

The Chevron Group

Sustainability Report 2022





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CEO message



I am delighted to announce that 2022 was another exceptional year for our company, marked by strong revenue growth, strategic acquisitions, and continued innovation in the maintenance of critical infrastructure.

We expanded our capabilities and offerings through the acquisition of Herts Traffic Management, further strengthening our position in the market and allowing us to better serve our customers. In addition, we secured the National Highways Scheme Delivery Framework for 2022, a significant accomplishment that demonstrates our commitment to delivering high-quality services to our customers.

Innovation remains at the core of our business, and we have continued to lead the industry to safer, more sustainable methods of working. The Enhanced Mobile Carriageway Closure was launched in November and has been well received by the industry. We have also made great strides in utilising HRS's innovative technologies, such as Intellitag®, to shift to event-based maintenance of work zones, further reducing our environmental impact.

Our ongoing commitment to safety has once again been recognised with the receipt of our 12th consecutive RoSPA award. This achievement is a testament to our continued focus on creating a safer environment for our employees and the wider community. Our social value strategy has continued to

guide our efforts, ensuring that we maximise our positive impact on society and the environment.

Looking ahead to 2023, we remain committed to driving innovation, delivering outstanding service, and making a positive impact on society and the environment. With our expanding capabilities and commitment to safety and sustainability, the Chevron Group is well-positioned to continue our growth and success in the years to come. We are excited about the opportunities ahead and look forward to continuing to work with all of our stakeholders to achieve our shared goals.

Tim Cockayne
Chief Executive Officer

“Our social value strategy has continued to guide our efforts, ensuring that we maximise our positive impact on society and the environment.”





2022 highlights

- 2022 was a successful year for the Group, characterised by **strong revenue growth and increased market share**. Our strategic efforts to diversify from the Traffic Management division yielded significant results, particularly with the successful expansion of our Barrier and Green Services divisions, which were acquired in 2021.
- A notable achievement was the successful acquisition of Herts Traffic Management in August, further strengthening our position in the market. This strategic move allowed us to broaden our service offering and enhance our capabilities.
- While the launch of Scheme Delivery Framework (SDF) projects by National Highways experienced delays, impacting our traffic management and arboriculture works, we are pleased to report that **SDF projects have been successfully launched in the first quarter of 2023**.
- In 2022, we made strategic investments in overheads, which proved instrumental in supporting our growth trajectory. Additionally, we are proud to announce that **the Group attained its Cyber Essentials certification**, demonstrating our commitment to safeguarding data and maintaining robust cyber security practices.

- One of the highlights of the year was the **launch of the Enhanced Mobile Carriageway Closure (EMCC) technique** at Highways UK in November 2022. This innovative approach, designed by Chevron TM and HRS, creates a traffic-free environment to allow us to install, maintain, switch, or remove traffic management. This includes supporting traffic-related operations such as movements to and from works access and egress locations or other works operations that require or benefit from a short period of traffic-free time during works. Garnering significant attention and generating excitement among industry professionals, **the EMCC technique promises to revolutionise the way we plan and execute infrastructure maintenance activities**, ensuring safe, efficient and effective operations.
- In summary, 2022 was a year of notable achievements and growth for the Group. Our revenue growth, successful acquisitions, and market diversification efforts have positioned us as a strong player in the industry. We remain dedicated to innovation, excellence, and the pursuit of sustainable growth in the years to come.

We are honoured to have been awarded the RoSPA President's Award for 2022.

This marks our 12th consecutive gold medal and the prestigious recognition reaffirms our unwavering commitment to maintaining exemplary health and safety standards throughout our operations.



Company overview and group offering

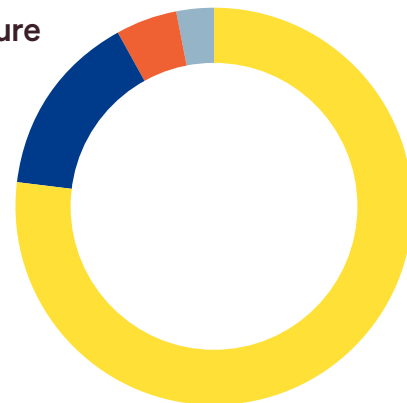
UK Group offering

As one of the largest infrastructure-enabling service providers in the UK, we take pride in delivering our core mission to get people home safely every day. With 40 locations across England, Scotland, Wales, and Northern Ireland, we work in partnership with our customers, utilising up-to-date technology, innovative systems, and professional design and planning expertise to create safe work-zones. We are specialists in urban and high-speed traffic management, arboriculture, barrier services and digital services. With a strong commitment to safety, innovation, and sustainability, we have established ourselves as the UK's leading infrastructure safety business across various sectors, including Utilities, Construction, Rail, Highways, Local Authorities, and Events.

Our comprehensive range of services ensures the safety of road workers and road users alike. **We specialise in creating safe work-zones** through the application of digital innovation, industry expertise, and meticulous planning. With a diverse portfolio of companies within our group, including Chevron Traffic Management, Class One Traffic Management, HBS, Herts Traffic Management, Shift Traffic Events, Chevron Green Services, Chevron Green Consultancy, and HRS, **we provide national coverage** and a wide array of solutions tailored to meet our clients' specific needs.

2022 group turnover

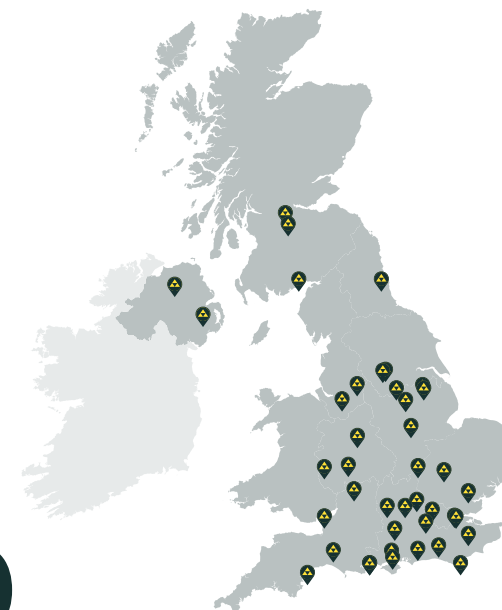
- 77% Traffic management
- 15% Barrier services
- 5% Arboriculture
- 3% Digital



Ramudden Global

As we strive to broaden our expertise and offerings, we are proud to be part of Ramudden Global, a network of infrastructure safety companies providing urban and high-speed traffic management, arboriculture, digital services and specialisms in infrastructure safety. With over 4,500 employees across 12 different countries, its success is down to its focus on its mission **to get people home safely every day and be a caring force for a safer world.**

To learn more about Ramudden Global and their commitment to traffic safety and infrastructure solutions, please visit their [website](#).



40

Chevron Group locations across England, Scotland, Wales, and Northern Ireland





Strategy and objectives

The Group has set forth a comprehensive strategy that encompasses key objectives aimed at driving our growth, innovation, sustainability, and integration. By focusing on these objectives, we aim to position ourselves as a leader in the temporary traffic management sector while expanding our service offering and maintaining a strong commitment to ESG principles.

