

PATH TO POSITIVE IMPACT

Our Sustainability Strategy 2026



PATH TO POSITIVE IMPACT



Our updated sustainability strategy, Path to Positive Impact, links crucial initiatives from across Network Plus into a single framework and establishes a clear plan of action to address major challenges facing society today.

We are proud of the vital role that our business plays in society, maintaining essential services and allowing households, business and communities to shine.

This updated approach aligns to our Group Business Strategy and Values. It sets out our ambition to go beyond essential services and make a difference in the long term.

Our plan remains focussed on four key pillars:

1. Building a Greener Future
2. Helping Communities Thrive
3. Creating an engaged and Inclusive Workplace
4. Leading with Integrity

Each of these pillars has a series of clear focus areas and targets, supported by a detailed action plan.

In defining our plan, we have engaged internal and external stakeholders to identify where we can be most impactful.

We have invested in the PAS2080 standard, and the Science-Based Targets Initiative (SBTi).

We have also recognised the key role that we can play in facilitating the UK's low carbon transition and supporting the Government's Net Zero targets.

To deliver this, we must continuously evolve our culture, placing sustainability at the core of our decision-making process. We must challenge established practices and embed more sustainable and resilient methods, always considering the legacy of our actions.

I am confident that together we will deliver on our commitment and play our part in establishing a better future for generations to come.

Kevin Fowlie

Kevin Fowlie, Chief Executive

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SUSTAINABILITY FRAMEWORK

Network Plus's vision is to be the market leaders in the UK utilities and infrastructure sectors, safely delivering exceptional customer experiences at the lowest sustainable cost.

Underpinning this vision are five strategic objectives. Sustainability is a core component of this, ensuring 'we make a positive impact on the environment and local communities.' This aim is at the heart of our Sustainability Framework, ensuring we leave a lasting positive legacy wherever we work.

We have devised a Sustainability Framework built upon four key pillars; the environment, local communities, our people and the underlying governance and controls within the business.

This framework brings many existing Network Plus initiatives together, and challenges us to go further, setting real targets around carbon reduction, waste, social value, and equality as well as other items.

Over the following pages, we outline the focus areas and initiatives contained within our strategy. By delivering these initiatives and placing sustainability at the centre of our decision-making processes, we will help protect the future whilst maintaining today.

Environmental - Building a greener future

- Reducing our Carbon Footprint
- Minimising Waste
- Protecting & Enhancing the Environment
- Sustainable Sourcing
- Decarbonising Infrastructure

Social - Helping communities thrive

- Investing in Communities
- Inspiring the Next Generation
- Customer & Stakeholder Satisfaction
- Supporting Good Causes
- Generating Local Social Value

Governance - Leading with integrity

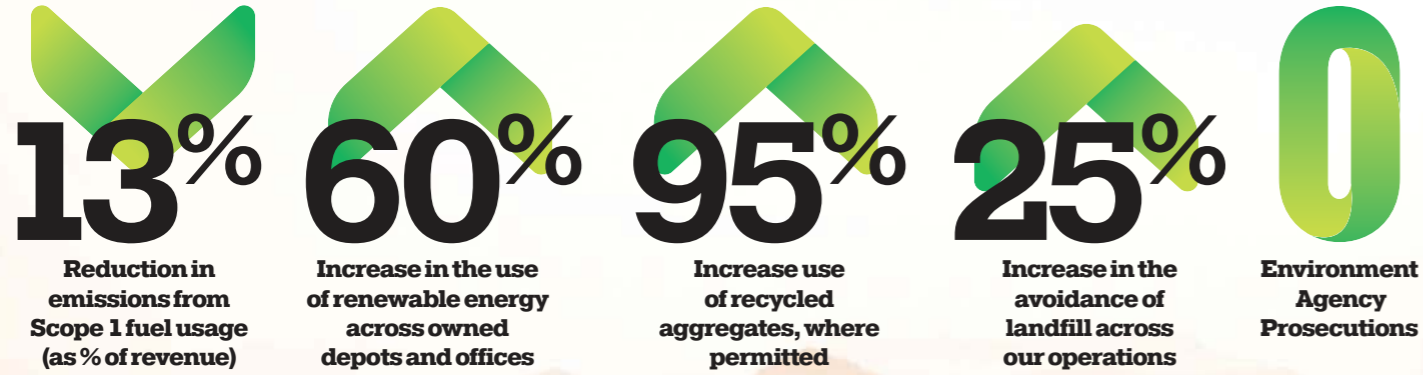
- Providing Accountability
- Data and IT Security
- Protecting Human Rights
- Managing Risk
- Supporting our Supply Chain

