



ESG 2025

Amey

Life's better connected

A commitment to
environment, society
and good governance



Our ESG plan outlines
the three key themes
we are taking forward
as our contribution to
sustainable development.

Accelerate the change
to a resilient and low
carbon future.

- Decarbonisation and energy efficiency
- Nature positive
- Infrastructure resilience
- Net Zero organisation

Enhance the wellbeing
of communities and
people we impact.

- Investing in our people
- Creating opportunities
- Sustainable supply chain
- Involved communities

Achieve sustainable
and responsible
growth.

- Governance
- Transparency
- Ethics and compliance
- Risk management

Sustainability and Social Value - highlights aligned to UK Government Missions

Mission 1:	Mission 2:	Mission 3:	Mission 4:	Mission 5:
Kickstart economic growth	Make Britain a clean energy superpower	Take back our streets	Breakdown barriers to opportunity	Build an NHS fit for the future
11,057 Living wage paid employees	23% Scope 1 & 2 reduction on 2022 baseline	£248m Social value facilitated for our customers	12% new recruits are veterans, NEET, prison or care leaver (#248)	0.34 Lost time injury rate
627 Employment opportunities created	92% Company cars electric	21,885 Volunteering hours in our local communities	550 Participants in our We Solve It. STEM challenge	15,557 Health, Safety & Wellbeing training hours
£547m SME spend (47% of total spend)	11,531 Hours volunteering for environmental causes	3,137 Hours spent on education engagement activities	20,555 Weeks of work experience or work placements	574 Employees accessing mental health initiatives
£6.2m Spend with VCSEs	54% Net environmental positive revenue	>£95k Fundraised for charities	18.7% Gender pay gap (2024: 20.7%)	7,040 Employees cancer awareness trained



Infrastructure decarbonisation and energy efficiency

Amey

Key progress in 2025:

- ✓ Maintained our **PAS 2080:2023 Carbon Management** in Infrastructure accreditation across Designer, Asset Manager and Constructor
- ✓ Development of a **low-carbon register** - captures project insights and highlights opportunities to share best practice and accelerate uptake of innovation
- ✓ Expanded scope of **Whole Life Carbon assessment projects** - reduced from £500k to £200k (design fee).
- ✓ **Energy Management and Carbon teams** brought together Amey's 'connected intelligence' to support clients across complex facilities
- ✓ Participation in ADEPT Live Labs 2 – a Centre of Excellence for **decarbonising roads**
- ✓ Held our first **Sustainability Growth Summit**, Brockholes Nature Reserve

54%

of Amey revenue associated with delivering net environmental positive services (FTSE Green Revenue Model)

+100

environment, carbon, biodiversity, ecology and sustainability experts

Decarbonisation and climate resilience projects delivered across the UK



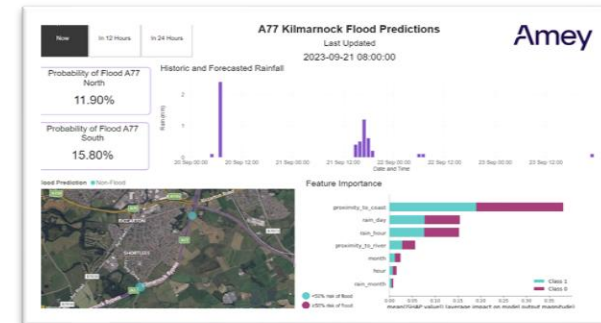
- Developed data-driven demand modelling for equitable, scalable EV infrastructure deployment, **Trafford Council**
- Launched our **Electric Vehicle charging business** – with +100 chargers installed across Trafford



- Decarbonisation at **HMP Prescoed, MoJ** – over 20 tonnes carbon abated
- Using E60+, our AI-powered energy tool, we reduced energy use by 9% **Burnel House, National Highways**