Be a digital pioneer

We strive to be at the forefront of digital transformation in the construction industry. Our objective is to embed event-based maintenance as the industry standard process, leveraging data-driven insights to optimise maintenance operations. Additionally, we aim to utilise a best-in-class Enterprise Resource Planning (ERP) system to drive efficient delivery across our operations.

Build service offering and capacity

To support our growth ambitions, we aim to expand our service offering and capacity through strategic acquisitions. By identifying suitable targets, we seek to enhance our capabilities and broaden our reach, ensuring we can meet the evolving needs of our clients effectively.

Diversify and grow

As part of our growth strategy, we are committed to diversifying into environmental consultancy and arboriculture, and Vehicle Restraint Systems (VRS). By embracing sustainability initiatives and expanding our offerings in these areas, we can tap into new markets and create additional value for our clients. We also aim to achieve organic growth by continuously improving our existing services and exploring new opportunities within the sector.

Industry-leading ESG agenda

We are dedicated to being recognised as an industry leader in Environmental, Social, and Governance (ESG) practices. Through our approach to organisational health and safety, our commitment to achieving net zero emissions, our implementation of social value initiatives, and our robust corporate governance framework, we aim to set the benchmark for responsible and sustainable business practices in our sector.



Effective integration

Integration plays a critical role in realising the full potential of any acquisition. We have developed a comprehensive integration playbook that guides our approach across all functions. Senior leadership will take a proactive role in driving integration efforts, with a dedicated integration team overseeing the overall process. By ensuring effective integration, we can capture synergies, enhance operational efficiency, and maximise the value of our acquisitions.

Strengthen professional services offering

We recognise the value of our professional services offering and aim to build on its success. By leveraging our expertise, experience, and client relationships, we will continue to enhance our professional services capabilities. This strategic focus will enable us to deliver even greater value to our clients while expanding our market presence.

Through the pursuit of these objectives, we are committed to delivering exceptional services, driving innovation, and making a positive impact in our industry and the communities we serve.



Business environment

The highways industry faces a number of challenges that need to be tackled through collaboration and innovation.

Environmentally sustainable practices

The push for environmentally sustainable practices is becoming increasingly important in the highways industry, with a focus on reducing carbon emissions, improving resource efficiency and reducing waste, and protecting and enhancing biodiversity.

Technology and innovation

Technology is playing a critical role in the highways industry, with the adoption of new solutions such as intelligent transportation systems, connected vehicles, and smart infrastructure systems. The use of data analytics and artificial intelligence is also on the rise, driving more efficient and effective highway management.

Safety and efficiency

Ensuring the safety and well-being of workers, as well as the public, remains the priority for the highways industry, with a focus on reducing accidents, improving traffic flow, and enhancing the overall user experience. This includes the use of advanced driver assistance systems, improved road designs, and innovative infrastructure-enabling solutions.

Collaboration and partnerships

Collaboration between public and private sectors is becoming increasingly important in the highways industry, with greater focus on developing partnerships to drive innovation, improve efficiency, and deliver against shared sustainability goals.

Social value and diversity

The highways industry is placing greater emphasis on social value and promoting diversity and inclusivity within the workforce, with a focus on delivering infrastructure projects that benefit the wider community, support economic growth, and improve quality of life for local residents.



Stakeholder engagement and materiality

A materiality assessment has been conducted to gauge internal and external stakeholder views on environmental, social, and governance issues. This process is integral to ensuring that our ESG strategy is aligned to the priorities of our external stakeholders so we can continue to deliver projects that create value and secure our long-term success as a sustainable business. We intend to repeat this process periodically to reassess priorities given the ever-changing sustainability space. A list of ESG topics was created using guidance from the Global Reporting Initiative (GRI). Key internal and external stakeholders were identified by the senior leadership team to ensure that we had included all relevant parties.

Internal stakeholders included employees, department heads, regional managing directors, and the C-suite. External stakeholders comprised Triton Funds, National Highways, tier 1 contractors and other key clients in sectors such as utilities, rail, local authorities, events, industry peers, members of our supply chain, collaborative working relationship partners, legal and compliance bodies, special interest groups, and local communities.

During the assessment, we identified material topics that hold significance for our business, including:

- Employee health, safety, and wellness
- Environmental legal compliance
- Carbon emissions
- Stable growth and good profitability
- Business resilience

These material topics will guide our efforts in addressing ESG challenges and opportunities. By prioritising these areas, we aim to protect the well-being of our employees, ensure compliance with environmental regulations, manage carbon emissions, achieve stable growth, and enhance business resilience.

Our materiality assessment has provided valuable insights that shape our ESG strategy. By engaging with stakeholders and understanding their perspectives, we are better equipped to drive positive change, strengthen relationships, and contribute to a more sustainable future.





Digital and innovation

Safety is our key driver. We have recognised the impact of technology and digitalisation on the provision of safe, effective and timely infrastructure-enabling services. Our smart-zone technology provides innovative, safety-focused solutions for use in high-speed work-zones and beyond.

Through digitalisation we are able to develop technically advanced traffic management plans which provide real-time information to our clients and to the general public. The most important benefit of this innovation is that we can anticipate and prevent potential accidents which otherwise could have devastating consequences.

Our digital services provider, HRS, specialises in the delivery of digital services and assets for sectors in temporary infrastructure, including roads, rail, utilities, and event management, which provide numerous benefits to the industry.

Making work-zones a safer place to work

Warns workers and the public of potential hazards in real-time using smart assets.

Advance warning systems

Provide an instant alert to the workforce in the case of a breach of road closures and works access points.

Improving the efficiency and productivity of works delivery

Gets the right resources to the right place, at the right time.

