques for climate-resilient construction and operations Research & innovation <ul style="list-style-type: none"> Pilot alternative fuels (e.g., green hydrogen, biofuels) in key operational areas Engage with industry stakeholders to trial low-carbon materials and innovative construction technologies Integrate low-carbon alternatives in tenders and client offerings where feasible Research hybrid/electric options and alternative fuels for company plant fleet 	Responsible procurement <ul style="list-style-type: none"> Achieve significant reductions in supply chain carbon footprint through enhanced procurement processes Establish sustainability performance targets for all key suppliers GHG emissions <ul style="list-style-type: none"> Update and refine Carbon Reduction Strategy to incorporate the latest technological advancements Achieve targeted emissions reductions, aligned with Net Zero by 2050 goal Energy Efficiency <ul style="list-style-type: none"> Achieve full transition to renewable energy sources for all primary facilities, minimising Scope 2 emissions Efficient and lower carbon fleet <ul style="list-style-type: none"> Transition to a fully hybrid/electric company vehicle fleet Develop a hybrid/electric plant fleet, depending on available technology Awareness <ul style="list-style-type: none"> Embed ongoing climate resilience training within workforce development programs for continuous improvement Research & innovation <ul style="list-style-type: none"> Actively participate in industry trials and adoption of next-generation low-carbon materials and technologies Workforce development <ul style="list-style-type: none"> Develop comprehensive training programs on climate-related construction techniques, safety protocols, and emergency response

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Research & innovation <ul style="list-style-type: none">Investigate potential alternative fuel options for high-use equipment Workforce Development <ul style="list-style-type: none">Enhance and promote Flexible Working Policy to reduce commuting frequency and emissions	Workforce Development <ul style="list-style-type: none">Introduce training on climate resilience and adaptation techniques to equip staff for changing operational conditions	
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In the short term, we have concentrated on high-impact, foundational actions that address immediate climate-related risks and set the stage for future emissions reductions and sustainable operations. Meeting targets such as introducing hybrid fleet options and beginning emissions data improvements has strengthened our operational resilience and positioned our company for long-term sustainability. Transitioning into the medium term, we will expand our efforts by adding renewable energy installations, refining Scope 3 emissions reporting, and piloting alternative fuel options. In the long term, we aim to achieve full adoption of low-carbon technologies and practices, having embedded sustainability deep into our operational and strategic framework, demonstrating industry leadership in climate responsibility.

As we continue to grow, we remain committed to integrating climate resilience and sustainability into the core of our operations. FY 2024 has been a year of measurable progress in our climate strategy, demonstrated by the reductions seen in Scope 1 and 3 emissions, our expanded data collection, and the implementation of new sustainability KPIs. Our ongoing efforts to enhance the efficiency of our fleet, improve waste management, and adopt renewable energy solutions are foundational steps toward achieving our Net Zero by 2050 target.

Looking ahead, we will continue to strengthen our approach by further improving our data collection and analytics capabilities, by enhancing our Scope 3 reporting, and by integrating renewable energy sources across our facilities. Our phased approach to quantitative scenario analysis will also equip us to better assess the financial and operational impacts of climate risks, supporting data-driven decision-making and resilience planning.

As we move forward into 2025 and beyond, we will continue to build on our progress, adapting to evolving climate-related challenges and aiming to position ourselves as a future leader in sustainable construction. Our commitment to transparency, continuous improvement, and long-term value creation remains clear as we navigate an increasingly climate-conscious landscape.

A number of the initiatives and programmes in our road map are already established and underway, and these are detailed in the Focused Initiatives section below.

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FOCUSED INITIATIVES FOR FY 2025 AND BEYOND

In order to make the biggest impact on our carbon emissions reductions, we have focused on certain initiatives, principally centred around our vehicle fleet, as detailed below.

LOCAL EMPLOYMENT INITIATIVE

Through the development and launch of our **Hercules Recruitment App** in 2019, with a focus on local employment, we have been successfully reducing the distance travelled for our workforce by placing operatives on projects closer to home.