People - Creating an engaged & inclusive workplace

- Promoting Employee Wellbeing
- Equality, Diversity and Respect
- Strengthening Inclusive Leadership
- Investing in our People
- Communicating and Engaging

SUSTAINABILITY PERFORMANCE UPDATE

We have delivered significant improvements since formalising our Sustainability Strategy in 2021. Key achievements from April 2022 to March 2025 include:



Our updated strategy retains annual improvement targets against each of these metrics and builds upon them by establishing approved Science-Based Targets.

ESTABLISHING SCIENCE-BASED TARGETS

In September 2025, Network Plus Group received confirmation that our near-term Science-Based Targets had been validated. Our near-term targets are:

Target 1: reduce absolute scope 1 and 2 GHG emissions by 58.8% by FY2034 from an FY2024 baseline

Target 2: reduce scope 3 GHG emissions by 63.8% per GBP value added within the same timeframe.

These targets have been incorporated into our sustainability action plan, with updated improvement initiatives identified to support successful delivery.

Details of these initiatives, along with wider reaching targets for each sustainability 'pillar', are included throughout the remainder of this strategy document.



PAS 2080 CARBON MANAGEMENT

We are also proud to have achieved PAS 2080 certification, recognising our approach to effectively managing carbon across our operations.

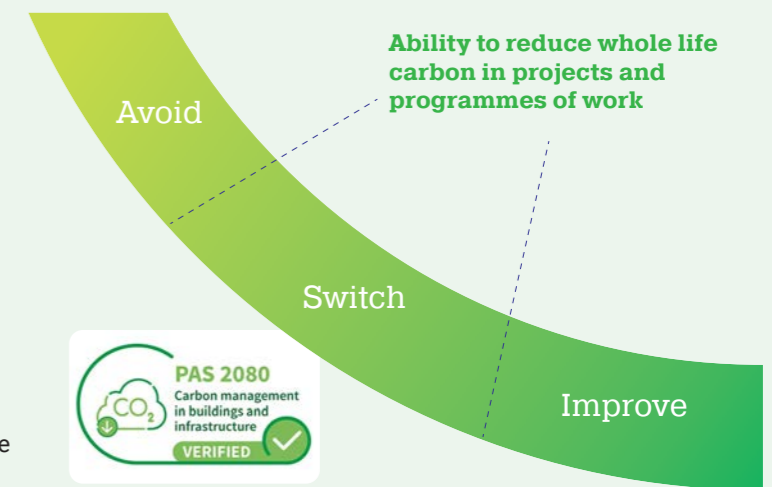
Across the Group, we are committed to working with our clients to achieve the carbon reduction targets they set, and we proactively offer opportunities for carbon reduction where no existing targets are in place.

We actively collaborate with our supply chain to provide solutions that reduce carbon emissions across the business or on standalone projects.

We do this by;

- Setting Group Baselines covering fuel, waste and key materials to help support the transient works at the core of the business
- For standalone projects, using Low Carbon Registers. These hold a host of alternatives to aid discussions at design stage, where, depending on the control and influence, we can offer clients alternative options following the Carbon Reduction Hierarchy (avoid, switch and improve)
- Using Project Carbon Trackers to help calculate baseline carbon values and project new baselines using alternatives from the Low Carbon Register to reduce whole life carbon

Data is a crucial part of our journey going forwards and we are developing stronger data systems to ensure we can effectively demonstrate the whole life carbon savings we are making.



NOTE: This figure represents a simplified and streamlined version of the carbon reduction hierarchy presented in PAS 2080: 2016 and the infrastructure carbon review. It has been updated to clarify its applicability and relevance to a wide range of projects and programmes within the built environment (i.e. to clarify that the carbon reduction hierarchy is not solely about new builds).