Intuitive customer-facing systems

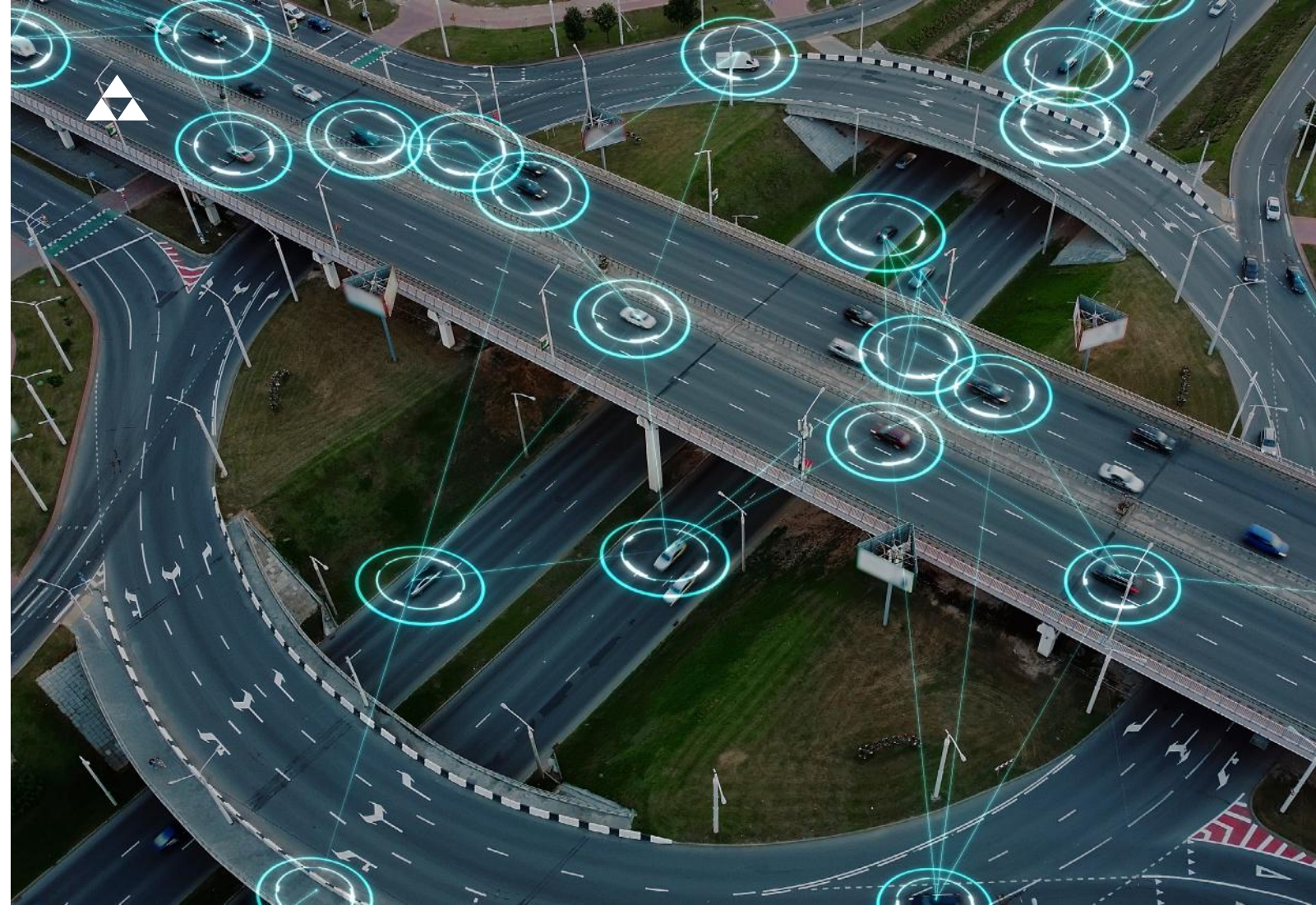
Informs and deters the traveling public from entering restricted work-zones, significantly reducing unauthorised incursions into worksites.

Improving customer service

Provides live, real-time information on road closures.

Digitally-enabled traffic management equipment

Allows remote road closure monitoring.



Smart-zone technology provides safety-focused solutions for high-speed work-zones.

HRS's award-winning products include the Customer Communication Terminal, Intellicone[®] Smart Taper, Intelliframe[®], Dynamic Speed Sign, Work Egress System, and Intellicone[®] Incursion Prevention & Warning System (IIPAWS[®]).



Digital and innovation - Case study

Delivering sustainable solutions with the Enhanced Mobile Carriageway Closure (EMCC)

We are at the forefront of digital innovation, leveraging cutting-edge technology to enhance safety and efficiency in the construction industry. In 2022, we introduced the enhanced mobile carriageway closure technique to the industry, the benefits of which are already being recognised by our clients and supply chain partners.



EMCC is a state-of-the-art digital solution that combines advanced systems, real-time monitoring, and effective communication to transform the way we manage traffic during high-speed roadworks. By utilising this innovative approach, we minimise disruptions for road users and ensure the safety of both our workers and the public.

Through EMCC, we provide a streamlined and coordinated process for managing mobile carriageway closures. This digital solution allows us to remotely control and monitor the closure, eliminating the need for physical barriers and manual interventions. With enhanced situational awareness and improved control over traffic flow, we can optimise the efficiency of roadworks while maintaining the highest safety standards.

The benefits of EMCC are significant. By reducing the time required for setting up and dismantling physical barriers, we minimise traffic congestion and delays for road users. This innovative approach also enhances the safety of our workers, as they are exposed to reduced on-site risks. Additionally, **EMCC supports our commitment to sustainability by reducing carbon emissions associated with prolonged traffic congestion.**

Our dedication to digital innovation extends beyond EMCC. We continuously explore new technologies and systems to improve our services and ensure the safety of all stakeholders. From advanced traffic monitoring solutions to digital communication platforms, we embrace digital transformation as a means to provide efficient and reliable infrastructure safety solutions.

Through our digital and innovation initiatives, **we are proud to be pioneers in the industry**, setting new standards for safety, efficiency, and sustainability. We invite you to learn more about our Enhanced Mobile Carriageway Closure and other innovative solutions on our [website](#).

By embracing digital technologies, we are shaping the future of our industry, creating safer work environments, and ensuring smooth traffic flow for the benefit of road users, our clients, and the communities we serve.



Sustainability framework



Environmental Sustainability

Reducing carbon emissions across all scopes in alignment with climate science



Conserving natural resources through efficient use to reduce waste and maximise value



Promoting and investing in biodiversity



Social Sustainability

Promoting and supporting our people to live healthier lives, both physically and mentally



Maximising the delivery of social value to our people, partners, and communities we serve



Championing equality, diversity, and inclusion by embedding FIR principles in the workplace

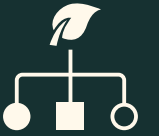


Responsible and Ethical Business

Maintaining our IMS and compliance framework to ensure compliant and efficient delivery



Collaborating with our clients and supply chain partners to champion and promote sustainability



Ensuring open and fair governance by reporting our progress accurately and transparently



At Chevron, we place sustainability at the forefront of our values. We acknowledge our responsibility to the environment, society, and ethical business practices. Our sustainability objectives and priorities are aligned to the UN Sustainable Development Goals and are the guiding principles behind our actions.

The UK construction industry faces a number of challenges today and in the future, and the Group is committed to playing its part in the delivery of a safe, green, efficient and collaborative industry. Our sustainability policy provides a framework for delivering our strategy to create a sustainable business, support the communities within which we operate, and ensure that we work together towards a more sustainable future.

Safety is our foremost priority, and our primary objective is to guarantee the safety of all our employees, subcontractors, clients, and road users every single day. The Chevron Group's ESG strategy revolves around this central focus, ensuring that all our actions are conducted in a secure and safe manner, particularly when providing safety-critical enabling services.

Our ESG Team takes the lead in executing our strategy by collaborating and actively involving the Group's 40 operational depots, as well as all central function departments. Additionally, the team assumes responsibility for our crucial internal audit function, which assesses legal compliance, safe working procedures, and adherence to the Chevron Group's Integrated Management System.



