

A large, white and orange tracked vehicle, likely a military or industrial transport, is positioned on the left side of the frame. It has a boxy cab with large windows and a prominent orange and black chevron pattern on its side. The vehicle is parked on a dry, grassy field. In the background, there is a body of water, possibly a lake or a wide river, and distant mountains under a cloudy sky. The overall scene suggests a rugged, outdoor environment.

Carbon Management Plan 2026

George Leslie
Carbon Management Plan
Version 1 - 2022
Version 2 - Nov 2022
Version 3 - Jun 2026

Contents

1. Introduction
2. Context
3. Our Carbon Baseline
4. Our Carbon Goals and Targets
5. Implementing and Monitoring
6. Stakeholder Reporting



1. Introduction

Background

George Leslie Ltd (GL) have an embedded culture of ‘doing the right thing’ and sustainability is at the heart of our business, with carbon reduction playing a key part in our sustainability plans. We can make a difference and we are committed to playing a leading role within our industry by setting out our carbon reduction target to achieve Net Zero Carbon Emissions by 2040. Under our Corporate Governance, our carbon champion will be GL’s Framework Director, Andrew Newlands, who will take ownership of our carbon reduction process and drive its implementation at every level throughout GL.

Since the first revision of the document, we had stated that we were in the early stages of exploring the use of products, services, renewables and initiatives to reduce our carbon footprint at head office and throughout our construction activities. We have evolved in this space, with the forming of our Sustainability and Innovation Team, and our Carbon Reduction Group which has representatives from all sectors of the business.

GL have been recording Scope 1 & 2 emissions since 2010, successfully reducing our emissions by 62% by 2021. This was our baseline year, and since then we hav reduced Scope 1 & 2 emissions by a further 50%.

However, we recognised early that no one can deliver the scale of this challenge on their own. To ensure Carbon reduction ambitions are achieved, it is critical that we collaborate with industry and clients alike on areas such as aligning carbon accounting, recording and reporting methodologies. Reviewing collectively to highlight trends, measuring outcomes, sharing best practice and determine where reductions, improvements and areas worthy of further investment/investigations can be identified.

Our Carbon Management Plan will outline how GL are committed to achieving identified carbon emissions reduction milestones and supporting client and industry ambitions both in terms of operating carbon and project delivery. Whilst emissions will be targeted throughout project lifecycles, we will focus effort on the PAS2080 principles of Avoid / Switch / Improve during the optioneering and design phases as early stages are critical to unlocking the most significant carbon savings.



This Carbon Reduction Plan has been completed in accordance with PPN 006 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard and uses the appropriate government emission conversion factors for greenhouse gas company reporting.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements (where required), and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard.

This Carbon Reduction Plan has been reviewed and signed off by the board of directors (or equivalent management body).

Our Commitment

In light of the climate emergency, there is a pressing need for the construction industry to address head on, its significant carbon footprint.

This will require a change in mind set for the whole industry, from the customer, through the design and construction process and beyond, ensuring that carbon is front and centre at every stage.

GL are a progressive business, committed to doing the right thing. We recognise the urgency of the climate change agenda and the role we have to play in decarbonising the economy for a greener, more resilient and sustainable future. The GL Board of Directors are committed to the development and implementation of our Carbon Management Plan to show leadership within our business and the wider construction industry to drive change and to engage with our supply chain to take them with us.

The drive towards Net Zero by 2040 will require all departments of the GL business to do their part, contributing to incremental reduction in carbon over the next 17 years. We encourage all within GL and our supply chain to get involved in the carbon reduction journey, contributing to the goals and targets set out within this document.

This Carbon Management Plan has been reviewed and signed off by the George Leslie Board of Directors.

David Ross, Managing Director



2. Context

2.1 Background to Carbon Management at George Leslie

The twin crises of climate change and nature loss are the greatest threats facing humanity. Over the past 150 years, average global temperatures have risen by 1.2°C. We are also experiencing more extreme weather events, such as summer heatwaves, rising sea levels, reduced snow cover, very heavy rainfall and flooding. We are already seeing these impacts in Scotland. The issue is referred to as ‘the global climate emergency’ because urgent action is required to avoid potentially irreversible environmental damage. Scotland led the world in becoming one of the first nations to declare a global climate emergency in April 2019.

We are in a global climate emergency. Carbon reduction and setting a goal of achieving Net Zero is a challenge we all need to embrace, with our target being 2040. At GL, our culture is driven by our instinct to do the right thing, and embracing this goal is not just another process to adopt.

Managing the impact of carbon within our organisation, supply chain and in the goods and services that we provide, is at the heart of our decision-making. We are committed to supporting the Scottish Governments Vision and aligning with the United Nations Sustainability Development Goals (SDGs) by working towards a more sustainable future.

This is an opportunity to work differently, more collaboratively, promoting in-

novation, reducing the carbon emissions and costs associated with infrastructure delivery. Our work will generate pride within our teams, in the knowledge that we are making a difference and leaving a Flourishing Scotland for future generations.

Since our first Carbon Management Plan was released in 2021, GL have began to embrace a number of sustainable initiatives on our projects, and have involvement in various groups to promote sustainability. Case studies have been created to demonstrate our progress in working differently and working collaboratively with our clients, supply chain and other partners.

We are not daunted by the challenge to achieve Net Zero; it is achievable as underpinned by our 62% carbon reduction achievement from 2010 to 2021, with a further 50% since then.

2.1.1 What is Carbon Management?

Climate change is being caused by greenhouse gas emissions from human activities, such as burning fossil fuels, which are harmful to the environment. Greenhouse gases include carbon dioxide, water vapour, nitrous oxide, methane and ozone. The most common greenhouse gas is carbon dioxide (CO2).

Many different human activities result in CO2 emissions. For example, boiling a litre of water in an electric kettle (70g), driving a mile in an average car (710g), taking a return flight from Glasgow to London (500kg), using your mobile phone for an hour a day for a year (1.25 tonnes), and cutting down one hectare of trees (500 tonnes).

The average CO2 emissions per person in the UK was almost 5.5 tonnes in 2019. This was more than the world-wide average of 4.7 tonnes. Six years later, the UKs output per person was 4.5 tonnes, although the world-wide average has stayed the same. (Figures taken from Our World in Data)

Climate change and nature loss are linked. In Scotland we have already lost 25% of our wildlife and 11% of our species are currently facing extinction. Climate change is making this worse. Unless we can rapidly reduce greenhouse gas emissions, these changes will rapidly accelerate and cause irreversible damage to our environment, economy and society.

By measuring our Scope 1, 2 and 3 emissions, we can concentrate on the more significant emissions and identify ways of reducing them. This is an ongoing, continuous process. It puts carbon reduction at the front of everything we do and makes it a driver within every decision we make. For example, we identified a reduction in vehicle movements to and from one of our projects, delivering a carbon saving of 23 tonnes over the project lifecycle.

We are keen to learn from and share with others. Sharing ideas and best practice across countries and industries is key to us tackling this global climate emergency. GL has been members of cross-industry construction groups where carbon reduction is discussed at length, such as Sustainable Glasgow, Scotland’s Low Carbon Concrete Collective and the Constructed Wetland Association (CWA).

For our own operational emissions, we have calculated our Scope 1 (direct) and Scope 2 (indirect) emissions since 2009/10. We are committed to gaining a better understanding of our Scope 3 emissions, particularly those associated with the goods we purchase. We will work closely with our supply chain to gain an accurate picture of the embodied carbon associated with their products.

For example, we will require as standard that our supply chain provide us with Environmental Product Declarations (EPDs) for their products, allowing us to accurately calculate our emissions. However, this will take time for our supply chain to produce.

It is important that we understand our current position about Scope 3 carbon emissions: to baseline ourselves; to set achievable stretch targets; and develop effective reduction strategies. It is essential that GL offers transparent, documented results for the overall calculation of our carbon footprint.

Our Environmental Policy incorporates our carbon reduction ambitions. We are committed to a review of our accredited (ISO 14001) Environmental Management System, to ensure the capture of carbon emissions data and reduction is embedded throughout all our processes and procedures. Our baselines, targets and approach/strategy is set out in this Carbon Management Plan, the key document in our carbon reduction strategy.