- Smart electrification of the Core Valley lines, design and delivery of new South Wales Metro Depot in Taff's Well, **Transport for Wales**
- Remote condition monitoring weather, identifying risk and climate change predictions on Core Valley Lines, **Transport for Wales**



- Flood prediction monitoring on Kilmarnock bypass, **Transport for Scotland** – product used real time information and machine learning
- Climate change predictions, asset specific impact assessment and adaptation recommendations for **Staffordshire County Council** highways



- Designed and installed new office at Olive Grove Depot in partnership with **Sheffield City Council** – living walls, wildflower roof, to 'Very Good' BREAM standard
- Designed Scotland's first Net Zero Depot in Polmadie for **Transport for Scotland** – reducing emissions by 90%



- Designed 14km Green Corridor for **Telford & Wrekin** lighting – installing 100 off grid lanterns, removing the need for mains power

See '[Case Studies](#)' for further examples



Nature Positive

In 2025, we strengthened our commitment to biodiversity and ecological resilience with the launch of our **Nature Positive Strategy 2025–2030**. The strategy is built around four pillars:

1. **Ecological protection and risk management**
2. **Embedding nature-positive thinking**
3. **Achieving measurable biodiversity benefits**
4. **Integrating climate and nature action**

Halting and reversing nature's decline is inseparable from addressing climate change, and our approach aligns with the UK Government's Modern Industrial Strategy 2025, which sets a clear pathway towards a greener, more resilient economy.

Across our Transport Infrastructure and Complex Facilities businesses, the assets we design, maintain and operate provide habitats for a wide variety of species.

Our Nature Positive Strategy sets out how we will protect and enhance these natural assets through evidence-based targets, strengthened ecological risk management and nature-positive delivery approaches.

We have committed to the **Nature Positive Business Pledge**, a framework that supports transparent, peer-reviewed reporting and encourages consistent nature-positive action across sectors. In addition, we support **Rebuilding Nature**, an alliance working to position nature as critical national infrastructure – restoring ecosystems, strengthening resilience and supporting communities across the UK.

Amey

January 2025 employee survey results:

88% felt biodiversity is very or somewhat important on a personal level

81% felt biodiversity is very or somewhat important to Amey

71% felt that having a Nature Positive strategy was very important

68% felt biodiversity was relevant or somewhat relevant to their day-to-day work.



Amey's commitment to be a Net Zero organisation

Amey

Near-Term Targets

- Amey UK Limited commits to reduce absolute **Scope 1 and 2 GHG emissions 52.8% by 2030** from a 2022 base year and to reduce absolute **Scope 3 GHG emissions 30.0%** within the same timeframe.

Long-Term Targets

- Amey UK Limited commits to reduce absolute **Scope 1 and 2 GHG emissions 90% by 2040** from a 2022 base year and to reduce absolute **Scope 3 GHG emissions 90%** within the same timeframe.

As of 2025:

Scope 1: 30,060 CO₂ tonnes equiv
 • **22% reduction** on baseline

Scope 2: 415 CO₂ tonnes equiv
 • **31% reduction** on baseline

Scope 3: 582,221 CO₂ tonnes equiv
 • **29% increase** on baseline

Key progress in 2025:

- ✓ Maintained accreditation to **ISO 14064** and for the first time achieve **ISO IWA 42 (Net Zero Transition Plan)**
- ✓ Maintained our '**EV First Policy**' – supporting employees with funding for home chargers. Until mid-2023, only 5% of fleet vehicles were electric - by the end of 2025, this had increased to 92%, with more than 1,400 electric company cars in operation
- ✓ Our partnership with **Speedy** continued to strengthen, with the proportion of '**Eco**' equipment **increasing from 40% to 60%**

- ✓ Progressed our **procurement decarbonisation waves** – targeted action on Aggregates
- ✓ Participation in **ADEPT Live Labs 2** – with a focus on decarbonising roads
- ✓ Early engagement with key suppliers, and integration of climate change considerations into supplier tendering and evaluation