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Our people

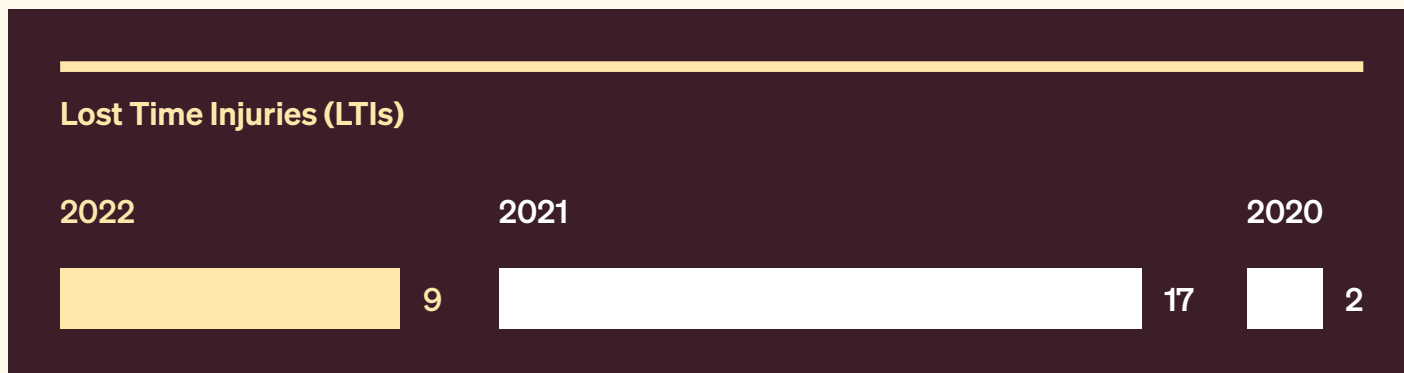
Health, safety and wellbeing

In our commitment to maintaining a safe and healthy work environment, we closely monitor our performance and strive for continuous improvement. We are pleased to note a decrease in Lost Time Injuries (LTIs), with 9 LTIs reported in the year. This positive trend reflects our efforts to enhance safety practices and mitigate risks. Furthermore, we are proud to announce that **96% of our locations have achieved ISO 45001 certification**, underscoring our commitment to high health and safety standards.

It is with regret that we report 5 RIDDOR reportable accidents across the Group during the year, with one occurring in our barrier division and the others within our traffic management operations.

Our dedication to maintaining exceptional safety standards has been recognised through the RoSPA President's Award for 2022, marking our 12th consecutive gold medal. This esteemed recognition highlights our consistent commitment to safety excellence.

We have achieved notable successes in our health and safety initiatives. The implementation of Learning Circle calls has proven invaluable, enabling us to share insights from investigations and audits, both good practices and lessons learned. This collaborative approach has resulted in a **reduction in Lost Time Injuries**, showcasing the effectiveness of knowledge-sharing.



To further enhance our safety practices, we have successfully rolled out Accident/Incident Investigation training to our operational personnel, with plans to continue this training programme in 2023. This training equips our team members with the necessary skills to investigate accidents and incidents thoroughly.

The integration of Highway Barrier Solutions (HBS) and Shift Traffic Events onto Group ISO 45001 certifications is another significant achievement. This consolidation ensures that our health and safety practices are standardised across the organisation, promoting a cohesive approach to managing risks.

We are pleased to welcome Phil Last as our new Head of Health and Safety, who will provide leadership and expertise to drive our

health and safety agenda forward.

While we celebrate our achievements, we acknowledge the challenges that come with continued business growth. It is essential that we proactively address these challenges to maintain and enhance our health and safety performance.

Looking ahead to 2023, we have outlined several key initiatives to strengthen our health and safety practices. This includes expanding the rollout of Accident/Incident Investigation training for our operational personnel, ensuring they are well-prepared to handle any incidents that may arise. Additionally, we will provide Behavioural Safety training for our senior leadership, empowering them to lead by example and foster a strong safety culture throughout the organisation.

To further reduce risks, **we will invest in wearable and vehicle technology**, leveraging innovative tools to identify and mitigate potential hazards. We will also engage with our workforce through a Safety Climate survey, seeking their perspectives and insights to inform our safety improvement efforts.

As part of our commitment to continuous improvement, we will establish Safety Improvement Groups, including Safety Committees, to promote collaboration and drive safety enhancements.

Through these initiatives, we aim to reinforce our position as an industry leader in health and safety, making it a cornerstone of our organisational values and practices.



Our people - Case study

Supporting mental health interventions in the community



Due to the nature of maintaining critical infrastructure across the UK, our workforce can often find themselves having to act as the first responders in situations where vulnerable individuals are considering taking their lives. In 2020 we intervened in 12 suspected suicide attempts, and in 2021 we saw a 140% increase in similar near miss reports. At the time, there was no standard training delivered to the workforce explaining how to conduct a suicide intervention, leaving them exposed to the potential trauma and psychological harm this may inflict on them as individuals. The well-being of our employees and the wider community is of utmost importance to the Chevron Group, and so as part of our commitment to mental health support, we decided to partner with the UK charity Samaritans to deliver suicide intervention training for our operatives.



To kick-start this initiative, **we nominated Samaritans to be the recipient of £5,000 to recognise the invaluable support they provide to the community.** These funds were awarded to the Chevron Group by Triton after being recognised as the winner of the 2021 ESG Governance award. Following this donation, we then worked with their training team to develop and deliver a trial training workshop in suicide intervention at our Stafford depot, with 14 operatives from high-speed depots across the Group participating in the session. The aim was to equip our operatives with the skills and confidence needed to intervene in situations involving individuals at risk of suicide, ensuring their safety until specialist help or emergency services arrive.

The feedback we received from the operatives who attended the course was overwhelmingly positive. They recognised the importance of gaining knowledge and understanding in mental health, highlighting the value of the scenarios covered and the practical training provided. Our workforce acknowledged that this training could have a significant impact on their ability to navigate challenging situations and support individuals in need. They also expressed their belief that the knowledge

gained could extend beyond their professional role, potentially benefiting the wider community through increased awareness and compassionate conversations.

Working in a high-risk environment on the strategic road network comes with its share of challenges for our employees. While we prioritise their physical health and safety, we have learned that the impact on their mental well-being cannot be overlooked. By addressing this gap in training and **providing support for mental health issues, we aim to better protect and assist our workforce.**

Building on the success of the trial, we are now planning to incorporate suicide intervention training as part of the standard induction for new starters. We encourage other organisations to assess the potential impact of their operations on employee mental health and consider implementing relevant training initiatives to provide necessary support.

We recognise that our responsibility extends beyond the realm of operational delivery. By actively investing in the mental health and well-being of our workforce, **we hope to foster a culture of care and empathy,** making a positive impact on individuals and communities alike.

We partnered with Samaritans to deliver suicide intervention training for our operatives.



Our people

Maximising our social impact

In 2022, we embarked on developing our social value strategy, recognising the importance of defining and assigning a social purpose. The strategy aligns with three key themes: **economic prosperity, equal opportunities, and health and wellbeing**, which are closely linked to the UN’s sustainable development goals (SDGs) and the UK Government’s Social Value Model. To operationalise social value, a three-tiered approach was taken, focusing on national, local, and project levels. We have also invested in social value reporting software to ensure we can monitor and report our progress.

Our Purpose

Every day, we rely on our people and partners to deliver operations, and in return, stakeholders expect responsible business practices. While social value initiatives were previously implemented on an ad-hoc basis, we have a structured plan in place driven by our social purpose, guiding our actions and creating a better world.

Key Drivers for Action

In response to stakeholder demands for businesses to contribute to the triple bottom line and avoid exacerbating global challenges, we aim to support employee wellbeing, foster collaborative relationships with our supply chain, build strong community relationships, and contribute to achieving the SDGs.

Application

To maximise social impact, our framework establishes foundational social value at a national level, driven by our social purpose. This foundation will guide activities at local levels, addressing local priorities, and enable targeted social value initiatives at the project level, aligning with clients’ goals. Each level builds upon the successes of the previous one, compounding the impact and driving ambitious action.