2.1.2 What is Net Zero?

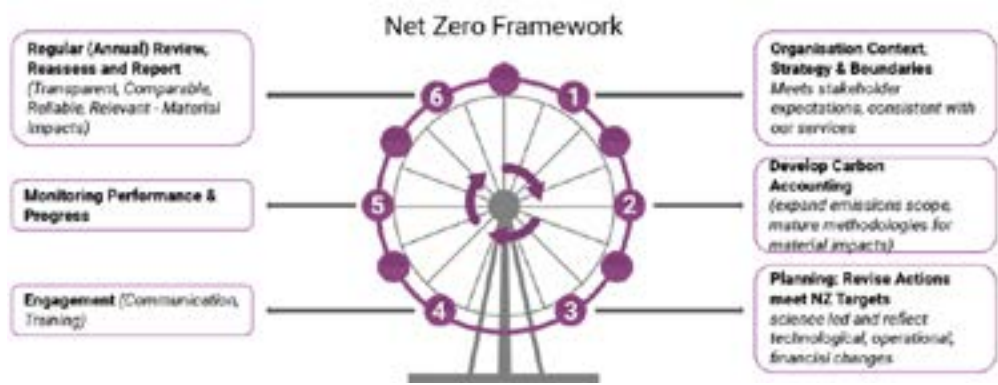
Achieving Net Zero means ensuring GL business carbon emissions are in balance with the emissions GL can remove from the atmosphere. In practice, Net Zero may involve a mixture of reducing emissions from avoiding wasteful practices, clever material choices, sympathetic designs and methodologies, implementing greater energy efficiency and using renewable energy.

These measures will reduce the company’s carbon emissions and may also deliver greater financial benefit to the business and our clients. However, it is recognised that Net Zero will likely require the use of carbon offsetting (such as carbon sequestration from forest and changes in land use practices) to compensate for unavoidable emissions.

It is important to note that Net Zero differs from the term Carbon Neutral. Net Zero requires a reduction in absolute emissions over time, whereas Carbon Neutral just requires companies to offset their total emissions released to the atmosphere without necessarily any reduction in emissions. GL’s commitment is to pursue Net Zero by 2040, not Carbon Neutral.

2.1.3 Net Zero Framework

The diagram overleaf provides an outline of the stages and process for establishing and implementing a Net Zero Framework:



2.1.4 Science Based Targets

Until recently, companies may have set their carbon reduction targets based on what they consider to be achievable or possible. These reduction targets were not usually connected to real scientific evidence relating to climate change, and the necessary carbon reductions required to limit warming to 1.5°C above pre-industrial levels.

Science Based Targets (SBTs) therefore, are targets driven by science to achieve a Net Zero pathway to 2050 which is critical to avoid runaway climate change. In simple terms, this means around a 42% reduction in carbon emissions by 2030 for near-term 1.5°C pathways compared to 2020 baseline, and effectively zero by 2050, or 2045 in Scotland. There are some detailed technicalities where overall reduction in emission levels can be below 40% to 2030.

To contribute to societal Net Zero goals, companies must deeply reduce emissions and counterbalance the impact of any emissions that remain. Therefore SBTs drive companies to reduce Scope 1, 2, and 3 emissions to zero or to a residual level that is consistent with reaching Net Zero emissions at the global level to limit warming to 1.5°C above pre-industrial levels.

Any residual emissions that remain at Net Zero target year of 2050 and any GHG emissions released into the atmosphere thereafter will be compensated by a credible carbon offset scheme.

Science based targets are separated into two-time frames and reduction pathways:

- I. Near Term between 2025 and 2030
- II. Long Term by 2050

For near term targets to 2030 SBT guides companies to consider two pathways based on limiting global warming with different target rates.

	SBT Reduction Targets from 2020 to 2030	
Net Zero Pathway (limit of global temperature above pre industrial levels)	Scope 1 & 2 Emissions	Scope 3 Emissions
1.5oC	4.2%pa (42%)	4.2%pa (42%)
< 2.0oC	4.2%pa (42%)	2.5%pa (25%)

This Net Zero Roadmap focuses on actions for a near term target to 2030 and within the 1.5oC pathway.

More information on SBT can be found here: <https://sciencebasedtargets.org/>

2.1.5 Policy drivers

This section outlines the key policies and global, national and sector level drivers that this CMP is contributing to carbon reduction as well as other aims and goals.

Global



The Paris Agreement

Through the 2015 Paris Agreement, world governments committed to curbing global temperature rise to well-below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C. In 2018, the Intergovernmental Panel on Climate Change warned that global warming must not exceed 1.5°C to avoid the catastrophic impacts of climate change.

To achieve this, GHG emissions must basically halve by 2030 – and drop to net-zero by 2050.

<https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>



United Nations Sustainable Development Goals (UNSDGs)

GL are committed to work along with other organisations towards the Sustainable Development Goals (SDGs) adopted by all United Nations Member States in 2015. We aim to contribute to several goals related to our business:



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



Make cities and human settlements inclusive, safe, resilient and sustainable



Ensure sustainable consumption and production patterns



Take urgent action to combat climate change and its impacts

We also recognise that in the pursuit of Net Zero reducing carbon emissions must not diminish the success of the other global goals.



COP 26 Glasgow

In November 2021, a record-breaking number of delegates gathered in Glasgow for this critical Climate Change conference. This COP was particularly important because since 2015, for the first time ever, something momentous happened: every country agreed to work together to limit global warming to well below 2 degrees and aim for 1.5 degrees, to adapt to the impacts of a changing climate and to make money available to deliver on these aims.

The Glasgow Climate Pact is the climax of two years of fervent diplomacy and ambition raising. The Presidency’s work focused on delivering the Glasgow Climate Pact and driving action across the globe on:

- Mitigation - reducing emissions.
- Adaptation - helping those already impacted by climate change.
- Finance - enabling countries to deliver on their climate goals.
- Collaboration - working together to deliver even greater action.

COP events since Glasgow have not been as break-through. Progress has been made to finance and assist vulnerable countries who face climate-related harm, along with improved transparency, reporting and movement on just transition dialogue.

Despite an agreement at COP27 to transition away from fossil fuels and move to renewable energy, COP30 in Brazil couldn’t progress this agreement further. In fact, no formal deal was agreed to.

National

Since 1990, the UK has almost halved its greenhouse gas emissions. In 2019, it became the first major economy to legislate for a binding target to reach Net Zero emissions by 2050. Environmental Reporting Guidelines can be found in:

<https://www.gov.uk/government/publications/net-zero-strategy>

The landmark legislation commits Scotland to becoming a Net Zero society by 2045, five years ahead of the UK-wide target. Scotland’s climate framework has since been updated, moving away from the previous 75% emissions reduction target for 2030 toward a carbon-budget approach supported by advice from the Climate Change Committee.

It should be noted that GL’s target for Net Zero is 2040, a further five years earlier than the Scottish Government target.

Construction Sector

The Civil Engineering Contractors Association (CECA), of which GL are a member, works with agencies and academia to bring forward solutions to assist CECA members meet net-zero carbon targets embedded within contracts.

2.1.6 Other compliance requirements

This CMP supports and compliments GL compliance with regulations and other compliance requirements.

- Scottish Water SR21 Framework – This CMP will assist GL with our requirement to support Scottish Water Carbon Reduction Targets by providing carbon emission data associated with our and our supply chain services.

- GL are required to comply with Phase 3 of Energy Saving Opportunity Scheme (ESOS). There are synergies between ESOS and this CMP because both require, in effect, the calculation of total energy consumption and identification of energy reduction opportunities. Such opportunities identified in section 4.2 of this CMP will support ESOS compliance and any opportunities identified through the ESOS audits, to be conducted during 2023, will be included in subsequent iterations of this CMP.

- At present, GL are not required to comply with The Companies (Directors’ Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 (commonly known as SECR) , however this could change with future growth in the company. This current CMP is expected to support compliance if/when required.

PAS 2080

We have begun to engage in the PAS2080 process, working with Mott Macdon-

ald to carry out a Gap Analysis exercise on where GL are in a positive or need to make improvements in their procedures in order to gain accreditation. We have set a target of end 2026 to gain accreditation.

2.2 Customers and Stakeholders

This section outlines key customer expectations or contractual requirements and expectations of other stakeholders, many of which have their own carbon targets and Net Zero strategies.