EXAMPLE INITIATIVES

LOW EMISSION PLANT AND FLEET

Having identified fleet as the biggest contributor to our carbon footprint, we have implemented a range of actions to reduce emissions, including:

- Policy to have an average fleet of <2 years
- Installed >30 EV Charge Points in depots
- Sourced >25 full electric vehicles, 250 plug-in-hybrid vehicles and 35 mild hybrids
- Trialling hybrid hotboxes to reduce propane usage
- Installed advanced telematics (Lightfoot) across all our fleet and projected to save 755 tCO2e annually.
- Swapping out small plant items for electric with each swap having a typical saving of 540kgCO2e per year.



BUILDING A GREENER FUTURE

We will play our part in helping tackle climate change, using technology and innovation to minimise our impact, and working with our clients to facilitate the UK's 2050 Net Zero carbon emissions target.

We have set robust Science-Based Targets and implemented carbon reduction initiatives, targeting the highest impact areas of our operations.

We will continue to transition our fleet of small vehicles towards hybrid and electric alternatives, whilst identifying viable low carbon solutions for heavy goods vehicles. We will maintain our focus on waste avoidance and maximise the use of recycled materials, supporting the circular economy.

We will change our mindset, looking beyond simply protecting the environment, and seeking opportunities to enhance biodiversity when completing our work. We will

look to develop Biodiversity Net Gain (BNG) opportunities with our clients in communities where we have a long-standing presence.

We will engage our supply chain, ensuring that products are sustainably sourced and services are delivered using the same sustainability principles as our direct operations.

We will help reinforce the electricity network, connecting low carbon / renewable technologies, and trialling localised hydrogen networks with our clients.

By implementing these actions, we will deliver incremental reductions towards our 2050 Net Zero carbon objective.



SITE WON MATERIALS

On a large United Utilities Waste Water Project in the North West, we utilised 2,800 tonnes of stone from the site and crushed it under a permit to make a recycled stone as an alternative to quarried stone.

This saved 5600 HGV miles in delivery of quarried stone, 2800 tonnes in quarried stone and 2800 tonnes in waste. This opportunity was identified during environmental assessment process of the project and posed both significant environmental and financial incentives for using the existing stone on site.

Despite needing to use a diesel crusher and excavator, we had a net saving of 12.2 tonnes CO₂e crushing site won stone instead of transporting in quarried stone.



FOCUS AREAS, TARGETS AND INITIATIVES

	<p>Reducing our carbon footprint</p>	<p>Minimising waste</p>	<p>Protecting & enhancing the environment</p>	<p>Sustainable sourcing</p>	<p>Decarbonising infrastructure</p>
2030 TARGETS	Deliver 10% fuel reduction kgCO ₂ e/£1 of revenue from 2024/25 baseline	Over 90% of waste recycled/recovered	Zero Environment Agency reportable incidents because of our works	2 trials of sustainable alternative solutions per year	Supporting clients in decarbonising their infrastructure
	<p>Key initiatives</p> <ul style="list-style-type: none"> • EV charging in depots • Low emissions fleet • Lightfoot telematics • Office energy efficiency • Video conferencing • Working from home 	<p>Key initiatives</p> <ul style="list-style-type: none"> • Waste hierarchy • No dig techniques • Recycled aggregates • Subcontractor operations • Review of single use plastics 	<p>Key initiatives</p> <ul style="list-style-type: none"> • Pollution avoidance • Environmental risk assessments • Volunteering • Biodiversity schemes • Dynamic network management 	<p>Key initiatives</p> <ul style="list-style-type: none"> • Local supply chain • Sustainable alternatives for existing materials • Recycled plastics • Renewable energy tariffs • Solar welfare cabins and solar battery storage 	<p>Key initiatives</p> <ul style="list-style-type: none"> • PAS 2080 alignment • Support pilots/trials of low carbon technology • Smart metering solutions • Continued to support client leakage drives and replacement programmes

LOW CARBON CONCRETE

Our Littlewood Fencing division has worked in partnership with National Highways to introduce Low Carbon Concrete on the M4 Welford Viaduct Project; a first of its kind project on the strategic highways network.