Workforce distance from home to site location	2020	2021	2022	2023	2024
Within 10 miles of project	21.14%	48.80%	37.02%	38.33%	31.07%
Within 20 miles of project	40.50%	62.90%	49.66%	54.63%	44.42%
Within 40 miles of project	62.34%	76.40%	73.71%	72.67%	68.09%

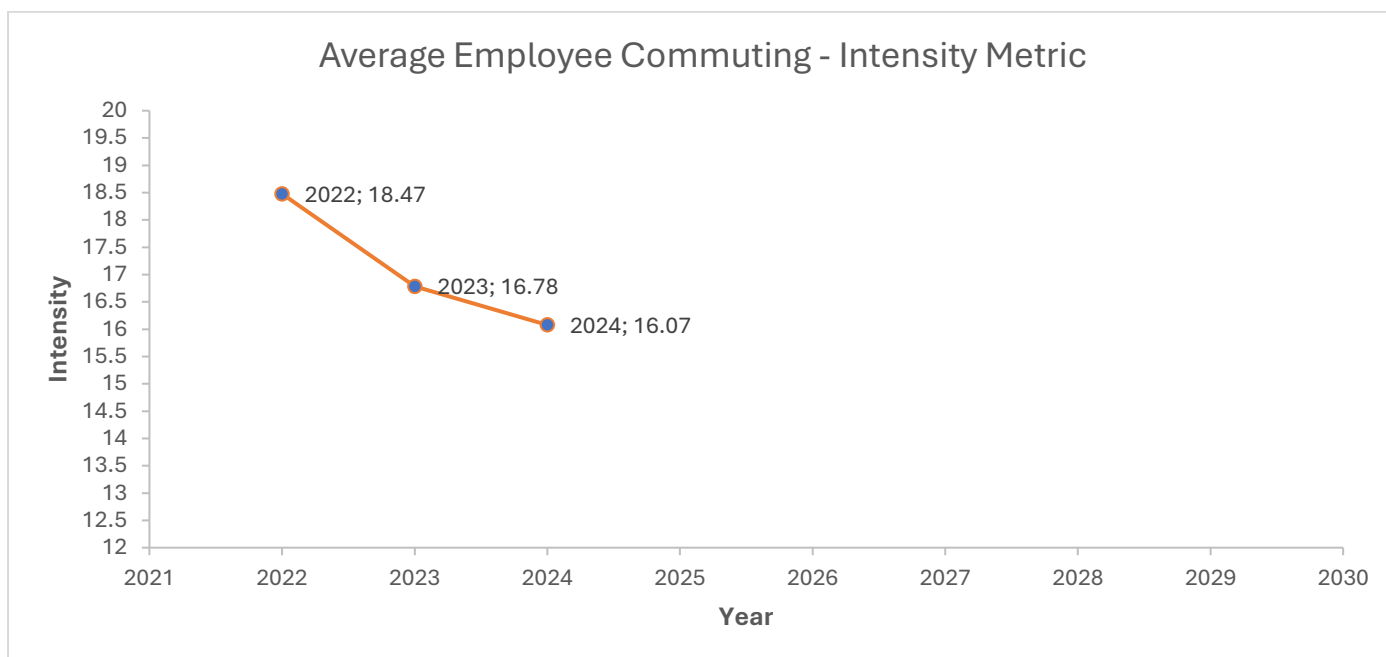
Our numbers have slightly reduced this year; principally due to another increase in the number of projects we supply our people to, the wider spread in locations of these projects, fulfilling more specialist role requirements for our clients and a more transient workforce. The widely acknowledged skills shortage in our industry means it is getting harder to find the right people in areas local to projects however, we are aiming to mitigate this through the opening of our Construction Training Academy in Nuneaton and we will be looking to improve this metric again as the Academy establishes itself.

Overall, the success of this initiative has demonstrated an overall reduction in our carbon intensity metric for emissions from employee commuting in relation to company growth and the increase in employee numbers. This improvement, in turn, is also reducing fatigue risk for our workforce and improving work-life balance.

	FY 2022	FY 2023	FY 2024
Carbon emissions from employee commuting	11954.706	16445.871	20321.1
Average number of employees during period	647	980	1264

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Through continued focus on this initiative, we are confident that we will continue to see a further decrease in the intensity metric calculations in future years.

HYBRID & EV FLEET

We have introduced a target to replace all company cars with hybrid or fully electric vehicles over the next 5-year period as lease period come up for renewal. We now have 8 electric vehicles and 23 hybrid vehicles within our company vehicle fleet.