2.2.1 Customers and contractual requirements

Following COP26 – Glasgow, which focused on the role of business in the journey to Net Zero and tackling climate change, local and global business communities across the value chain will need to demonstrate credible action. It is expected that in the coming months and years other key customers will be requesting detailed information about GL Net Zero strategy and Carbon Management Plan.

Scottish Water

One of our key customers is Scottish Water (SW) who have established clear Carbon Reduction targets. GL have taken the decision to align our own carbon reduction targets with SW.

SW introduced an intensity measure, in order to track progress of Net Zero. This intensity figure is currently 86 tonnes CO2e per £1m at 26/27 levels (reducing each year). This is the basis of their Net Zero Emissions investment metric for capital projects.

SW and our carbon reduction targets are 25% by March 2024, 50% by March 2026, and 75% by March 2033.

The following key objectives have been identified as needing to be embraced to achieve the above carbon reduction targets:

- Embracing the circular economy
- Transforming our emissions
- Enhancing the natural environment

This CMP, along with robust carbon reporting and GL’s adoption of SW’s 22 Golden Rules for Carbon Reduction will support the requirements and expectations of our key customer.

SP Energy Networks

SP Energy Networks has an aspirational target to achieve Net Zero GHG emissions by 2035. Their Net Zero Targets have been developed in accordance with the SBTi Corporate Net Zero Standard.

SP Energy Networks have been on the Net Zero journey since 2019. In that time, they have achieved a number of key milestones, a few being:

- Transitioned to using 100% UK-based renewable energy in most build-ings and substations
- Began to establish 100% decarbonised vehicle fleet
- Providing topic specific training to enable a sustainable business cul-ture across SP Energy Networks
- Taking a circular economy approach that avoids significant potential emissions by adopting sustainable resource use practices.

Their Strategic Objectives are set out in three pillars:

1. Develop a Network that’s Ready for Net Zero
2. Be the Trusted Partner for Customers, Communities, and Stakeholders
3. Ready their Business for a Digital and Sustainable Future

All information above is from SP Energy Networks “Net Zero Transition Plan 2025”.

Other Clients

We have engaged in positive dialogue with CMAL, SSE and others to gauge where their carbon reduction ambitions lie. We have been able to show them the impact had on the implementation of various targets which has led to carbon reductions for our business. The CMP will be updated to note key points from all our Clients in regard to their carbon reduction ambitions.

2.2.2 Other important Stakeholders

The climate emergency and the need for carbon reduction is highly publicised and understood within society. It therefore makes sense that carbon reduction is important to GL employees and that their employer takes the same view. This CMP and associated documentation clearly articulates GL targets for achieving carbon reduction in the workplace.

Supply Chain

GL want to lead by example and realise that our supply chain needs to be brought along on our carbon reduction journey. By developing this CMP, we aim to sign post our reduction targets and areas where we will require input

from our supply chain.

Since 2023, GL has hosted our own Innovation Day, where we invite our Supply Chain partners to showcase their latest development in products and awareness around innovation and sustainability. This has been a successful event, where GL employees, clients, supply chain and peers attend to view the exhibits and attend topical presentations.

Regulators

Although there are no specific regulations relevant to business in general and GL, public bodies, local authorities and other non-government agencies across the UK are tasked with driving the policy landscape. Policies at all levels are directed by The Climate Change (Scotland) Act 2009 and by the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 setting out the ambition of Scotland’s emissions reduction targets to Net Zero by 2045.

2.2.3 Embedding Carbon Management Plan within the company

GL’s environmental and sustainability policy statements show our commitment to achieve Net Zero carbon emissions by 2040. We aim to apply all available technology and the most efficient methods of production at our hand to drive this objective forward. This includes, but not limited to, the use of Blink to communicate with all employees any news, updates and information on progress to achieve Net Zero and sustainability.

Our Carbon Reduction Working Group, Sustainability and Innovation Team, SHEW department together with our external sustainability consultant are making efforts to drive the cultural change throughout the company to achieve our ambitions. All organisational levels of the company are actively involved in the changes the business requires in order to minimise carbon emissions.



3. Our Carbon Baseline

3.1 What is a Carbon Baseline?

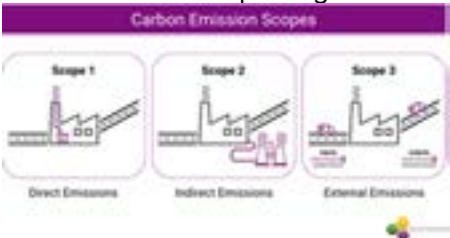
A carbon baseline is typically the annual emissions (tonnes of CO2 equivalent or tCO2e) from the company’s operations as calculated for a designated year. For GL, we have restated our expanded carbon baseline for our Net Zero strategy for the year ending 31 March 2020: and supersedes our 2010 baseline for scope 1 and 2 emissions.

The baseline forms the starting point from which carbon reduction goals and targets are set. It is also used to monitor progress with emissions reductions, by comparing year to year emissions.

A carbon baseline is based on all the carbon emissions related to a company’s activities and are separated into three scopes depending on the level of control or influence the company has over the cause of emission.

3.1.1 Emissions Scopes

A carbon baseline, carbon reduction plans, and carbon reporting outline the standard scopes 1, 2 and 3 for carbon reporting.



Scope 1 – direct emissions from site use of fuels such as gas, diesel etc.
Scope 2 – indirect emissions from use of grid electricity
Scope 3 – all other emissions including travel, purchased goods & services, waste generated etc, Appendix 7.2.1 lists the Scope 3 emission categories

Further information is also available within the Beyond Green Briefing contained in section 2.1.2 of this document and also at the web link below:
<https://www.carbontrust.com/resources/briefing-what-are-scope-3-emissions>

Important Limitations

This CMP recognises that there are important limitations to calculating an

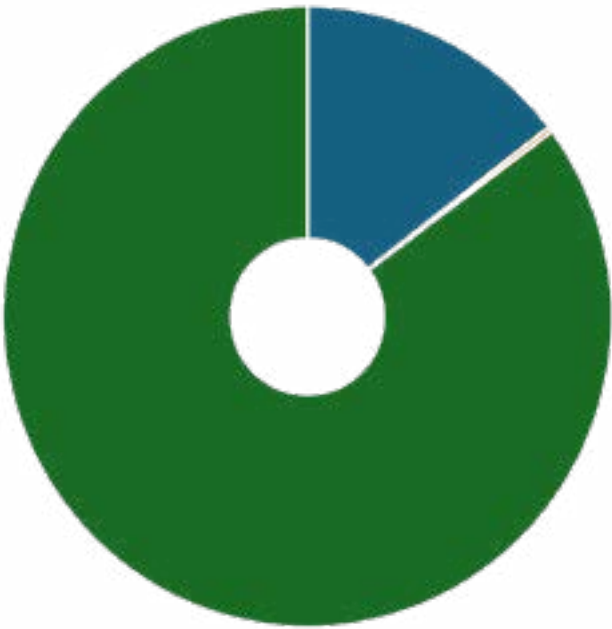
initial Net Zero roadmap and carbon baseline due to availability of suitable reliable data for some scope 3 emission categories. For our baseline year, we took a pragmatic approach by including material sources of scope 3 emissions where reliable data is realistically accessible.

The CMP aims to continually improve the data gathering and carbon accounting methodologies in order to expand GL carbon footprint boundaries by including other Scope 3 emissions. In 2025, we engaged with Carbon+Alt+Delete (C+A+D) to set up a portal which would allow us to record our annual carbon emissions more accurately. We backdated previous years emissions, and took the opportunity to reset our baseline year. This allows us to better compare and measure potential carbon reduction from that point.