Littlewood were tasked with the removal and installation of central reserve Vehicle Restraint Systems (VRS) and the upgrade of existing vehicle crossovers.

Through Early Contractor Involvement, we trialled and tested a low carbon concrete solution that was successful in installing 3000m of VRS and saved 16.6 tonnes CO₂e through swapping out Standard ST5 Concrete for Reduced Carbon Concrete.



HELPING COMMUNITIES THRIVE

Our operations help maintain life's essentials for people throughout the UK. We want to go one step further, improving lives and leaving a lasting positive legacy in the places we work.

We will continue to place customer and stakeholder satisfaction at the heart of our business strategy, maintaining robust quality standards using technological innovation and tailored local plans to deliver exceptional customer service continuous improvement.

We will provide local employment opportunities, including apprenticeships, graduates, and traineeships. We will also provide opportunities for ex-Armed Forces personnel.

We will prioritise local sourcing, to support local SMEs and local communities.

Our people will use community days to support good causes in their local area, collaborating with clients and suppliers to maximise our collective impact.

We will complete fundraising and provide matched funding to support national and local charities across the UK. We will also continue to provide funding and resource for small community initiatives, making a real difference in areas of greater need.

We will expand our school engagement programme, engaging the next generation and encouraging them to consider roles in the utility and infrastructure sectors.

FOCUS AREAS, TARGETS AND INITIATIVES



Customer and stakeholder satisfaction



Investing in Communities



Inspiring the next generation



Generating local social value



Supporting good causes

Achieve upper quartile customer satisfaction scores

Increase community investment on capital projects

A minimum of 5 STEM based engagement events in schools per year

A minimum of £100m social value generated across our operations

Over £200k of charitable donations across our operations

Key initiatives

- Localised customer and stakeholder plan
- Demographics analysis
- Creation of customer strategy
- Development of customer playbooks

Key initiatives

- Project community days
- Local supply chain
- Local employment
- NGO support

Key initiatives

- Engagemant with schools and colleges
- Women in industry
- Graduate programme
- Apprenticeships

Key initiatives

- TOMS framework
- Opportunity for NEETs (not in employment, education or training)
- Ex-armed forces employment
- Mentoring programmes

Key initiatives

- Group charities
- Localised charity
- Fundraising
- Matched funding

EXAMPLE INITIATIVES

CORPORATE FUNDRAISING

We are proud to be working with 3 corporate charities, supporting them in a number of different ways. These are;

- The Children's Adventure Farm (CAFT) – volunteering at events, collections and donations, and sponsored activities.
- Macmillan Cancer Support - Network Plus has committed to raising £40k for Macmillan Cancer Support through a variety of fundraising activities.
- Toy Appeal – Running since 2013, the charity delivers toys across the North West to children who are living in poverty. We support by volunteering our time for gather the donations and make the collections.