92%
EV company cars
(2024: 82%)

60%
use of eco tools
(2024: 40%)

86%
>£10m spend
suppliers with SBTi
commitment
(2024: 62.5%)





A culture that promotes sustainability

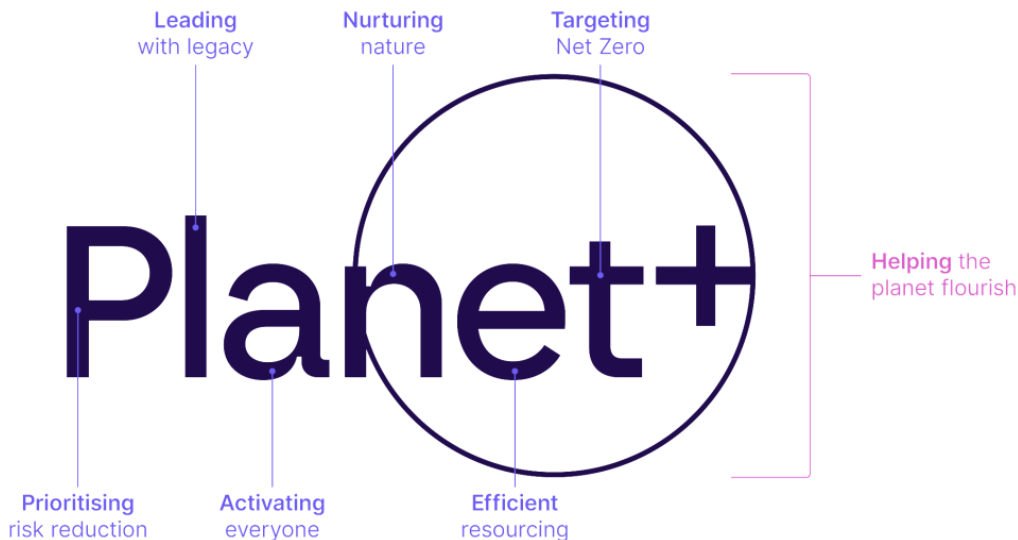
Key progress in 2025:

- ✓ Maintained 100% accreditation **ISO 14001 Environmental Management System**
- ✓ Strengthened **Planet+** - our cultural programme to raise awareness for sustainability
- ✓ Launched an **IMPACT** campaign, inviting colleagues to share ideas to improve Amey's environmental performance.
- ✓ We introduced **EcoCycle**, our in-house reuse platform, which champions circular economy principles by helping teams extend the life materials and resources.
- ✓ **347 leaders** completed the certified Leading with Environmental Sustainability (ISEP)
- ✓ Maintained 100% accreditation **ISO 14001 Environmental Management System**

347
People completed sustainability leadership training

11,531
Hours volunteering for nature

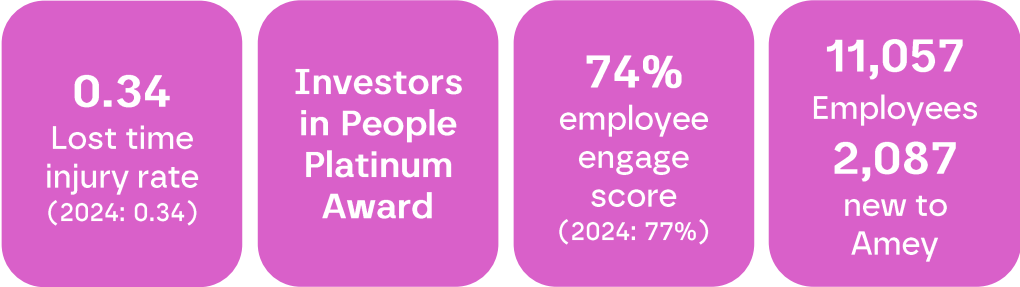
57
Ideas submitted through our IMPACT campaign