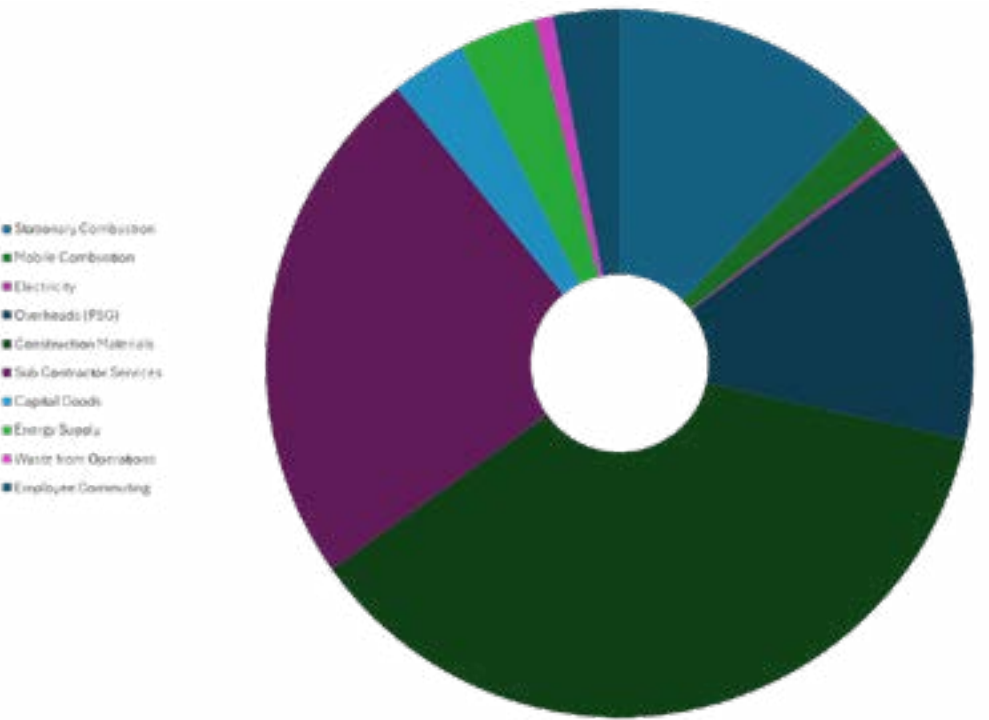
3.2 George Leslie’s Carbon Baseline

The following charts show the breakdown of GL Carbon Baseline for the year 2019-2020. Our Scope 1 emissions (shown in green) were 2,952 tCO2e (14.6%), and Scope 2 (shown in red) were 54 tCO2e (0.3%). For Scope 3 (shown in blue), there were 17,268 tCO2e (85.2%).

The chart is further broken down into sub-categories, with the information shown in the second chart and table with headings.



A summary of our Carbon Baseline can be found in Appendix 7.2.



Stationary Combustion (2,522.90)	Sub Contractor Services (4,872)
Mobile Combustion (429.55)	Capital Goods (703.15)
Electricity (54.25)	Energy Supply (713.45)
Overheads (PSG) (2,768.24)	Waste from Operations (166.60)
Construction Materials (7,428.76)	Employee Commuting (616.01)

3.2.1 Our Carbon Boundaries

From the baseline year’s emissions, we have identified the ‘material’ emissions by scale and defined the boundaries for emissions that will be reported and measured. E.g., some emissions categories have very small emissions and therefore it may not be worth calculating as precisely as the more material categories.

The boundaries are also dependent on the level of control – e.g., GL is dependent on using diesel trucks and plant and, although we have converted some to HVO, there is still a need to continue to find a viable alternative and affordable fuel.

Carbon boundaries and reporting scopes may change in the future, but they need to be recorded so that emissions can be compared to the baseline on a like-for-like basis. Using C+A+D will help with this.

3.2.2 Carbon Accounting

We have adopted the use of C+A+D to accurately measure our carbon emissions from baseline and the forthcoming years. C+A+D uses principles built on the Greenhouse Gas Protocol (Corporate Standard and Corporate Value Chain Standard). C+A+D also uses the latest and updated emission factor databases, and regulations, frameworks and protocols.

UK Government Carbon Conversion factors are available at the following location:

<https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

Scope	Emission	Data Source
Scope 1	Stationary and Mobile Combustion	All Star Fuel Record, Accounts
	Process Emissions	
	Fugitive Emissions	
Scope 2	Electricity	Electricity Supplier
Scope 3	Overheads (PSG)	Accounts, Electricity Supplier, Monthly site reporting figures and Waste Collector Data, HR Department
	Construction Materials	
	Sub Contractor Services	
	Capital Goods	
	Energy Supply	
	Waste from Operations	
	Business Travel	
	Employee Commuting	

Key Assumptions

Purchased Good and Services:

Unit of measurement varies across some categories and therefore assumptions have to be made to align the unit of measurement. In general, carbon emissions are calculated based on kgCO2e per £ spend that is a reasonable match to the underlying activity.

Construction Materials Purchased directly by GL:

Carbon emissions relating to construction materials are based on estimating the tonnage of the top six materials, such as concrete, steel, plastic pipes, etc, and applying the relevant carbon factor. These six material types account for 75% of total spend on materials. For the remaining 25% of material spend, a weighted average emissions factor, based on the 75% of identified materials, has been applied to the spend amount.

Due to the various types of concrete mix designs available, using a generic carbon factor is not going to be accurate. This can only be achieved by asking the supply chain for their carbon information based on the mix design. Moving forward, a short-to-medium term goal would be to have the supply chain provide us with that information.

Sub-Contractors Services:

This weighted average method has also been used to calculate emissions of spend with sub-contractors for the material component, assumed to be 30% of total sub-contractor spend. For the remaining 70%, a generic carbon factor (kgCO2e per £) for the construction supply chain has been used.

Waste from Operations:

Unit of measurement in financial reporting varies between monetary value, tonnes and quantum of loads removed from source. In general, unit of measurement is tonnes of waste disposed, however for some waste management options the tonnage is estimated by taking average load value to calculate number of loads and then convert to weight per load. For each waste type and its waste treatment (landfill, recycle, reuse or RDF), a suitable carbon factor is used to calculate carbon emissions.

We are exploring options to manage waste reporting more accurately. This could be through the use of online portals, setting up of frameworks etc. As

these are implemented, the carbon data from operational waste will improve.

Employee Commuting:

Emissions relating to employee commuting reflect journeys taken by office staff, GL site operatives, and site agency workers for their period of employment or contract. Assumptions have been made as to the commuting travel patterns for site operatives with GL operatives traveling from home to Barrhead, and agency is assumed to be Barrhead to site, unless greater than 200km. For the calculated distance for each type of worker (employee and agency) the carbon emissions factor applied is for the average car or average van.

At present agency workers commuting travel is based on invoices for the top 30 sites, which represents 66% of total labour only invoices. GL will be investigating methods to improve data collection for commuting to site as it is a significant aspect of travel and transport related emissions.



4. Our Carbon Goals and Targets

Since GL began carbon accounting, there has been a significant reduction of all scope 1 and 2 emissions. In ten years (2010-20), the electricity consumed at the head office and sites have decreased saving more than 182 tonnes of CO₂e. Gas consumption has reduced 42% and fuel used for transport has reduced approximately 56% (diesel) and 77% (petrol). In total, GL emitted 968 tonnes of Co₂e less in the period 2019/20 compared to the period 2009/2010.

Our historic performance shows we can rise to the challenge that Net Zero places upon us. Since 2019/20, we have reduced our electricity use further.

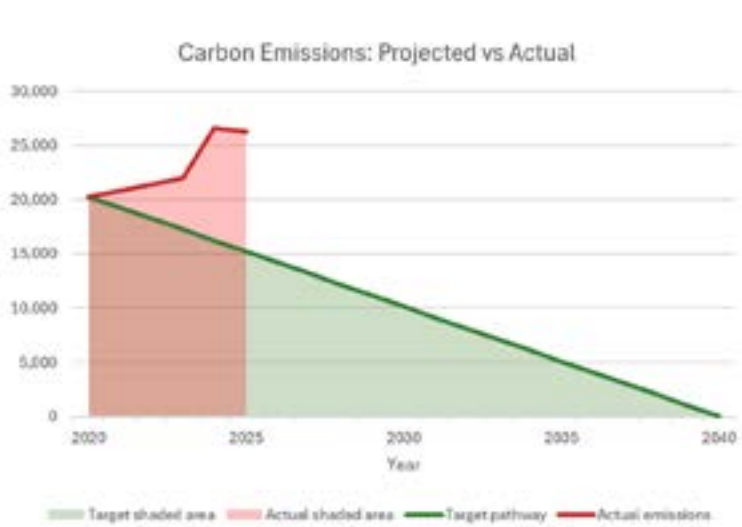
4.1 Broad Goal - Net Zero by 2040

4.1.1 Interim Goals and Milestones

In line with the SBTi (refer to section 2.1.4), GL has established a near term goal of 32% reduction in emissions by 2030, with annual milestones based on quantified targets. The Net Zero trajectory for GL, Scottish Water and Scottish Government is shown in the chart below.