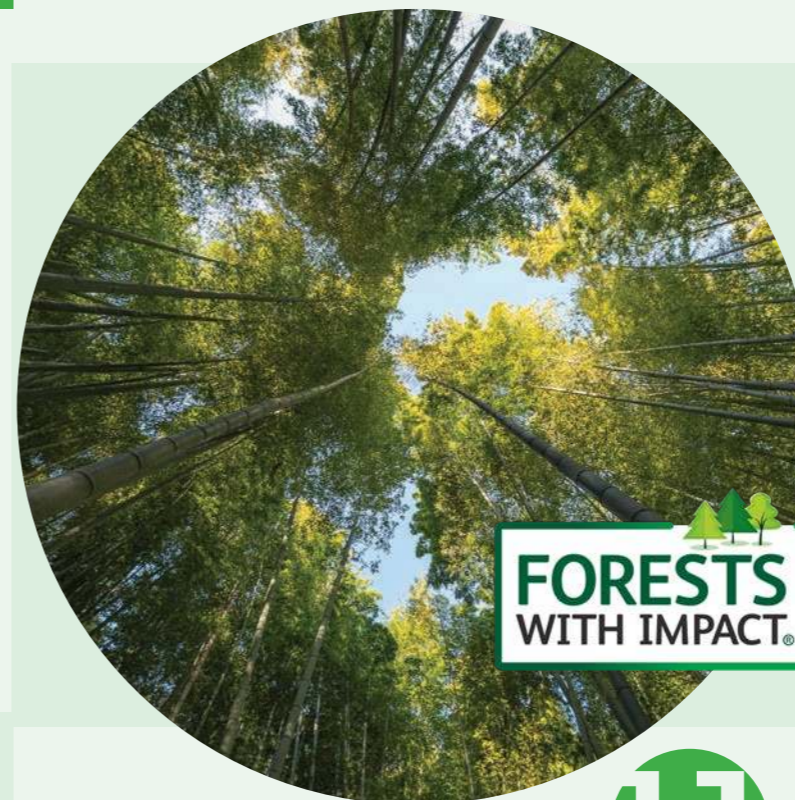


FORESTS WITH IMPACT

An industry-led, innovative social enterprise that creates opportunities by establishing commercial tree nurseries in prisons.

We are proud supporters of ex-offenders leaving the prison system by opening-up meaningful employment opportunities. Partnering with Forests with Impact reinforces our commitment to offering local opportunities, investing in our people supporting in our local communities.

The tree nurseries that are set up on unused prison land help with prisoner rehabilitation, environmental restoration and community engagement.



1+1 Fundraising

1+1 MATCHED FUNDING

All year-round, kind-hearted colleagues from across the business promote and support countless great causes. We actively encourage our colleagues to support these good causes and through matched through 1+1, we can make their charity fundraising go even further. Each month our panel of judges will choose two charities from any applications received and pledge to match, pound to pound, the funds raised - up to a value of £250.

Applications for the additional matched funding focus around, what the charity means to you; how much you are aiming to raise; and what impact you think your donation will have.





EXAMPLE INITIATIVES

NETWORK PLUS COMMUNITIES

We host a number of communities across the business which include;

- Diversity Forum
- Women in Network Plus
- Menopause Support Group
- LGTQ+
- Women in Operations
- Working parents Group
- Reproductive Health Group
- Armed Forces Network

Each group provides a safe space for everyone to feel valued, included and respected in the workplace through receiving support and information for allies to better support their colleagues, friends and family.



CREATING AN ENGAGED AND INCLUSIVE WORKPLACE

Our people are the key to our success. We are committed to providing the best possible working environment, helping attract, develop and retain key talent across operational and support roles.

We will continue to place health and safety at the forefront of our strategy, ensuring everyone goes home safely every day.

We will push further on employee wellbeing, recognising the vital role of mental health at work and providing the support that our people need.

We will uphold our inclusive culture, continuously reviewing our methods and behaviours to remove all forms of bias and create a more diverse and representative workforce.

We will take action to address industry challenges and technical skills shortages.

As part of this, we will go beyond basic training, providing real development opportunities and clear progression pathways through our comprehensive 'People Plus' HR and resourcing strategy.

We will improve our communication and engagement processes, giving people a greater voice and real influence on the decision-making process.

By taking these steps, and acting on feedback, we will create a sustainable future-proof workforce, capable of meeting changing needs and making a real difference.



EVENING WITH THE EXEC

Over the last year we have hosted seven 'Evening with the Exec' dinners to drive innovation and bringing together colleagues from across our contracts who were highlighted as talent within the company.

39 business improvements were identified covering different departments with action plans developed for each group to drive change over the following months after each dinner.

These actions created opportunity for attendees to strengthen collaboration and professionally grow.