Investing in our people

Key progress in 2025:

- ✓ Our **Zero Code** continues to set clear expectations for safe working and accountability at every level of the organisation
- ✓ Our people strategy continues to centre on three core pillars – **Attract, Develop and Retain** – which continues to evolve in response to growth across new markets and geographies
- ✓ We invested **£7.32 million in training and skills development** to ensure colleagues have the capabilities needed to perform, progress and contribute to Amey's long-term success.
- ✓ **Two new succession-focused programmes** were designed to develop future senior leaders. Delivered with Hult Ashridge
- ✓ We launched a **new accredited Management Programme**, providing a consistent, high-quality learning experience and equipping managers with the skills required to lead effectively.
- ✓ Our mentoring programme expanded to more than **70 new mentor/mentee registrations** and 50 active partnerships
- ✓ We achieved the **5% Club Platinum Award**, with 10% of our workforce participating in funded learning
- ✓ More than **795 nominations were submitted through our A*Stars platform** – a ~60% increase year-on-year





Wellbeing, Inclusion and Diversity

Amey

Wellbeing

- ✓ Our **Wellbeing Calendar** provided a programme of monthly themes, refreshed intranet content and events aligned to colleagues' needs
- ✓ Launched a new **digital wellbeing check-in tool** enabling employees to assess their own wellbeing and access tailored resources and signposting
- ✓ Continued to promote the **Reasonable Adjustment Passport**, ensuring that colleagues experiencing health-related symptoms receive the right adjustments and support in the workplace

Diverse Leadership Development

- ✓ **Multicultural Leadership Programme**: Cohort 1 completed with 29 participants; 76% achieved a promotion, stretch or lateral move

- ✓ **Women@Amey Leadership Development** completed 4 cohorts. On average 70% of programme participants have experienced significant career steps
- ✓ **Diversability Career Development Programme** – Applications launched in 2025 in partnership with Disability Rights UK

Inclusion

- ✓ Our **Unity Group** – comprised of the chairs of our **Affinity Networks** – continues to play a central role in coordinating inclusion initiatives, amplifying lived experience and strengthening intersectional understanding across Amey
- ✓ We relaunched our **Fairness, Inclusion and Respect training**. More than 100 interactive workshops were delivered to 1,800+ managers, alongside a new e-learning module for all employees

31.5% female representation
(2024: 30.7%)

20% female Exec Committee
(2024: 20%)

23.0% female senior management
(2024: 21.5%)

17.7 gender pay gap mean
(2024: 18.6%)

15% non-British White ethnicity
(2024: 9.1%)

3.95% disability
(2024: 3.10%)



Creating jobs, skills and development opportunities for those that face barriers

Amey

Young people and Early Careers

- ✓ More than 450 active participants in **our early careers programmes**, including 90 new apprentices, graduates and placement starters
- ✓ **Apprenticeship, Degree Apprenticeship and Work Placement** programmes
- ✓ **We Solve It Cup** (formerly the Challenge Cup) delivered across 22 events, involving 63 schools – inspiring yr 8-10 girls into STEM careers
- ✓ Strengthened our partnership with the **Duke of Edinburgh Award** - 25 young colleagues worked towards their Gold Award; we delivered Taster Days giving 35+ students hands-on practical experience linked to workplace skill; we supported Youth Without Limits shining a focus on essential skills
- ✓ **BrightSparks** – a primary-school STEM engagement programme - introduced pupils to climate change and real-world infrastructure topics such as EV charging and street lighting engaged 245 pupils across England and Scotland