GL Net Zero Pathway to 2030

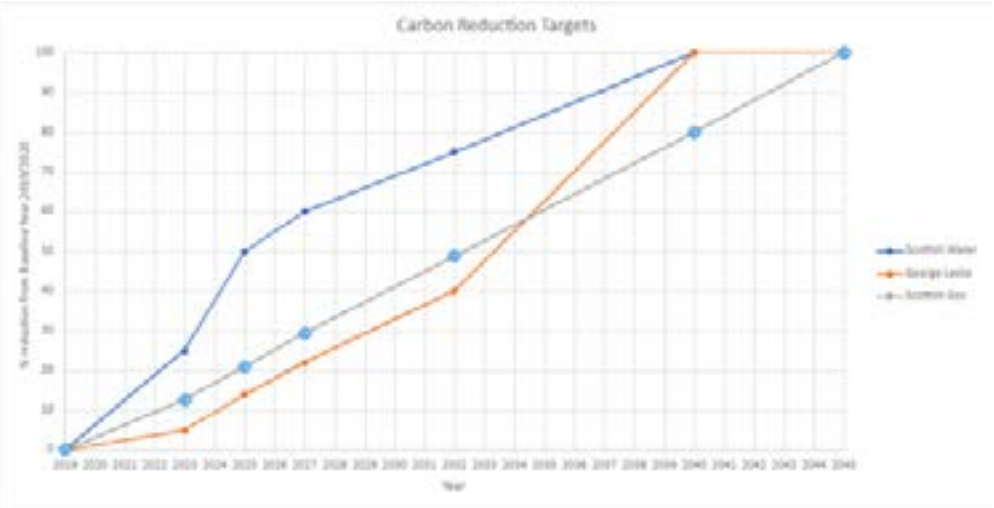
Based on current quantified carbon reduction opportunities, as outlined in detail in section 4.2, our baseline emissions are projected to fall by 32% by 2030. Although this is below the SBT 1.5oC pathway, our baseline includes a comprehensive set of scope 3 emissions. With regular review of carbon reduction opportunities, we expect our pathway to approach the near term goal of 1.5oC.



The pathway in the chart above shows that energy related emissions under our control (scopes 1 and 2) will reduce to almost zero by 2027.

The current Net Zero pathway does not reflect actual carbon emissions reductions resulting from changing business practices due to the impact of COVID-19. The Net Zero pathway outlined above will be updated for actual emissions as at 31 March 2022. Such reductions are expected to impact Scope 1 and 2, and travel related scope 3 emissions.

The chart below shows the profile for carbon reduction targets for George Leslie, Scottish Government and Scottish Water (extrapolated profiles) based on available data.

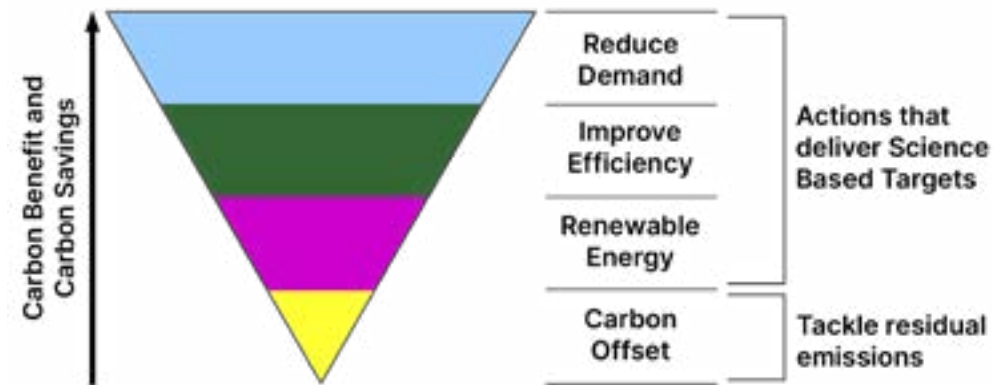


At present, the carbon reduction profile outlined in the chart above does not consider the impact of future business growth on GLs absolute emissions nor any interaction between different measures, which if occurs would lower the reductions stated. Since our baseline year, GL as a business has grown in size, meaning a larger carbon impact. Moving forward, we will measure our performance against per £m spent while still aiming to achieve our identified percentage reductions to 2040. In addition, the gradual reduction of emissions from electricity use from the decarbonisation of the UK Grid electricity over the period is not reflected. While GL current trajectory is shown below the Scottish Government and Scottish Water profile, it is similar to other organisations when calculating initial baselines and future opportunities. It would be expected to see a reduction from the baseline of 25-35% by 2030.

The above graph does highlight the scale of the challenge to achieve Net Zero and that further opportunities have to be identified and implemented to hit the target date of 2040. At GL we will be continually monitoring progress and improving upon the trajectory set out above.

4.2 Our Carbon Targets

When establishing targets, GL has aimed to substantiate its carbon reduction plan, as far as practically possible from known developments at a strategic level, operational and project level. Through developing Targets, GL has considered the Carbon Management hierarchy, as illustrated in the diagram below.



The first three actions in the diagram above, are often considered to be genuine emission reductions that contribute to science-based carbon reduction targets and will deliver strategic, commercial and operational benefits to our business. It is recognised that achieving Net-Zero will require carbon offsetting to compensate for the residual carbon emissions from the company's activities.

The following opportunities have been identified for targeted action to achieve our carbon reduction ambitions:



HVO Adoption

Our Target

GL are aiming to transition away from diesel to hydrotreated vegetable oil (HVO) for plant and commercial vehicles.

We emitted almost 2,500t CO2 from our baseline year when using diesel as a fuel for our plant and commercial vehicles.

Implementation

We will procure fuel bowsers to carry HVO only, both for our projects and in our Yard.

We will engage with engine manufacturers to ensure HVO compliance across our fleet, and advise our staff of any potential limitations.

Improving

While measuring, GL will look at ways to improve consumption and efficiency of fuel. This can be in procuring plant and vehicles with better, efficient engines, and looking at other sources of energy, like electric or hydrogen.

Measuring

To gauge our transition from diesel to HVO, we will use the purchase records from our Finance Dept to measure the volume of HVO and diesel purchased.

We are using stages to measure our progress to Net Zero. These are in 2026, 2029 and 2032.



Hybrid Power for Site Power Generation as Standard

Our Target

Traditionally, our sites have been powered by diesel generators.

Switching to a hybrid power set up will allow the site power to be made up of generated power, along with battery storage.

Technology is in place to allow this transition to happen, which will make a significant contribution to our emissions reduction.

Implementation

Working with our Supply Chain partners, where viable we will aim to have a hybrid power set up on our projects.

This will involve informing our staff on the use of a hybrid set up, and how to get the biggest benefit from them.

Improving

GL will engage with the Supply Chain partner to ensure learnings from the use of the battery storage units are implemented, and betterment is achieved.

We will also trial other forms and types of hybrid power as they become available to the market, measuring their suitability for the work GL carries out.

Measuring

Using portals which indicates battery storage units performance, we will analyse and cleanse the data from the set ups and report on the emissions and potential amount of fuel saved.

This information will be shared across the wider business.



Electric Tools and Plant

Our Target

To continue our reduction and reliance on fossil fuels, alternative equipment needs to be sourced.

Electric tools and plant is a natural progression away from tools and plant that rely on fossil fuels for power.

Advances in battery technology is making tools and plant more accessible.

Implementation

Through our conversations with Supply Chain partners, we will explore options to move away from fossil fuelled equipment to alternative sources.

Information on alternative equipment and their uses will be shared with our teams.

Improving

Engaging in trials of various plant and tools to move away from fossil fuels will be encouraged, with results of these trials shared with the business and beyond.

Where an item of equipment has been successful, this will be adopted by the business to be used in a “business as usual” case.