Social Value Priorities, Ambitions, and Goals

After reviewing available frameworks, such as the SDGs, and client priorities, we identified three key social value themes: economic prosperity, equal opportunities, and health and wellbeing. Each theme is further divided into three targets, guiding our social purpose and addressing global priorities.

Policy Framework

To support the delivery of social value, we introduced a policy framework. This includes a social value policy outlining objectives and commitments, a volunteering policy offering employees two days of paid leave for volunteering, and a charitable donations policy to support local and national charities through matched funding, sponsorship, and donations.

By implementing this social value strategy and policy framework, we aim to enhance its social impact, improve stakeholder relationships, and contribute to a sustainable and inclusive future.



Our people

Creating a culture of meaningful employee participation

At the Chevron Group, we value the input and perspectives of our employees. In 2021, we initiated our Voice of the Employee programme, which aimed to foster open dialogue and gather insights directly from our workforce. We have continued to develop this programme during 2022, where we embarked on a series of depot visits and conducted 39 interactive sessions, engaging with over 200 employees.



During these sessions, we posed three important questions to our employees, seeking to understand their experiences and gather valuable feedback. We asked:

- **What is it like to work at the Chevron Group?**
- **If you were in charge, what would you change?**
- **What would you never change?**

The responses we received provided us with valuable insights and highlighted four key areas of focus that emerged consistently across the sessions: communications, recognition, equality, and careers. Recognising the significance of these themes, we were committed to addressing them to enhance the employee experience and foster a positive work environment.

To ensure that we could effectively address these areas, **we established four employee-led focus groups**, each dedicated to one of the identified topics. These focus groups serve as platforms for employees to actively contribute, provide input, and collaborate on solutions. Their purpose is to identify challenges, generate recommendations, and drive improvements across the target areas of communications, recognition, equality, and careers.

These employee-led focus groups meet regularly, allowing participants to share their experiences, raise concerns, and propose ideas for positive change.

By leveraging the diverse perspectives and expertise of our employees, **we can collectively identify and address any existing challenges or areas for improvement.**

Through this collaborative approach, we aim to create an inclusive and engaging workplace that values the well-being and growth of our employees.

We are committed to actively listening to our employees, implementing their suggestions, and fostering a culture of continuous improvement. By incorporating the Voice of the Employee programme and establishing these employee-led focus groups, we demonstrate our dedication to ensuring that the voices and opinions of our workforce are heard, valued, and acted upon.

As we move forward, we will continue to engage with our employees, encourage open dialogue, and refine our practices to cultivate a positive and fulfilling work environment.

Our employees are at the heart of our success, and their perspectives are instrumental in shaping the future of our organisation.



Our planet

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Our planet

Net zero and carbon reduction

Our commitment to environmental responsibility propels us towards a comprehensive reduction in carbon emissions. In line with climate science, we have set science-based targets with the aim of achieving net zero carbon emissions by 2050. Simultaneously, we are actively advancing the implementation of a certified carbon management system (PAS 2080) to systematically minimise emissions.

In 2022 we ran several internal net zero workshops with directors and senior managers, with the aim of increasing awareness and understanding of global context, our contribution, and developing our own decarbonisation roadmap. **The following strategy sets out how we aim to reduce our carbon footprint across all three scopes.**



Key facts of 2022

↓ **11% reduction**

in carbon intensity when compared with previous year

📍 **67% of locations**

powered by zero-carbon electricity



Our planet

Improving resource efficiency and waste management

We are deeply committed to minimising our environmental impact and promoting resource efficiency throughout our operations. We have implemented several initiatives that align with our sustainability goals and drive significant reductions in waste generation and resource consumption.



One area of focus is the reduction of vehicle idling, which contributes to unnecessary fuel consumption and emissions. Through the installation of telematics and night heaters, we can closely monitor driver behaviour and identify opportunities for improvement. This technology enables us to optimise driver routes, minimise idling time, and ultimately reduce fuel consumption, leading to both environmental and cost benefits. This also supports our certification to the Fleet Operator Recognition Scheme (FORS), to which we have been accredited to bronze level.

To enhance our waste management practices and improve transparency, we have transitioned our depots to a new centralised waste broker. This initiative allows us to gain a comprehensive understanding of our waste streams and monitor carbon emissions associated with waste management across the Group. **By having greater visibility and control over our waste, we can implement targeted strategies to reduce waste generation, increase recycling rates, and minimise our environmental footprint.**

Another important aspect of our resource efficiency efforts is the upgrading of traffic light units. To replace them, we contacted Traffic Group Signals and ordered a supply of their new RadioConnect2 Autogreen lights which use artificial intelligence to dynamically adjust signal behaviour to changing traffic conditions and improve journey times by up to 50%. By replacing older units with newer versions that offer improved efficiency and increased capacity, we not only enhance the effectiveness of our traffic management services but also recycle the older units responsibly. Recycling the outdated units ensures that valuable materials are recovered, reducing the need for raw material extraction and minimising waste.

We have also implemented measures to reduce the number of vehicle journeys required for lamp battery replacements. By utilising lamp batteries with longer lifespans, we can extend the time between replacements, resulting in fewer trips to site and reduced fuel consumption. Additionally, damaged lamp batteries are recycled within our depots, salvaging reusable parts

and rebuilding them into new lamps. This closed-loop approach maximises resource utilisation and minimises waste in our operations.

To reduce energy consumption and enhance efficiency within our depots, we have installed LED panels. These energy-efficient lighting solutions significantly reduce electricity consumption while providing optimal illumination for our teams. By embracing LED technology, we contribute to a greener and more sustainable work environment.

In our sign shops, we prioritise responsible resource use by repurposing old sign plates. Through cutting down larger signs and repurposing them into new ones, we minimise waste and maximise the use of available materials. This approach demonstrates our commitment to circularity and reducing the environmental impact of our signage production.

Through these initiatives and ongoing efforts, we are continuously striving to enhance resource efficiency, minimise waste generation, and operate in a more sustainable manner. We remain dedicated to exploring innovative solutions, adopting best practices, and collaborating with our stakeholders to achieve our sustainability goals.

Key facts of 2022

12% reduction in energy intensity when compared with previous year

95% of our vehicles are compliant with Euro 6 standards

BRONZE FORS certified



Our planet

Enhancing biodiversity

For nearly two decades, the Group's arboriculture division, Chevron Green Services, has been committed to preserving and enhancing biodiversity within the UK through environmental consultancy, arboriculture services, and commercial vegetation management. By placing a dedication to the natural world at the core of our operations, guided by deep-rooted knowledge and a profound appreciation for the green spaces that enrich our landscape, our central mission is to promote the inclusion and integration of green spaces into the broader environment, ensuring the creation of biodiverse habitats that will endure for generations to come.