Opportunity for all

- ✓ Our **Journey to Work** programme expanded to 20 events, working with 82 partner organisations, 1,427 people engaged, 873 workshop participants, 104 securing employment
- ✓ Delivered in partnership with the Greater Manchester Youth Network, **STRIVE** piloted in Manchester with six care leaver participants, offering mentoring, training and work experience
- ✓ **'Service to Success'** supports service leavers entering civilian employment – 23 service leavers supported, 6 secured roles in Amey, 10 moved into FM roles, 9 completed placements
- ✓ **CRED** supporting serving prisoners to gain skills and find routes to employment, live in 50 prisons. **Step Ahead Pathway** – our new programmes in partnership with the DofE Award to provide confidence and workplace-readiness skills

12%

new recruits are veterans, NEET, prison or care leaver (2024: 7%)

20,555

weeks of work experience or work placements

3,137

hours spent on education engagement activities

550

participants in our 'We Solve It' STEM challenge



Championing SMEs and social enterprise

Amey

Key progress in 2025:

- ✓ Partnered with **5,400 suppliers**, with a **£1.2bn supply chain spend**
colleagues and suppliers to understand and embed sustainable procurement
- ✓ Published our new **Working with Our Suppliers Guide**, which sets out the commitments we make to our suppliers and the expectations we require from them. Since developed **Strategic Supply Chain Charters**
- ✓ Amey continued to champion opportunities for voluntary, community and social enterprise (VCSE) organisations, reinforcing our commitment as a member of **Social Enterprise UK's Buy Social Corporate Challenge**.
- ✓ Received the **Chartered Institute of Purchasing and Supply Award for Excellence in Procurement**, recognising outstanding performance, innovation and impact in procurement and supply chain management
- ✓ Our **Social Enterprise Accelerator**, delivered in collaboration with Hays, completed its second cohort in 2025. The programme creates meaningful collaboration between private-sector organisations and social enterprises, helping participants strengthen their operational capability, confidence and readiness to integrate into major supply chain
- ✓ Maintained **Gold status with the Supply Chain Sustainability School**, supporting both



£547m
SME spend
(47% of total
spend)
(2024: £664m)

£6.2m
Spend with
VCSEs
(2024: £5.1m)

99%
Supplier
invoices paid in
60 days
(2024: £99%)

£132k
social value
through our
accelerator
programme



Delivering social value in the communities we serve

Amey

Key progress in 2025:

- ✓ Strengthened **our Local Needs Assessment** tools, to support teams with planning meaningful social value that makes a difference to communities.
- ✓ Continued to work with **Thrive** to track social value performance – aligned to PPN 002, widening and automating the capture of impact data
- ✓ Expanded **supply chain** social value reporting, improving visibility and assurance across contracted partners
- ✓ Introduced a **Social Value Minimum Requirements framework** to drive consistency and compliance across all contracts

Fundraising and volunteering

- ✓ Our **Charity Boost** initiative empowers employees to maximise their fundraising impact by applying for matched sponsorship. In 2025, £15,081 was awarded to support 43 causes
- ✓ Following an all-employee vote, **Cancer Research UK** was reselected as Amey's Employee Chosen Charity for a two-year term – collectively we have reached circa 64% of all Amey employees, providing clear, practical and evidence-based health information.
- ✓ Championed **Social Impact Days** – x2 paid days per year, per employee to volunteer. In total 21,488 hours were volunteered across our Amey teams

£248m
Social value
(2024: £211m)

21,488
Volunteering
hours
(2024: 13,426)

£94k
Fundraising for
charity
(2024: £106k)

- See how our ESG Strategy aligns to the UN SDG
- See 'UN Global Compact Communication of Progress'



Governance for ESG

Amey

Our approach:

- The **Amey Board** has overall accountability for our ESG contribution
- The Board has established an **ESG Committee** – made up of Directors and chaired by our Group Chairman – with oversight of all of Amey's ESG activities
- The ESG Committee oversees all ESG matters, including strategic decisions, setting of targets and objectives and climate-related issues, risks and opportunities
- The Committee **met quarterly** and reports directly to the Board

Further leadership steering groups support the ESG Committee:

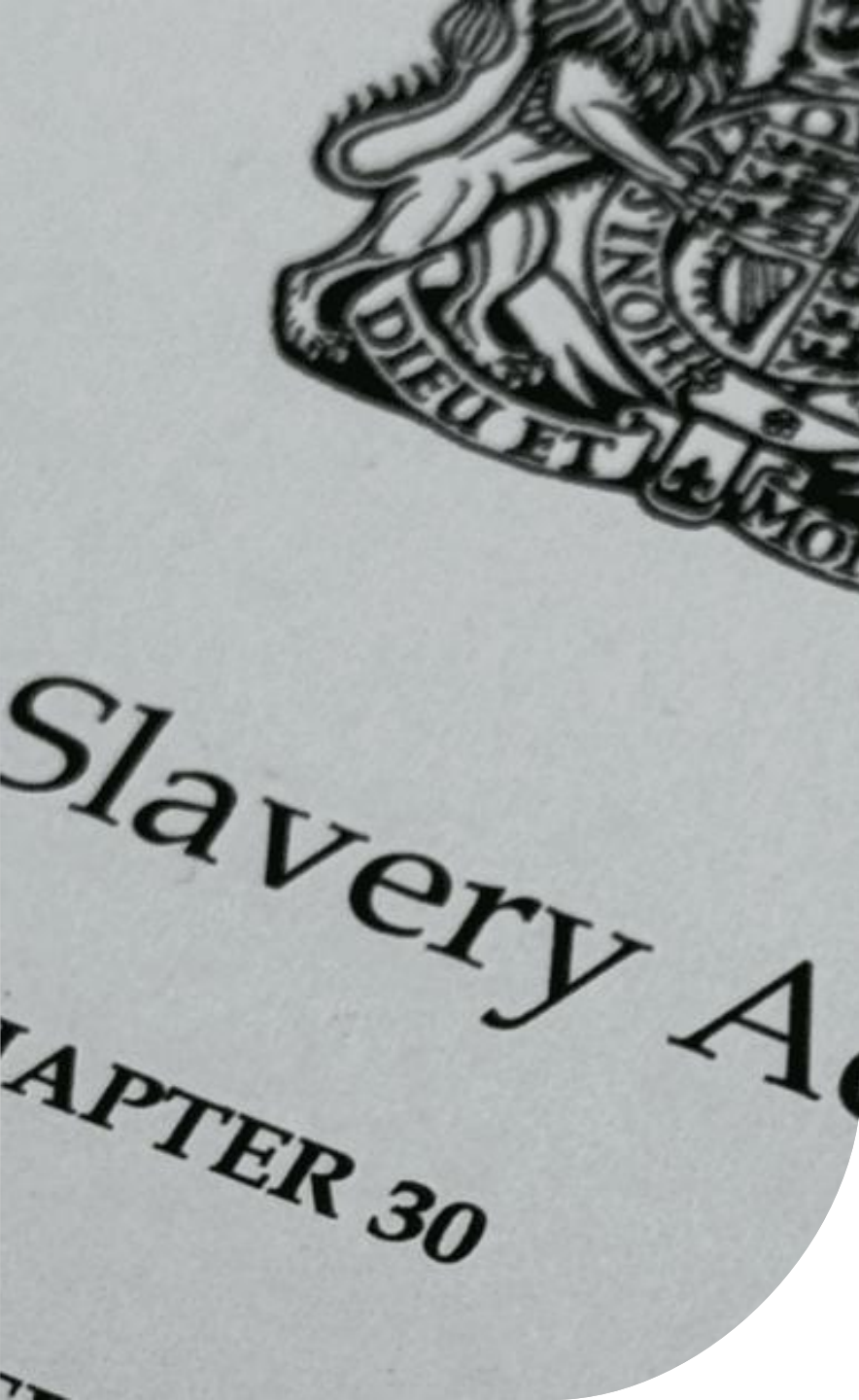
- **Environment and Sustainability**
- **Social Value Steering Group**
- **Wellbeing, Inclusion and Diversity Steering Group**
- **Procurement Steering Group**
- **Modern Slavery Working Group**