Measuring

We will review hire costs of the equipment hired. Our Supply Chain partners can also provide this information, which will be shared with our teams.

Internal procurement of electric plant items against fossil fuelled equipment will be reviewed too.

Purchase records for petrol from our Finance Dept can also be used in this review.



Our Target

Virgin aggregate material is a dwindling resource. Recycled materials is a credible alternative to the virgin material.

At present, the availability of recycled aggregates is minimal, with most wash plant facilities in Central Scotland.

Implementation

Information will be shared with our teams on where recycled aggregates are suitable for use.

Implementing the use of recycled aggregates will be entirely dependant on the location of our projects, the Supply Chain in the area and the availability of the material.

Improving

Continued learning in the use of recycled aggregates will allow the material to be used in different tasks, and the actual use of the material will give confidence to our teams of its suitability for the task.

Engaging with our Supply Chain partners regularly to explore where they can supply the recycled aggregates is also key.

Measuring

We will review our procurement annually of recycled aggregates against virgin aggregates.

Our aim with this measurement is to see a year-on-year increase in the quantity of recycled aggregates being used on our projects.



Our Target

Concrete is one of the highest producing carbon materials available. By reducing the amount of cement content in a concrete mix, we can reduce our carbon emissions considerably.

In our baseline year, the emissions figure for concrete was over 1,000t CO2, or a carbon intensity figure of 20t per £m spent.

Implementation

GL will work with designers to switch from high carbon emitting concrete, to low carbon alternatives.

Informing our teams of its use and availability is also key to ensuring the success of the target.

Improving

An aim for the future is to have our Supply Chain partners produce carbon emission data for each type of mix design and provide this as a “sum total” in their invoices.

Further learning is needed on the implementation of low carbon concrete, particularly around quality, supply and workability.



Our Target

Install solar panels at our Head Office, with the ambition it will reduce our reliance on the existing power network to provide our energy.

Implementation

Assess the need for solar panels and where they would be most suitable.

Work with a reputable contractor who has experience in install solar panels.

Ensure they produce the amount of energy the facility requires, and it can also store sufficient energy if required at peak times.

Improving

Other areas to consider are the make-up of the buildings and workshops, for potential heat loss.

By carrying out tests to measure this, and implementing improvements, this will reduce the energy consumed.

Measuring

With the use of technology, we can use existing apps or portals to measure the amount of energy consumed and emitted from the panels.

We can also review our utility bills to ensure these are falling, showing the solar panels are working efficiently.



Our Target

Replace diesel and petrol company cars with electric vehicles, when those diesel and petrol cars due to be replaced.

GL have an EV Salary Sacrifice Scheme in place for this.

Implementation

Our salary sacrifice scheme began in 2021, with staff who own a company car given the option of using the scheme.

Improving

EVs are improving in terms of range (distance to travel) every year, along with different types of vehicle to select from. This increase in range and selection makes it a more viable choice for more people in the business.

Other fuels may become available in our journey to Net Zero.

Measuring

We are measuring the success of this target in two stages: 2026 and 2032.

This will be measured through the number of vehicles currently using fossil fuels, to those using EVs.



Our Target

This is specifically aimed at inert materials from our projects.

We aim to re-use all our inert materials, to prevent it going to landfill.

This target will be measured across four time periods: 2023, 2025, 2027 and 2029.

Implementation

Encouragement from senior management to our project teams to ensure inert materials are taken to wash plant facilities and not landfill.

We will make our site teams aware of wash plant facilities that are available pan-Scotland.

Improving

Better measurement systems will allow us to accurately measure the amount of inert materials taken to landfill, and also the ability to measure the amount that is taken to a wash plant.

The number of wash plant facilities increases as we continue towards 2040.

Measuring

We will review the amount of inert materials that is generated from projects and taken to landfill, against our baseline figures at the specified target dates.

Inert Materials - reducing waste generation



Our Target

By changing from raw steel manufacturing using Blast Furnaces to low carbon alternatives using Blast Furnaces or Electric Arc Furances.

By changing to a low carbon alternative, we can reduce our emissions from this material by over 50%.

Implementation

Promoting the change to low carbon alternatives to our teams, and where the material can be procured from.

We will engage with our Supply Chain partners to understand where this material can be sourced from.

Improving

Continued learning and understanding of where the material can be sourced from, and other benefits it can bring.

Through engagement with our client base to promote the use of the low carbon alternative material, we can continue to reduce our carbon emissions.

Measuring

We will review against our baseline year the amount of steel procured, and how much was a low carbon alternative.

Our aim is to see an in crease in this material being used, and a decrease in the high emitting carbon steel.

Replacement of Steel Reinforcement



Our Target

Our aim is to better understand the non-specific materials within the baseline year, which includes the materials within our sub-contractors values.

By understanding these, we can identify and reduce our carbon emissions in these areas.

Implementation

Through the carbon data cleansing prcoess, periodically the Carbon Reduction Group will review this data and identify those areas to target in our ambition to reduce our emissions and reach Net Zero.

Improving

By reviewing the data periodically, we can target areas or items to achieve betterment in lowering our emissions.

This will be shared with our teams to allow them to implement any changes identified in the reviews.

Measuring

The target is to reduce these emissions by 7.5% year-on-year to 2030.

This measure will be carried out by reviewing the carbon intensity of the target against the baseline and previous years recordings.

Reduction of Non Specific Materials and Sub-Contractor



Our Target

We will move from our existing energy tariffs to greener options, allowing us to reduce our carbon emissions with low carbon alternatives.

Implementation

At the end of the existing tariff, we will review and look to change to a greener option.

Improving

Move all tariffs onto greener options, and also tie in with our “Solar Panels at Head Office” target, by implementing green energy practices in our facilities.

Measuring

This should show a reduction in our baseline energy usage against the greener tariff, and in turn a reduction in our carbon emissions.

For more info on our Carbon Reduction Targets, please go to Appendix xx.

Future Opportunities[AB16.1]

The following are identified as further carbon reduction opportunities to be investigated and/or quantified at a future date:

- a. The adoption of technology, e.g. use of Virtual Meetings to reduce site visits through the use of Hololense, Realware, Smart Phones, etc.
- b. Survey equipment, e.g. use of new technology survey equipment to reduce carbon emissions such as 3D laser scanning, drones, etc.
- c. Gas boiler replacement / alternative heating system.
- d. Reduced wastage from packaging from purchased products and materials.

Purchasing Green Electricity



5. Our Progress

5.1 George Leslie’s Progress

Since embarking on the journey to Net Zero, George Leslie have made substantial progress in achieving our ambitions and benchmarks. This has been aided by the collaborative approach the business has taken to engage with those who can have a positive influence on that journey, from our own employees, to expert consultants, clients and our supply chain.

We measure our progress in two ways - our overall carbon emissions and our carbon intensity. Since 2020, George Leslie’s turnover has grown considerably, which will have negative influence on our emissions. However, by monitoring our intensity in tons of carbon emitted per million pounds spent (tCO2e/£m) we can chart progress.

5.1.1 Carbon Emissions

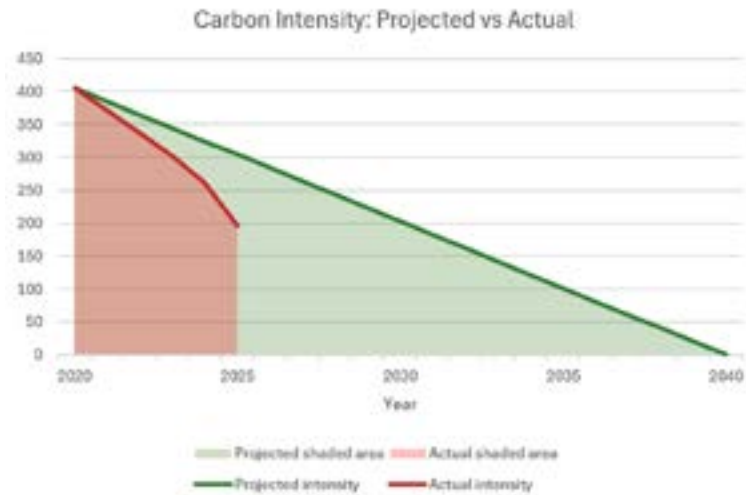
Since our baseline carbon emissions was set, our annual turnover increased from £50m in 2020 to £134m in 2024/25. In increasing our turnover by more than 2.5x and the variety of projects, our emissions were anticipated to rise.