Key Services

Our services encompass a wide range of offerings aimed at sustainable and responsible landscape management:

- **Landscape Maintenance**
Including verge and grass cutting
- **Arboriculture and Tree Works**
Ensuring the health and vitality of trees and green spaces
- **De-vegetation and Site Clearance**
For sustainable land management
- **Chevron Green Consultancy**
Expertise in arboriculture, ecology, environmental management, and landscape management



Environmental and Sustainable Offerings

We employ innovative practices and technologies to reduce our environmental impact:

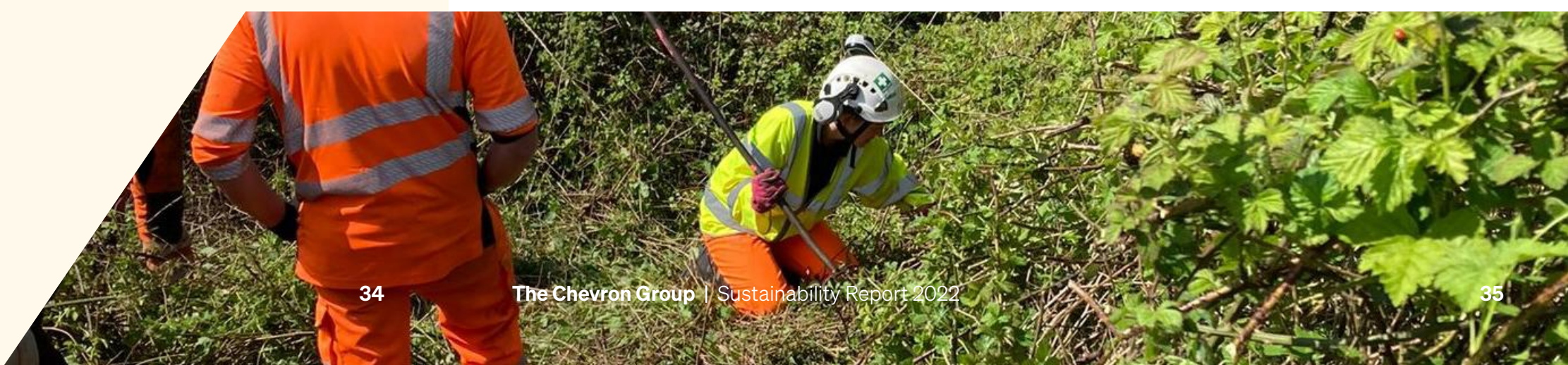
- **Mechanised Arboriculture**
Reducing the need for large crews and equipment, minimising site visits and enhancing safety
- **Ecological Clerk of Works (ECOW)**
Utilising thermal imaging cameras for quicker and more efficient surveys, with reduced disruption to protected species
- **Biodiversity Net Gain Assessments**
Calculating biodiversity enhancements according to UK Habitat guidance
- **UK habitat surveys**
Categorising habitats within defined areas, assessing their condition and distinctiveness against predetermined criteria, surpassing the Phase 1 Habitat survey
- **Environmental Impact Assessment**
Providing ecological assessments for Local Planning Authorities to review planning applications and development consent orders
- **Landscape Management**
Continuously preserving, enhancing, and developing the environment
- **Ecospheres (Bug Hotels)**
Developed from green waste collected on-site, our Ecospheres encourage biodiversity from all angles and are placed at various client depots and sites, including RBLI HQ, Ringway depot Kings Lynn, and our own CGS depots

Customised Long-Term Solutions

We recognise that each ecosystem, from individual plants to complex habitats, demands a unique and well-considered approach. Our goal is to cultivate long-term, mature habitats within the green estate. These mature habitats enable intricate associations with various organisms, including lichens, mosses, insects, mammals, and fungi. These connections take decades or more to establish, forming a rich tapestry of biodiversity often lost in young and hastily established environments. We strongly believe in the value of preserving these complex associations and understand that merely replacing mature trees with younger specimens cannot replicate the intricate biodiversity that has been lost. Therefore, our focus is shifting from viewing green spaces as short-term assets to nurturing them as long-term habitats, ensuring robust and mature tree stock for the future.

In recent times, there has been a growing call to enhance the protection of veteran and ancient trees, particularly in England, which boasts more veteran oak trees than the rest of Europe combined. It is crucial that we prepare for the next generation of wind-firm tree stock, which will evolve into the veteran tree habitats of the future.

Chevron Green Services is dedicated to nurturing the rich tapestry of life in the UK, ensuring that our green spaces flourish and continue to be a vital part of our natural heritage. We believe that through long-term commitment and sustainable practices, we can preserve and enhance biodiversity for the benefit of current and future generations.





Our governance

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Our governance

Corporate governance

Since the outbreak of the COVID-19 pandemic, there have been significant shifts in the international landscape and the business environment. Consequently, these changes have brought to the forefront issues related to corporate governance that require attention. The increase in remote working, alterations in business practices, and shifts in lifestyles have raised concerns surrounding reporting, communication, and consultation.

For the Chevron Group, corporate governance signifies conducting **our business operations with unwavering integrity, honesty, and a commitment to fair dealing**. This commitment extends to our adherence to laws, regulations, internal company policies, and procedures in line with our Code of Conduct. Additionally, it entails upholding a high standard of ethical conduct.

Strong corporate governance serves as a fundamental prerequisite for any organisation aiming to be recognised as a responsible business entity. Ultimately, if profits are not generated through sound business practices grounded in ethical principles and rule observance, the business risks falling short of the expectations and

demands of various stakeholders, including customers, business partners, investors, employees, and, in due course, society.

The attainment of robust corporate governance hinges on every employee comprehending its significance and taking appropriate measures to uphold its principles. To this end, the Group has established a comprehensive Compliance Framework. This framework comprises our Code of Conduct, a Policy Framework, and is further supported by relevant processes and training programmes for our employees.

Training is delivered through our online Learning and Development platform, known as the Academy, which is accessible via PCs, laptops, and mobile devices such as mobile phones and tablets. The Academy offers a diverse range of learning resources, from e-learning courses to links to documents and external resources. Each course is accompanied by a competency assessment at its conclusion, enabling us to track completion percentages and score percentages according to location and job roles. The outcomes are subsequently reviewed by our Compliance Committee before being presented for assessment by our Executive Board.



Our governance

Legal compliance

The Chevron Group is mainly affected by legislation relating to the construction industry, of which Health and Safety and Environmental dominate the agenda, along with procurement and anti-trust legislation.

The regulatory landscape affecting the Group is currently impacted by the uncertainty surrounding the withdrawal of the UK from the European Union (EU), in relation to the possible abandonment of many pieces of significant legislation. Whilst the UK has left the EU, our investor and parent company both operate in the EU, which means the Group has to ensure ongoing

compliance with EU legislation, for example the Corporate Social Responsibility Directive (CSRD).

To ensure we remain legally compliant with relevant legislation, regulations and other requirements, the Group has signed up to a number of subscription online services that provide us with regular updates on changes to existing legislation or advance warning of future legislation that is on the horizon. In addition, all of our locations have a Depot Management Plan, which manages local compliance with legislation and regulations, but also local issues such as planning permissions and local environmental issues. All of these plans are reported via our real-time performance dashboard, enabling management to have instant visibility of legal compliance across all of our locations.