In 2025 we commenced a Double Materiality Assessment and will publish in 2026

UN Global Compact
First Communication of Progress published

Gold & Rising Star Accreditation in the SFMI (2024: Silver)

+36
Customer Net Promoter Score



Reducing the risk of modern slavery

Amey

Key progress in 2025:

- ✓ On going training and awareness to **all employees**
- ✓ **Modern Slavery Ambassadors established** with training delivered by the Slave Free Alliance, strengthening internal capability and visibility across the organisation
- ✓ **All of our recruitment teams** received specific training on spotting the signs
- ✓ **Refreshed Supply Chain Risk Assessment** completed, enabling more targeted and risk-based supplier oversight.
- ✓ Modern Slavery **requirements embedded into the Working with Our Suppliers guidance** launched in 2025, ensuring clearer expectations for all commercial teams and suppliers
- ✓ **Supply Chain Conferences** (Rail, Complex Facilities, Defence) included dedicated modern-slavery workshops and engagement sessions, reinforcing our commitment through supplier relationship management
- ✓ **Increased employee vigilance:** colleagues have proactively raised *potential* concerns — a positive indicator that training is improving awareness and identification of risk areas

97%

Govt MSAT tool
(2024: 97%)

92%

Senior
Management
completion of MS
training

4.45

Training feedback
(out of 5)

Key progress:

- ✓ Creation of our **dedicated AI & Innovation Team** advancing the integration of AI into core business strategy.
- ✓ To support collaboration and experimentation, we constructed a new **AI & Innovation Studio** at our Birmingham office
- ✓ A strategic partner of **FutureDotNow** – a coalition of industry leaders focused on improving digital inclusion across the working-age population – we lead activity for the construction and infrastructure sector
- ✓ More than **1,100 M365 Copilot licences** are now in active use, with AI-assisted hours rising from under 4,000 per month in August 2025 to over 6,000 hours in December.
- ✓ Amey is certified to **Cyber Essentials, Cyber Essentials Plus** and **ISO 27001:2022**, as part of our commitment to maintaining robust information security controls
- ✓ Development and launch of Amey's bespoke **AI Knowledge Bank** – our first enterprise-scale generative AI tool designed to manage and surface corporate knowledge.
- ✓ Achieved **Frontier Firm status at Microsoft Ignite 2025**, recognising us as one of only 844 organisations

Use cases with sustainable outcomes:

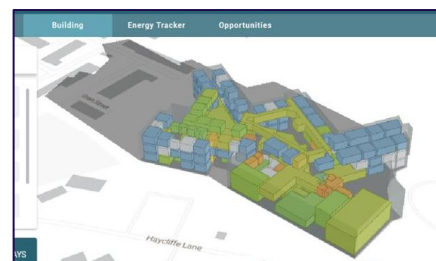


Predictive maintenance – we have developed an AI-enabled climate-asset tool that helps road and rail operators shift from reactive maintenance to proactive, resilient and data-led asset management. Outputs are visualised through a GIS-enabled Power BI dashboard, providing:

- Spatial mapping of vulnerable locations
- Risk-and-cost trade-off scenarios
- Optimised maintenance plans that balance resilience, safety and budget constraints



Decarbonising Roads – an output of ADEPT Live Labs 2 is an open-source digital knowledge bank that collates data and case studies on low-carbon materials, including carbon impacts and technical performance



Energy management - through our partnership with Grid Edge, we developed an AI-powered system that integrates national metering data, Building Management Systems and sensor information to automate energy optimisation



Our signatories and accreditations

Amey

INVESTORS IN PEOPLE®
We invest in people Platinum



**SFMI Gold
Award 2025**



The Prince's
Responsible
Business Network



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



**SFMI Rising Star
Award 2025**



WE SUPPORT