The following table shows our carbon emissions against the 3 Scopes for our Baseline year in 2020, to our most current reporting year.

Emissions Type	Baseline Year	2024/25	Carbon Intensity Reduction
 Scope 1	2,952tCO2e	3,145tCO2e	39.7% (59.04 - 23.47)
 Scope 2	54tCO2e	41tCO2e	28.7% (1.08 - 0.31)
 Scope 3	17,268tCO2e	23,117tCO2e	50% (345.36 - 172.51)

5.1.2 Carbon Intensity

The following graph shows our Carbon Intensity over the same period. Despite our turnover increase, the steps taken to embed good practices and make them “business as usual” is helping to reduce our intensity figure. As can be seen from the graph, this is a substantial drop, although most opportunities taken have been very simple and the least impactful to our business and projects.



The expectation now is for this graph to follow a similar trajectory to the “Avoid / Switch / Improve” principle from PAS2080, where our progress will begin to tail off the closer we get to 2040.

5.2 Taking Action

GL will review the targets set out in Section 4.2 to help us achieve Net Zero and reduce our carbon emissions across the business. In this review, we will collaborate with our various teams in the business and wider supply chain to investigate what opportunities are open to us for each target. There are risks involved in this, for example advancement in technologies or materials, specifications and guidance to ensure safe delivery and quality produced of a project, which will need to be factored in.

As we progress to 2040, these targets and their reduction impacts can be adjusted. This will promote the business to review and revise where necessary.

In the first , the targets in the table below were set.

Year	Milestone / Target Reduction	Action
2022	Produce a Carbon Management Plan Establish Carbon Baseline	Form Carbon Management Group to produce the CMP and gather data for the baseline. Produce CMP and publish it.
2023	HVO – Stage 1 30% reduction. Hybrid Power – 100% reduction Electric Tools - 100% reduction Recycled Aggregates – 50% reduction in carbon associated with quarried aggregates. Cemfree Concrete – 50% reduction in carbon associated with the use of ready mixed concrete.	Establish a supply network and implement this across the GL business Adoption of Hybrid power on all construction projects. Continue trials and adoption of battery operated hand tools Establish a supply network in the West and East of Scotland to provide recycled aggregates to our projects Establish a supply network of Cemfree concrete. Adoption of Cemfree concrete within our designs. Investigate the potential for Solar Panels to be used at our Barrhead premises.

Year	Milestone / Target	Action
2023	Solar Panels – 100% reduction	Where feasible installation should commence and panels brought on line.
	Green Electricity – reduction is market dependant.	Review electricity supply and change over to green tariffs.
	Reduced Waste Generation – 25% reduction	Reduce waste production at source. No build and leaner construction techniques
		Increase re use of materials on site
2024	Cemfree Concrete – 50% reduction in carbon associated with the use of ready mixed concrete.	Adoption of Cemfree and other reduced carbon ready mix concretes within our designs.
	Electric Vehicle Scheme – 50% reduction	Adoption of the electric vehicle scheme.
	Green Gas – reduction is market dependant.	On site charging points at Head Office and project location to be made available. Review Gas supply and change over to green tariffs. / Gas replacement.

The following information gives an update on our Carbon Targets and what George Leslie has achieved to date.

1. HVO Adoption

We began to use HVO fuel on our projects in 2023, with a planned experiment around “diesel-free projects”, where we looked to minimise or remove entirely the use of diesel. This has evolved from our first years use of approx 10,000L of HVO, to 2025s use at over 580,000L. In turn, our reliance on diesel has reduced from 1,549,907L in 2023 to 511,854L in 2025.

Our HGV fleet has also transitioned to using HVO, and we have a specific bunded bowser storing HVO in our yard.

There are still areas of concern around the use of HVO, including availability in remote locations and the commercial impact of using the fuel. We conitnue to monitor where it can be used and the cost of the fuel in relation to diesel. Where possible, though, we have implemented other measures, like hybrid power.

2. Hybrid Power for Site Generation as Standard

George Leslie have been using hybrid power, and specifically battery units alongside generated power, as standard since 2022. We have engaged closely with our supply chain to ensure we get the most efficient results from them, and also exploring other opportunities to use them that would reduce our fuel consumption. These include being used alongside pump set ups and tempo rary power for assets.

As an estimate, we have calculated that, when working at their most efficient, we can save around £500 of fuel per week, along with almost 1ton of carbon.

This is an evolving space and technology, with opportunities coming from smaller and larger innovations with the battery units, with our supply chain keeping us informed of new products coming to the market.

In 2026, we also had an opportunity to trial a hydrogen generator. This was for a short period of time, but we saw the benefits in reducing our fuel consumption and emitting almost zero carbons. Similar to HVO, though, cost is a deter

rent currently in this field for the size of our projects, although we are keen to explore further opportunities in the future.As a link to electric tools and plant, we have also trialled the use of small, lightweight battery generators. These were a useful tool to use, and we will explore and encourage their use on future projects. This will also help reduce our reliance on petrol on projects.

3. Electric Tools and Plant

In late 2021, we trialled a selection of electric plant and a selection of battery hand tools on one of our projects, with the aim to adopt these further across the business.

The trial with the larger plant found that, at that time and the nature of work involved, the plant was limited in its use. Similarly to other adopted measures, there was a premium commercial impact in the hire of these plant items. How ever, the battery hand tools were more successful. As a business, we explored a collaborative approach with a singular manufacturer of battery hand tools, however across our projects there is a need for various types of tool. Therefore, it is left to the project team to hire or procure the tool they feel is best suited for their needs.



This opportunity also allowed our Plant Yard to explore another opportunity, which was to standardise a project store, labelled a “Foreman’s Store”. Inside this store, there are a number of materials, products and tools that can help a project team start off a project. These have been successful in their roll out, which continues.

4. Use of Recycled Aggregates

Within the construction industry, we are approaching a crisis point with the supply of quarried aggregates. In particular, sand reserves are running out and other options need to be explored. One option is around recycled aggregates.

George Leslie began to engage with various suppliers to see what opportunities were available. Through discussions, we found that the material was suitable in some circumstances, but not all. Recycled aggregates was used at one of our major projects in 2023/24, with it being found as a viable alternative

to quarried material in the areas where it was used.

From the engagement with suppliers, use on our projects, we set up a work-ing group between George Leslie, suppliers of recycled aggregates, specialist consultants and Scottish Water’s procurement team. Through the discussions at the working group and visits to wash plant facilities, we discussed where the limitations are around recycled aggregates and how can we widen its use in the industry. As a result of these discussions and visits, Scottish Water began to set up a framework for the material to be supplied, which was released in early 2026.

In 2025, George Leslie procured over 58,000 tons of recycled aggregates, from a combined total of 120,000 tons of aggregates procured in the year.

5. Use of Low Carbon Concrete

George Leslie have explored the use of low carbon concretes successfully at a number of large projects. This has been achieved through collaboration with both client and designer on these projects. We have also adopted Scottish Wa-ter’s ambition to remove, where possible, all use of CEM1 concrete on their projects.

At recent projects at North Third and Camps, over 80% of the concrete used on site was from low carbon concrete mixes. Both projects had over 1,100m3 of concrete poured on site.

However, there remains some issues with the use of low carbon concrete. The availability of alternative materials is an issue across all batching plants, espe-cially in remote areas. There are also novel concretes coming to the market that have came and gone.

Knowledge and understanding also needs to be increased across the industry into where it is appropriate for these concretes to be used.

We have also been part of Scotland’s Low Carbon Concrete Collective, who were looking at the wider industry using low carbon concretes. The Collective was made up of Scottish Water, SSE, SPEN, Transport Scotland and Network Rail, with ourselves, Story Contracting and RJ MacLeod representing contrac-tors. Unfortunately, this Collective has been disbanded due to lack of traction across the industry.

6. Solar Panels at Head Office

Previously, the business explored options to install solar panels at our Head Office. This is still being looked at as an option, along with modernising the existing office buildings.

Another sustainable option we are currently using is rainwater harvesting. We installed a rainwater harvesting network outside our Sewer Services welfare units, with the network then supplying grey water to the unit. If this works successfully, then other areas will be explored to install the same set up.