The final event brought together all the groups in Birmingham for a day of progress updates against group actions and getting to know the Exec team better through a fun quiz and scavenger hunt around Birmingham

FOCUS AREAS, TARGETS AND INITIATIVES



Strengthening inclusive leadership



Promoting employee wellbeing



Equality, diversity and respect



Investing in our people



Communicating and engaging

2030 TARGETS
25% of new management hires recruited from within the business

Enhanced Peppy offering to cover more health and wellbeing issues

Increases in gender and ethnic diversity, including senior management representation

80% of employees identified as emerging talents and development plans in place

Monthly director led engagement sessions with emerging talents

Key initiatives

- Management training programme
- 360 feedback
- Talent review
- Succession planning
- Women in leadership

Key initiatives

- Support groups with focussed targets
- Mental health first aiders
- Employee assistance programme - Peppy

Key initiatives

- Equal opportunities
- Non-biased recruitment
- Workplace communities
- Diversity survey and improvements

Key initiatives

- Vocational training
- Further education
- Skills accord
- Talent management
- Mentoring

Key initiatives

- Engagement questionnaire
- Innovation forum
- Evening with the exec
- Operations engagement platform

EMPLOYEE BENEFITS AND SUPPORT

Peppy is an app connecting our colleagues to trusted information and real, human practitioners, for free, personalised and confidential support. Tailored guidance and support is provided in the following areas;

- **Women's Health** - for colleagues who have an interest in female health conditions and wellbeing
- **Men's Health** - for colleagues who have an interest in men's health conditions and wellbeing.
- **Menopause** - for colleagues going through any stages of menopause from as early as having initial symptoms to post-menopause.

We have also teamed up with Peak4 to trial Whoop bands and understand how physical health can influence incidents at work.





EXAMPLE INITIATIVES

PEOPLE BOARD

Our People Board meets every quarter to discuss the People Strategy which focuses on;

- Inspiring the next generation
- Identifying & Developing our future Leaders
- Workforce Strategy
- Developing our People
- Network Plus Communities
- Employee Engagement and Experience
- Wellbeing

Meeting regularly helps the business stay focused on our most important asset and ensuring their collective needs are met giving us the best chance to achieve our strategic business objectives.



LEADING WITH INTEGRITY

We are committed to upholding the highest standards of corporate governance, embedding robust processes, controls and procedures to manage and mitigate risks, make sustainable investment decisions and ensure compliance with legislation.

We will implement robust risk management procedures, protecting the business against macro and micro economic threats.

We will maintain and enforce a series of company policies, reflecting current industry best practice

We will stay diligent against IT and data security threats, implementing best in class resilience measures and completing regular tests to address points of weakness.

We will protect human rights across ours and our supply chain's operations, ensuring fair pay and remuneration for all staff and operatives.

We will maintain current a host of third-party certifications, including ISO 9001, 14001, 27001, 44001, and 45001, as well as PAS 2080 and other industry accreditations.

We will engage with our key suppliers providing guidance, advice and support, and helping embed sustainable working practices across their operations. This will include capturing Scope 3 emissions as part of our science-based carbon reduction targets.

We will procure and support robust third-party audit, and validation checks across our operations.



10 to 3

10 - 3 MANAGER TRAINING

A suite of over 150 videos covering everything from core employee relationship conversations to organisational culture along with a full catalogue of supporting materials.

This supports managers leading with integrity and developing our next generation of leaders to be successful in their careers and helping our business continue to grow.

FOCUS AREAS, TARGETS AND INITIATIVES



Providing Accountability



Data and IT Security



Protecting Human Rights



Managing Risk



Supporting our Supply Chain

2030 TARGETS

Establish ESG Governance framework including Board of Directors Accountability

Ongoing compliance to ISO 27001:2023

Zero instances of modern slavery across our operations

Hold quarterly risk and audit committees to manage growing and emerging risks

Establish supplier and subcontractor quarterly engagement Sessions

Key initiatives

- Sustainability strategy
- Senior point of accountability
- Independent external verification of scope 1, 2 and 3 data

Key initiatives

- Policies and procedures
- Information security working group
- KnowBe4 security training
- Simulated attacks
- Performance measures

Key initiatives

- Anti-modern slavery
- Supply chain alignment
 - Living wage
 - Whistleblowing
 - Annual supplier monitoring

Key initiatives

- Risk management framework
- Internal audit regime
- Independent external verification / audits