We aim to replace all van and minibus vehicles over a 10-year period with hybrid vehicles, however this target will be dependent upon improvements in the charging infrastructure across the UK and developments in the capabilities of hybrid and fully electric makes and models of vehicles.

In order to facilitate the expansion of our hybrid and fully electric vehicle fleet, we aim to install additional charging points at our Head Office location and review the feasibility of introducing charging points at Operating Centre locations.

In 2023 we introduced the Electric Car Scheme as a company benefit and this is being monitored for ongoing participation in the scheme.

GREEN TRANSPORT PROGRAMME

Since 2021 we have been actively lowering carbon emissions and reducing the number of vehicles on the road by transporting numerous operatives to and from projects using our company minibus and van fleet and encouraging car sharing schemes wherever feasible.

We currently have 147 company vehicles in the fleet with capabilities to transport multiple operatives between home and site locations, with the breakdown of vehicle type detailed below:

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Vehicle Type	Current Number of Vehicles
Van – 2 / 3 / 5-seater	84
Minibus - 9-seater	63

This gives us the capability to transport more than 800 people between locations, reducing the number of vehicles on the road by nearly 700, and in turn drastically reducing carbon emissions.

LOW CARBON FUEL & FLEET SOLUTIONS

In order to further reduce emissions associated with the use of fuel, we are also focusing on:

- Establishing more robust and efficient methods of collecting fuel usage data from our sites and workforce in order to conduct more intensive analysis of fuel.
- Apply an age limit on all company vehicles and plant to ensure optimal efficiency of the fleet, aiming for a minimum of Euro 6 Compliant level across the fleet.
- Continued research into HVO Strategy implementation, working with our clients to improve availability of HVO fuel at project locations. Investigate the possibility of installing HVO tanks at Operating Centres.
- Researching other alternative fuels, e.g. hydrogen and green hydrogen, and their compatibility with our existing fleet.
- Increase the use of electric plant as the technology develops.
- Maximise the use of 'Eco' rated site accommodation and welfare cabins.
- Continue promotion of our Cycle to Work Scheme, established in 2019, in order to remove the need for carbon emissions entirely where possible.

CARBON EMISSION REDUCTION ON PROJECTS

In order to reduce Scope 3 emissions associated with embodied carbon and operational carbon in the buildings and infrastructure projects we are involved with, we are:

- Undertaking studies to monitor real world embodied and operational carbon and using the results to drive continuous improvements in our approach to carbon reduction.
- Leading the way with research projects which allow us to benchmark and provide solutions to our clients that reduce both operational and embodied carbon.
- Planning to introduce additional options into our quotations, detailing choices for lower carbon options for our clients to select.
- Engaging with our supply chain to identify and adopt the use of low carbon construction plant, materials and working practices.
- Using local supply chain, ensuring less travel and insisting our supply chain invests in this attitude.
- Using battery-powered tools instead of using generators where possible on civils projects.

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FLEXIBLE WORKING POLICY

Our Flexible Working Policy was initially implemented in 2022 and has since been expanded in 2024, through this initiative we continue to support agile and remote working to minimise unnecessary travel. Through maximising the use of technology, including opting for e-learning tools to cut down on carbon emissions from employees travelling to training centres, we can reduce the carbon emissions associated with commuting and business travel.

ENERGY EFFICIENCY

Our Head Office was built in 2016, fitted with LED lighting and smart technologies, minimising energy consumption. Over FY 2025, we shall be investigating switching to a green energy supplier at this location.

We have also investigated the options and opportunities for solar panel installation at our Head Office, taking into consideration the financial planning involved and reviewing the potential for carbon savings. Subsequent to this review, we are planning to install solar panels over FY 2025 to increase our energy efficiency and further reduce our emissions.

ONGOING INITIATIVES

MOBILE HEALTH SCREENING TRAILER

Through the use of our Mobile Health Screening Trailer, we are able to reduce our carbon footprint by delivering Health & Wellbeing solutions directly on site.

	FY 2024
Number of sites visited by MHST during period	24
Total number of days MHST utilised	64
Total number of operatives using MHST	1,576
Average number of travel miles saved <small>*based on an approximation of an average 60 mile round trip to nearest medical centre from project</small>	94,560
Average tCO ₂ e saved <small>*based on assumption of average of medium sized diesel car achieving 45 mpg and related emissions</small>	10,937

COLLABORATION

By actively engaging with industry peers, regulatory bodies, and sustainability experts, our aim is to stay abreast of evolving best practices, technological advancements, and regulatory developments. Through fostering a culture of knowledge-sharing and collaborative problem-solving with our clients and other stakeholders, we can continuously adapt our practices to align with the latest climate-related standards and guidelines.