7. Electric Vehicle Scheme

In 2022, George Leslie introduced a Salary Sacrifice Electric Vehicle Scheme open to all staff who used a company car. At that time, we installed over 20 electric vehicle charge points, which required an upgrade to existing power network at our Head Office. Currently, there are over 30 vehicles on the EV scheme, with a number of hybrid vehicles also now used as company cars. For year end 2025, over 7,000kWh were used from the charging units at our Head Office.

Our projects also have an option to install mobile EV charging units, if required.

8. Inert Materials - Reducing Waste Generation

Along with the use of recycled aggregates at Braidholm Road, we also deployed a “backload” initiative with wagons, that took inert excavated material from the project to a wash plant facility, which converted the excavated material into recycled aggregates. This methodology has been applied across a number of our projects since.

We have also engaged with our approved waste carriers to better measure the waste taken from our projects and their end use. This is an ongoing process, and relies on our supply chain allowing us to their portals to carry out the measurement.

George Leslie are also taking steps to embrace the circular economy culture. For example, through our partnership at Sustainable Glasgow, we trialled recycled PPE clothing with ACS Clothing.

ACS can take used PPE, and put them through a industrial clean process before assessing and, where possible, repairing PPE to be re-used. Any suitable PPE, which is free from staining or damage, can be brought back into circulation in the business. This trial is still taking place.

9. Replacement of Steel Reinforcement

The original target set was focussing on green steel reinforcement to be used. This was in the form of recycled steel used within the reinforcement bar. Through discussions with our supply chain, recycled steel can make up around 96% of steel used in a reinforcement bar.

However, this target will be revised to cover all steels, given the variety of options available to projects. For example, sheet piles can be made from a renewable energy source, an Electric Arc Furnace, which reduces the carbon emissions by almost 50%. These greener sheet piles have been used at our Palnackie Harbour project instead of a standard sheet pile.



We have issued bulletins on the use of green steel to our project teams to encourage its use.

10. Purchasing Green Electricity

In April 2026, at the end of our contract with our energy supplier, we converted to using renewable electricity. This renewable electricity comes from windo, solar and hydro sources.

The table below gives our targets and potential milestones moving forward.

Year	Milestone / Target Reduction	Action
2025	HVO – Stage 2 50% reduction	Further roll out and implementation across GL business.
	Use of recycled aggregates – 20% reduction	Expansion of the supply networks and adoption by projects.
	Reduced Waste Generation – 25% reduction	Reduction of waste at source, lean construction.
	Replacement of steel rebar – 30% reduction	Adoption of alternative rebar eg Basalt into our designs and expansion of the supply chain.
2026	Electric Vehicle Scheme – 33% reduction	Adoption of the electric vehicle scheme. On site charging points at Head Office and project location to be made available
2027	HVO – Stage 2 75% reduction	Further roll out and implementation across GL business.
	Replacement of steel rebar – 30% reduction	Continued Adoption of alternative rebar eg Basalt into our designs and expansion of the supply chain.
2028	Use of recycled aggregates – further 20% reduction	Expansion of the supply networks and adoption by projects.
2029	Reduced Waste Generation – further 25% reduction	Reduction of waste at source, lean construction.

5.2 Monitoring Progress

As mentioned previously in the Plan, we have employed Carbon+Alt+Delete (CAD), a portal which will allow us to accurately measure and calculate our

carbon emissions annually. However, there is still an intensive manual process required to cleanse the data before submission to CAD. As a minimum, the business will carry out this cleanse annually. Where there is a cleanse process that can take a longer duration to process, the cleansing action may need to happen more frequently throughout the year.

GL have a Carbon Reduction Group where representatives from across the GL business meet monthly to review carbon reduction practices and new initiatives from both within and outwith construction industry. Support and guidance at the monthly meeting is also provided from our Sustainability and Innovation Team and expert external consultant.

Going forward this group will meet quarterly to carry out a deep dive on Carbon Data and the CMP. Outputs from this meeting will be reported back to the GL Board with recommendations for improvements and business changes to be ratified. The agenda for this quarterly meeting will be as follows:

- Run through each target and report on actions taken
- Quantify carbon reductions achieved against targets
- Identify any barriers / limitations / restrictions that may impact implementation of actions towards targets
- Allocate responsibilities for next required steps
- Identify any new opportunities that will contribute towards targets
- Revise targets and the CMP to reflect any changes in operations, technology, methods of reducing emissions.

Indicators can also be used to track progress even if the company changes – e.g. if there is significant growth or reduction in operations, comparing emissions between years may not present a true picture of changes. Therefore, using indicators such as tCO2e / £ of turnover, or tCO2e per employee etc. can present a more realistic measure to track changes in emissions. The Carbon Reduction Group will monitor and review this on a quarterly basis.

5.3 Engagement, Raising Awareness and Communication

Within GL there is already an established framework to facilitate both vertical and horizontal communication. Regular monthly meetings are held to provide information flow between and across the various levels of management within the business. The CMP once signed off will be communicated and distributed at these monthly meetings.

This CMP document will be issued as a company wide communication with copies of the document made available at project locations for all employees to refer to.

Carbon bulletins have been produced as an output from the Carbon Reduction Working Group to advise company wide on our carbon reduction progress. Bulletins such as using recycled aggregates and low carbon concrete have been issued to the business.

Opportunities for lunch and learns, training etc will be developed and offered out company wide, recent examples being visits set up to recycled aggregate wash plant facilities.

5.3.1 Sustainability Training

To support the ambition of reaching Net Zero by 2040, our employees will receive the knowledge and learning to better understand the ambition and implement the adopted measures by the business. We have begun to engage with experts in the sustainability sector to develop bespoke training for delivery to our employees.



6. Transparent Reporting to Stakeholders

Introduction

Developing a carbon reduction plan to achieve Net Zero is the process of continual improvement in data gathering, carbon accounting, and identifying actions to reduce emissions. Therefore, it is important that the information in the annual carbon report is clear, concise, and in everyday language. This allows a range of stakeholders to understand the business context, how the carbon impact is calculated, including key assumptions, what’s excluded and other limitations.

When reporting performance against targets, it is necessary to be transparent and impartial and explain reasons for any shortfalls, and changes in targets. Reporting should adhere to recognised Environmental Reporting Principles, as outlined in Section 6.2.

6.1 Meeting Stakeholder Expectations

GL will meet expectations of stakeholders identified in sections 2.1.7 and 2.1.8 by reporting progress against its Net Zero Strategy and Carbon Management Plan on an annual basis. Reporting will follow established environmental reporting principles and a recognised carbon accounting standard, using reliable data sources and accounting methodologies with clear explanation of limitations and assumptions, and be subject to the same levels of governance and independent review as other corporate reports.

6.2 Environmental Reporting Principles and Carbon Accounting Standard

To supplement the carbon accounting standards, GL also adopts the key requirements for environmental reporting for its ESOS compliance requirements as outlined in the UK Government’s Environmental Reporting Guidelines

6.3 Preparing Annual Net Zero Carbon Report

6.3.1 Carbon Data Inventory and Reliability

In preparing the annual report, GL will prepare a detailed carbon inventory with a clear audit trail to underlying source data, explanation of assumptions used in any calculations and data preparation. In addition, the carbon inventory will include data sets for carbon conversion factors used, such as UK Government GHG Conversion Factors for Company Reporting, and the methodology for any bespoke and specific carbon factors used in the emissions calculations. Any limitations about the methods applied will be recorded in carbon inventory.

6.3.2 Governance and Independent Review

Members from the Carbon Reduction Group will conduct an independent review and produce a detailed report on progress. As part of the ESOS scheme, GL will be establishing an internal network of trained environmental auditors who will take the lead on the independent review.

Our Managing Director David Ross who has overall responsibility for Carbon Reduction within GL will provide an independent review of the report for sign off. Part of this will require consideration if the Carbon Accounting and information used is part of the company's ISO 14001 Environmental Management System and if the underlying data sources eg waste are subject to internal audit as part of the GL EMS.

6.3.3 Independent Verification /Certification

GL will consider external and independent verification of its carbon baseline and reduction roadmap in the near future once the data gathering, carbon accounting methodologies and monitoring process has become embedded.