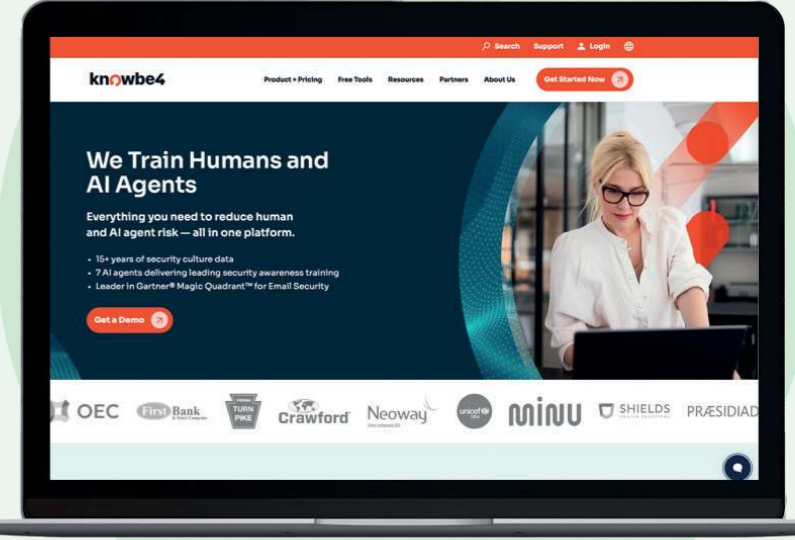
Key initiatives

- Supplier & subcontractor development and collaboration
- Supplier code of conduct
- Supplier & subcontractor sustainability data reporting

DIGITAL CYBER SECURITY TRAINING

We have a comprehensive suite of IT and Data Security Policies in place across the business, along with associated safeguards. Our practices in this area have been externally verified with Cyber Essentials Plus certification, and we are in the process of securing ISO 27001 certification.

The business has invested in an online cyber security training system, Knowbe4. The system provides regular refresher training across the business, ensuring our people form a strong line of defense against cyber threats. This is reinforced by simulated phishing attacks, helping identify, engage and address key points of weakness from across our operations.



GOVERNANCE AND REPORTING

GOVERNANCE FRAMEWORK

To ensure our plans are resilient, robust and implemented effectively, we operate a Sustainability Governance Framework across the Group.

This framework (shown right) has seen the establishment of a Sustainable Delivery Committee, led by our Chief Executive Officer, and with ultimate accountability for implementation across our operations.

INTERNAL AND EXTERNAL VERIFICATION

providing further assurance, our sustainability and risk management practices will be assessed by our existing internal audit regime, along with a new third party verification, ensuring impartiality.

TRANSPARENCY AND REPORTING

alongside implementation, our governance framework will provide transparency; fulfilling all legislative reporting requirements and providing annual progress reports updating performance against our key sustainability commitments.

We report against all 3 scopes across the group with external validation to ensure our calculations for our carbon footprint are correct allowing for baselines to be set for PAS 2080 and SBTi target setting.



SUSTAINABLE DELIVERY COMMITTEE

Led by our Support Services Director, this Committee is the custodian of our Sustainability Strategy and holds ultimate accountability for its implementation and performance reporting across the Group. The Committee has senior representation from across key business functions, ensuring we take a holistic approach to sustainable operations. Committee members include key department leaders and others depending on the area we are focusing it on

Support Services Director

Head of Procurement

Head of Facilities

Supply Chain Director

Head of Fleet

Environmental and Sustainability Advisor

BD & Strategy

Wider Environmental Team

Carbon and Sustainability Manager

STRATEGIC BOARD

The Strategic Board, led by our non-executive Chairs, assesses sustainability risk and controls, defines our ESG targets and makes key investment decision to support sustainability objectives

BUSINESS UNIT

Each Business unit is led by a Managing Director, responsible for cascading our Group strategy and overseeing the creation of contract-specific sustainability plans, targeting high impact social and environmental initiatives and collaborating clients and supply chain to maximise impact.

INTERNAL AND EXTERNAL AUDIT

Our internal audit function completes business-wide and contract specific audits on a host of HSEQ and Corporate topics. We externally verify our carbon data and in 2025 we will obtain PAS 2080 certification for Carbon Management which will support us in the management of carbon across the lifecycle of buildings and infrastructure and our Science-Based Targets will also be verified.






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