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We are Partners and Gold-level Members of the Supply Chain Sustainability School, where we are also active members on the Plant Group, Social Value Group, Labour Standards Group and Infrastructure Leadership Group. This partnership also gives us access to an extensive library of knowledge sharing across the industry, covering a wide range of topics around sustainability in the built environment. We utilise the wide-ranging CPD package to educate our staff and raise awareness through e-learning and workshop programmes, empowering our employees across the business to take ownership of sustainability matters.

Since becoming a member of the Supply Chain Sustainability School's Plant Group in 2020, we have achieved their Silver Award since 2022 for demonstration of carbon emission reduction and initiatives, working together with other organisations to reduce carbon emissions and environmental performance. Our aim over FY 2025 is to achieve Gold Award.

INNOVATION

With further investment and development in our digital division, we are enhancing our technologies to design more carbon efficient modern methods of construction and carbon reducing workforce solutions.

Through past and ongoing investment in our digital offerings, including our apps for recruitment and onboarding, we have been moving towards paperless working over the past 3 years, utilising technology to reduce unnecessary printing and paper usage.

SUPPLY CHAIN MANAGEMENT

Optimising our supply chain management can play a crucial role in lowering carbon emissions, and we are working on the following strategies:

Supplier selection and collaboration -

- Choosing and prioritising suppliers that demonstrate a commitment to sustainability and have environmentally friendly practices, e.g. suppliers of Zero Emissions PPE with additional PPE recycling services.
- Collaborate with suppliers to implement eco-friendly measures, such as reducing packaging waste and using renewable materials.
- Foster an open dialogue about challenges and opportunities for improvement.
- Build long-term partnerships with suppliers based on sharing sustainability values.

Supplier education –

- Provide further training and development to our supply chain partners to ensure their skills continue to develop and to increase engagement and awareness of carbon emissions, working together to achieve our Net Zero target.
- Invite our supply chain to our programme of hosted workshops, held at our Head Office, delivered

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through the Supply Chain Sustainability School

Monitoring and reporting –

- Work with suppliers to receive carbon emissions data for the products and services we are using, wherever possible.

By integrating sustainable procurement practices and fostering supply chain transparency, we aim to mitigate our Scope 3 emissions and contribute to a more sustainable and resilient value chain.

WASTE & RECYCLING

In general, much of the waste on sites is under the control of the Principal Contractor, therefore we have little opportunity to have influence over waste and recycling initiatives on these locations. However, over FY 2025 we plan to develop our focus on waste and recycling schemes where we do have influence throughout the organisation. By implementing the following strategies and improving on our current waste and recycling schemes, we aim to improve practices and raise awareness of environmental issues.

- Encourage the use of lean construction principles to minimise excess materials and optimise processes on our civils projects.
- Invest in onsite recycling infrastructure to efficiently separate and process different types of construction waste. This includes the trialling of PPE recycling on sites where we have influence, with a view to rolling this out over the wider business.
- Encourage reuse of materials on sites.
- Work with suppliers to source materials with reduced packaging and promote the use of recyclable or reusable packaging.
- Prioritise suppliers who follow sustainable and environmentally friendly practices.
- Provide training through our Annual Awareness Programme for employees on waste reduction and recycling procedures, raising awareness about the environmental impact of construction waste and the importance of responsible disposal.
- Review the possibility of separate bin systems in each office area of Head Office for general waste and recycling, using clear signage and direction to identify and segregate waste. This scheme is already in place in the kitchen areas.
- Continue litter picking campaign in the area local to Head Office to raise further awareness in both the organisation and the local community, demonstrating our commitment to responsible waste management.

Through ongoing monitoring of waste generation trends, recycling rates, and overall environmental impact, we aim to adjust our strategies accordingly.

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DECLARATION AND SIGN OFF

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans. Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting.

This Carbon Reduction Plan has been reviewed and signed off by the Executive Board of Hercules Site Services PLC.

	Brusk Korkmaz; CEO
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