

At Balfour Beatty, sustainability is more than just a goal - it's one of our core values. Every day, we're trusted to deliver infrastructure that strengthens communities, supports economies, and leaves a lasting positive impact on people and the planet.

From financing and building to operating and maintaining vital infrastructure, we're committed to delivering solutions that are sustainable by design - for our customers, our industry, our communities, and future generations.

## OUR STRATEGY, COMMITMENTS & TARGETS

As part of our "Building New Futures" strategy, we've identified six key areas where we can make the biggest difference. We've set clear commitments and measurable targets for each focus area to help us stay on track and accountable.

## PROTECTING AND ENHANCING THE ENVIRONMENT

### Climate change

We're committed to tackling climate change by reducing our emissions and building resilience into what we deliver.

- Cut Scope 1 and 2 greenhouse gas emissions by 42% by 2030
- Reach net zero for Scope 1 and 2 by 2045
- Reach net zero across all emissions (Scope 1, 2 & 3) by 2050

Our targets are validated by the Science Based Targets initiative (SBTi).

### Nature positive

We're working to protect and restore nature wherever we operate.

- Meet our goals to halt nature loss by 2030
- Embed nature-positive principles across UK operations, supporting nature recovery by 2050

### Resource efficiency

We're using resources more wisely and cutting waste wherever possible.

- Eliminate non-hazardous excavation waste to landfill in the UK by 2030
- Zero avoidable waste in the UK by 2040
- Zero avoidable waste in the US by 2050

## LEAVING A POSITIVE SOCIAL LEGACY

### Supply chain integrity

We support ethical, sustainable supply chains and work with partners who share our values.

- 25% reduction in Scope 3 emissions (from purchased goods and services) by 2030

### Community engagement

We're here to build stronger, more connected communities.

- Social value target of £6billion by 2030
- Social impact target dedicating a total of 60,000 hours to engaging with education by 2030 to help bring a strong, future-ready business

### Employee diversity, equity and inclusion

We're building a workforce that reflects the world we live in - diverse, inclusive, and fair.

- 50% increase in female representation in the UK by 2030
- 60% increase in Black and minority ethnic representation in the UK by 2030

## HOW WE DELIVER

To make this happen, we are:

- Holding ourselves accountable with clear roles and responsibilities
- Reviewing our impacts and priorities every year
- Monitoring and measuring our sustainability performance
- Ensuring our Scope 1 and 2 emissions data is independently verified
- Meeting all legal, customer, and internal standards - including risk and quality management

- Constantly improving and being transparent about our progress

We also work closely with our customers and supply chain partners from the start of every project to help them meet their own sustainability goals.

## ENGAGING OUR PEOPLE

We bring our policy to life by:

- Raising awareness through training, toolbox talks, workshops, and day-to-day communication
- Encouraging conversations and ideas from across our workforce and supply chain
- Sharing this policy with employees, partners, and anyone else who plays a role in our sustainability journey

We review this policy every year to keep it relevant and effective.

## AUTHORISATION

**Philip Hoare**  
**Group Chief Executive,**  
**September 2025**