Our governance

Integrated Management System

We have operated an Integrated Management System (IMS) since 2015 and is our licence to operate; it enables all of our businesses to operate consistently and to the highest international standards. The IMS is certified to a number of international standards, as well as National Highways Sector Schemes (NHSS), these include:



ISO 9001:2015

Quality Management

ISO 14001:2015

Environmental Management

ISO 19650-1:2018

Organisation and digitisation of information about buildings and civil engineering works, including building information modelling (BIM) – Information management using building information modelling. Part 2: Delivery phase of the assets

ISO 44001:2017

Collaborative Business Relationships

ISO 45001:2018

Occupational Health and Safety Management

ISO 50001:2018

Energy Management

Fleet Operator Recognition Scheme (FORS)

Bronze

NHSS 2C

For Environmental Barriers (Structural) for Infrastructure Works

NHSS 7

For the Application of Road Marking Materials & Road Studs to Paved Surfaces

NHSS 10B

Permanent Vehicle Restraint Systems incorporating NHSS 2B & NHSS5B

NHSS 12 A/B/C/D

For the Supply of Traffic Management

NHSS 13

For the Supply and Application of Surface Treatments to Road Surfaces

NHSS 18

For the Establishment and Maintenance of a Landscape and Associated Land-Based activities

In order to maintain all of our certifications we develop an annual audit programme which is developed using a risk profiling tool on all of our processes, businesses and locations, which then determines the frequency of audit and type of audit. Our internal audit team are regionally based, enabling us to support all external audits, from our ISO certification body, BSI, to other accreditation audits such as Achilles UVDB and Constructionline Platinum, as well as supporting on any customer audits.

Operating an IMS means that our internal audit team have to be multi-disciplined, and all are trained to IRCA Lead Auditor level for ISO 9001, ISO 14001 and ISO 45001, along with other training such as NEBOSH General Certificate, IEMA Environmental Management in Construction.

2022 saw us undertake a project to implement a technology solution which could help streamline our internal audit process, the chosen software was BSI's Connect Custom tool. The tool allows us to schedule and conduct audits using mobile devices, create audit checklists, raise and manage findings and actions, as well as reporting on them through real-time analytics. In addition to reducing audit time, it also helps build organisational resilience through data-driven insight across all of our business, **enabling us to identify opportunities for improvement**, identify efficiencies leading to reducing organisational risk.

With quite a mature IMS and despite the ISO standards requiring continual improvement, there is always a danger of the system not adapting and changing quickly enough. This is a particular problem in a Group of our size and diversity of operation. So, as well as the implementation of Connect Custom, we also started a project of digitising forms that sit outside the main ERP system. Reviewing these forms allows us to challenge the use and the way forms are completed, enabling us to remove waste, streamline processes and speed up the reporting of results. For example, emergency inspection checklists or forklift truck inspections.



Our governance - Case study

Improving compliance through depot management

For our depot compliance, a crucial document is the Depot Management Plan (DMP), consolidating health, safety, and environmental aspects for better oversight. However, there was a lack of visibility regarding legal compliance at the Group level without individually reviewing each depot's plan.

To address this, a project was undertaken. A project charter was submitted to the Head of ESG, outlining the business impact and the problem at hand. We re-evaluated our approach to depot compliance management, which involved implementing a DMP for each depot. The DMP identified items requiring inspections and tests as mandated by relevant health, safety, and environmental legislation, recorded on a depot register.

Initially, the Group had 28 depots, but only half had DMPs, and compliance was at 39%. This posed risks, including losing ISO certifications, legal consequences, fines, and personnel safety issues. The governance initiative aimed to enhance legal compliance visibility, automate processes, and minimise risks, prioritising employee well-being.

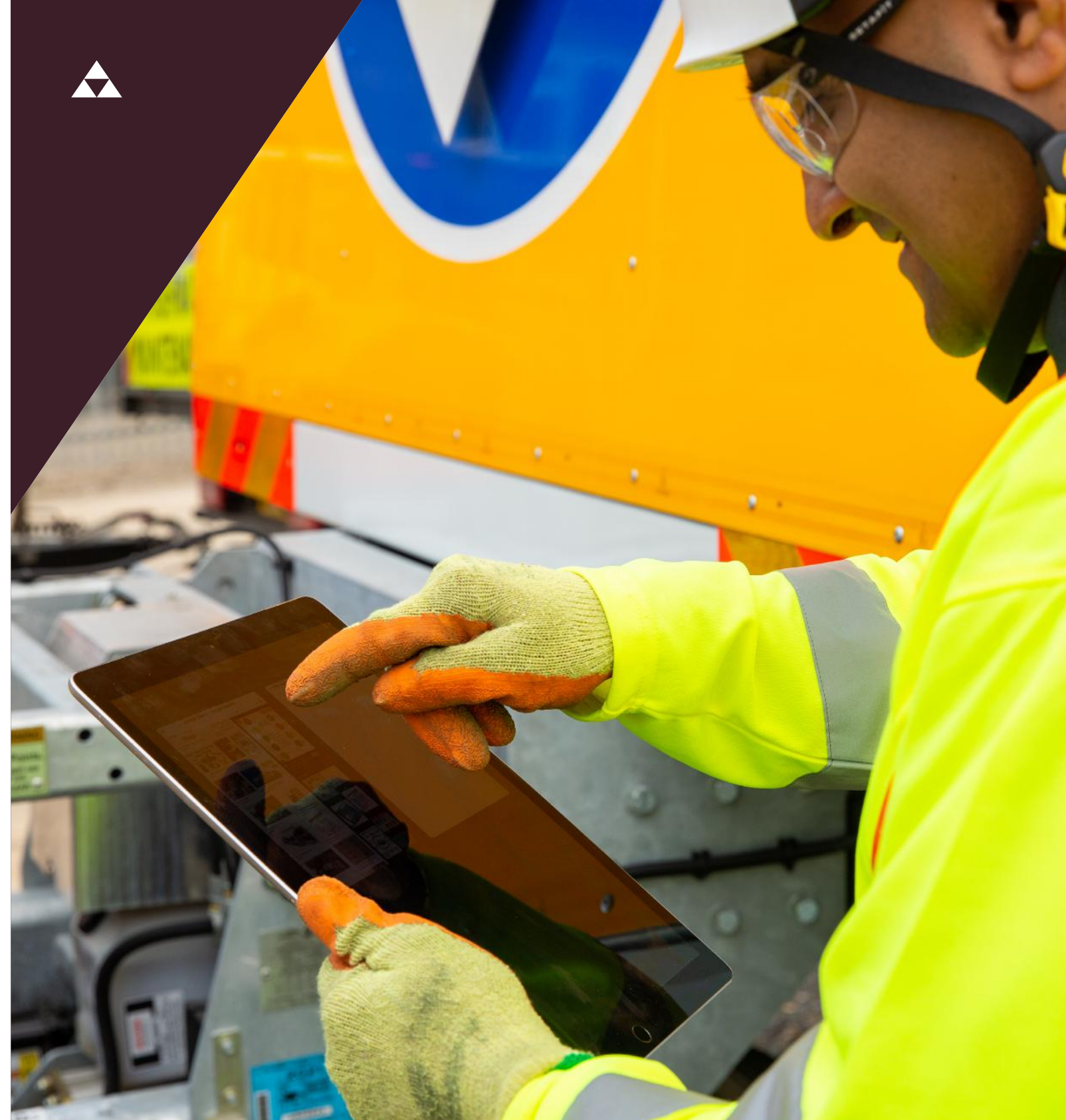
Through the project, **we established a more robust governance framework, improved visibility, reduced risks, and enhanced health, safety, and environmental management.** The Lean DMAIC framework was used, resulting in a clearly defined Project Charter and identifying opportunities for improvement.

To measure improvements, we used qualitative and quantitative methods such as traffic-lighting depot registers, a central master register, email notifications, Balanced Scorecard reporting and progress reporting. Compliance improved by 125%.

The project brought financial benefits by avoiding fines, protecting reputation, and preventing personnel injuries. Adjusting inspection frequencies and identifying cost-saving opportunities resulted in financial savings. We explored economies of scale for statutory inspections management.

Efficiency was improved through innovative approaches and technologies, including Microsoft Office 365 applications like Word, Excel, Power Query, Power Automate, and Outlook.

Effective communication involved managing directors, depot managers, Senior Leadership Team meetings, ESG Team meetings, local management review meetings, and the Balanced Scorecard. Externally, we communicated with National Highways through lean reviews to showcase the project's success.



Compliance improved by 125%.



Our governance

Cyber security

Since the COVID-19 pandemic, the cyber threat to businesses has undoubtedly increased and is now one of the biggest threats to ongoing business sustainability. We have taken this threat seriously and have developed a comprehensive approach to cyber security across all of our infrastructure and devices, and is supported through a suite of policies, processes and training for all employees.

Training is carried out using our online Learning and Development platform, the Academy, which can be accessed via PCs, laptops or mobile devices such as mobile phones and tablets. The Academy allows us to deploy a number of different types of learning,

from e-learning to PDF documents and links to external websites. All of our courses are supported by a competency assessment at the end of each course, which then enables us to report on completion and score percentages by location and by job role. The results are then reviewed by our Compliance Committee before being submitted for review to our Executive Board.

A significant milestone in 2022 was the successful certification to Cyber Essentials, a UK government-backed, industry-supported scheme to help organisations guard themselves against a cyber attack. This certification not only shows our employees that we take cyber security seriously, but it also clearly demonstrates our commitment to cyber security to our customers and suppliers.

Our sister company, HRS, continues to demonstrate their commitment to cyber security through the maintenance of their certification to the internationally recognised standard of ISO/IEC 27001 Information Security Management.



Our governance

Supply chain resilience

Operating in a sector with a well-known skills shortage, means that in order to deliver our services we have to rely on our approved supply chain partners, many of which are long standing relationships.

Onboarding for our approved supply chain is delivered through an online pre-qualification questionnaire, covering all aspects of ESG such as health and safety, environmental, quality and a number of governance issues ranging from cyber security to anti-bribery and modern slavery.

All submissions, along with supporting evidence, are then assessed against set ESG criteria and prospective partners must reach a minimum threshold across all aspects before they can become approved.

Our collaborative approach to our supply chain partners, helps ensure that we support and develop our relationships based on joint objectives. **A great example of our success in this area was with our Area 9 Traffic Management (TM) Team relationship**, which has seen our supply chain partners grow their businesses and capabilities.

Chevron was one of the original signatories on the Gangmasters and Labour Abuse Authority (GLAA) Construction Protocol. Committing our business to work in partnership with the GLAA to protect vulnerable and exploited workers, and to agree to the sharing of information to help stop or prevent exploitation and pledge to raise awareness of slavery through supply chains within the industry.

As well as being part of our onboarding criteria, on an annual basis we ask our supply chain to complete a Modern Slavery Self-Assessment Declaration, to ensure ongoing compliance plus providing us with a notification of any instances of modern slavery or labour exploitation.



ESG KPIs and GRI index

Description	2022	2021	2020	GRI	Comments
General					
Organisation name	Read more here			102-1	
Purpose, mission and values	Read more here			102-16	
Activities, products and services	Read more here			102-2	
Markets served	Read more here			102-6	
Location of headquarters	Read more here			102-3	
Location of operations	Read more here			102-4	
Ownership and legal form	Read more here			102-5	
Scale of the organisation	Read more here			102-7	
Changes to the organisation	Read '2022 highlights' on pages 4-5			102-10	
Statement from senior decision-maker	Read 'CEO's message' on page 3			102-14	
Stakeholder engagement	Read 'Stakeholder engagement and materiality' on page 11			102-42, 102-43	
List of material topics	Read 'Stakeholder engagement and materiality' on page 11			102-47	
Changes in reporting	No changes			102-49	
Date of most recent report	Read our 2021 Sustainability Report			102-51	
Reporting cycle	Annual calendar year			102-50, 102-52	
Contact point for questions regarding this report	jamie.bowen@ChevronTM.com			102-53	
Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option			102-54	
GRI Index	Read 'GRI Index' on pages 46-48			102-55	
External assurance	We have not sought external assurance for this report			102-56	



Description	2022	2021	2020	GRI	Comments
Environment					
Environmental Management	Read 'Improving resource efficiency and waste management' on pages 32-33				
% locations certified to ISO 14001 Environmental Management	65%	56%	66%		The number of sites has fallen due to the integration of acquisition companies onto our Group certification.
Greenhouse Gas Emissions	Read 'Net zero and carbon reduction' on pages 30-31			305	
Scope 1+2 Emissions	17,275	14,432	11,776	305	Our carbon footprint has increased due to growth through acquisition activity. However, our carbon intensity has reduced when compared with 2021's figures.
Scope 1 GHG Emissions (tCO2e)	16,913	14,024	11,476	305-1	
Scope 2 GHG Emissions (tCO2e)	362	408	300	102-4	
Carbon intensity (tCO2e/€m revenue)	73	82	80	305-4	
Energy Management	Read 'Improving resource efficiency and waste management' on pages 32-33			302	
% locations certified to ISO 50001 Energy Management	77%	95%	100%		The number of sites has fallen due to the integration of acquisition companies onto our Group certification.
Total energy consumed (MWh)	72,080	61,135	48,918	302-1	Our energy consumption has increased due to growth through acquisition activity. However, our energy intensity has reduced when compared with 2021's figures.
Fuel (MWh)	69,856	59,021	47,535	302-1	
Electricity (MWh)	1,871	1,922	1,170	302-1	
Gas (MWh)	353	193	212	302-1	
Energy intensity (MWh/€m revenue)	305	348	331	302-3	



ESG KPIs and GRI index

Description	2022	2021	2020	GRI	Comments
Social					
Employees					
Total employees	1,754	1,322	1,236	102-7	
% Male	88.31%	89.03%	92.98%	405-1	
% Female	11.69%	10.97%	7.02%	405-1	
Occupational Health & Safety	<u>Read 'Health, safety and wellbeing' on pages 20-21</u>			403	
Total hours worked	5,225,734	4,388,218	3,796,920		
Employee hours worked	3,783,428	3,147,994	2,487,708		
External labour hours worked	1,442,306	1,240,224	1,309,212		
RIDDOR reportable incidents	5	0	0	403-2	The increase in reportable incidents is discussed further in pages 20-21 .
Employee RIDDOR reportable incidents	3	0	0	403-2	
External RIDDOR reportable incidents	2	0	0	403-2	
Reportable accident frequency rate	0.96	0	0	403-2	
Employee reportable accident frequency rate	0.79	0	0	403-2	
External reportable accident frequency rate	1.39	0	0	403-2	
Lost time incidents	9	17	2	403-2	
Employee lost time incidents	7	13	n/a	403-2	
External lost time incidents	2	4	n/a	403-2	
Reportable accident frequency rate	0.96	0	0	403-2	
Employee reportable accident frequency rate	0.79	0	0	403-2	
External reportable accident frequency rate	1.39	0	0	403-2	



The Chevron Group

3 Thame Business Park
Wenman Road
Thame
OX9 3XA