The Chevron Group

Sustainability Report 2021



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A word from our CEO

Tim Cockayne Chief Executive Officer

2021 was a challenging year for the Group. COVID-19 unfortunately still posed a significant risk and one that we will continue to navigate with the support of the Business Continuity Team who have done an excellent job in keeping on top of the ever-changing guidelines. I'm pleased to report that our response and commitment to employee wellbeing during the pandemic was recognised through a shortlisting for a National Highway Supplier Award. Winners will be announced in the new year.

In true Chevron style, we faced the uncertainties that 2021 has thrown at us head-on. We won new contracts, acquired new businesses, taken on new employees and put the Chevron Group in a really strong position as we move into 2022 and beyond.

The new contracts secured have been phenomenal. Contracts are won on reputation, past performance and ability to deliver and it's the fantastic effort from every single employee in our business, from our operatives through to our support functions, that enables our Bid Team to repeatedly submit winning bids.

Delivery of these new contracts will be key in 2022 with the **focus on operational efficiencies and resources.** Our new Chief Operating Officer, Chris Woodroofe will be responsible for the operational delivery of the business while our new Group HR Director, Louise Cope will lead a recruitment drive to bring new talent into the business. **Digital Services** continues to be a top priority for the Chevron Group. HRS has developed products and technology which will help **reduce carbon emissions** for Chevron TM and our clients. With collaboration across the industry, there's real opportunity to make a significant impact to our carbon footprint and play our part in protecting the planet for future generations.

Our business has expanded during the year. We welcomed Camps Highways and Camps Environmental Services into the group and formed Chevron Green Services and Chevron Green Consultancy. This expanded our soft estate and arboriculture services offering and enabled us to secure new contracts including the M25 DBFO and SDF contracts. At the latter end of 2021we also acquired Shift Traffic Events based in Scunthorpe who specialise in traffic management for the events and utilities sectors, with a strong presence in London. And we also acquired HBS based in Northern Ireland and Scotland, which specialises in traffic management and the supply of road restraint systems, including temporary and permanent safety barriers and parapets. We are delighted to have these businesses as part of the Chevron Group and look forward to working closely with them in 2022.



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Despite COVID-19 continuing to disrupt business, 2021 saw more of a return to normality and another year of continued growth, with many achievements to be proud of:

Looking after our people

 Chevron TM secured its 10th consecutive ROSPA Gold Medal and also a President's Award for demonstrating outstanding health and safety standards over the last 10 years.

 Chevron TM and our sister company, HRS, secured a prestigious Highways Product of the Year **Award** for their Dynamic Speed Sign, technology that makes it possible for road users to benefit from reduced journey times through work zones.

Reducing our environmental impact

- Aligned our carbon reduction plan with climate science, by committing to setting Science Based Targets (SBTs), to ensure we play our part by taking urgent and sustained action to reduce our carbon footprint.
- Demonstrated our commitment to sustainability by becoming a **member of Greener Highways**, a collaborative network of companies tackling the problem of climate change and delivering Net Zero.

Responsible and Resilient Business

- Both Chevron TM and Chevron Green Services secured places on the National Highways new £3.6bn Scheme Delivery Framework (SDF) to carry out renewals on England's motorways and A Roads.
- Chevron TM secured a long-term contract to supply traffic management services to Severn Trent Water.
- Class One TM secured a technically challenging infrastructure contract to support the rollout of ultrafast broadband with Morrison Telecom Services.
- Announced our support to armed forces veterans with a partnership with the Royal British Legion Industries (RBLI) and its social enterprise, Britain's Bravest Manufacturing Company (BBMC), to support its ongoing requirement for road signage.
- Our sister company, HRS, celebrated 10 years in business and of keeping road workers safe, through the development of digital technology.
- Continued growth with the acquisition of Camps Highways, Camps Environmental Services, Shift Traffic Events Ltd and Highway Barrier Solutions Ltd (HBS).



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Our purpose, vision and values

The Chevron Group is the UK's leading work-zone safety provider for the UK's critical infrastructure, a safety-critical enabling service, and is done in accordance with the Highway Sector Schemes 12A/B/C/D and 18. With our head office based in Thame, Oxfordshire, the Chevron Group operates out of 35 depots located across England, Scotland, Wales and Northern Ireland. We create safe work-zones by using digital innovation, industry experience, and professional design and planning expertise to provide safe traffic management, vegetation management and highways services throughout the UK.

Our mission is to consistently provide an industry-leading service, delivered at a fair price, with a sense of pride and company spirit. We seek to achieve this whilst being guided by The Chevron Way - our approach to everything we do - made up of **six core values**.

> Deliver on our promises

We are only as good as our last job. By consistently delivering an industry-leading service that every one of us can be proud of, we build trust in the Chevron Group brand, which generates more work and secures our future.

> Humour gives us an edge

We believe that our friendly and light-hearted approach ensures that we are easy and fun to do business with, whilst also relieving pressure, building trust, and connecting us with employees from all ranks, as well as with our clients, customers and stakeholders.

> Champion our customers

We work together with our customers and supply chain and share in success.

Keep it simple

When we get the basics right, the results will follow. By avoiding unnecessary red tape and over complications, we can adapt and respond to change more quickly and effectively.

Safety is our business

Safety is at the core of everything we do. Every one of us is responsible for ensuring every employee and subcontractor working for the Chevron Group gets home safely to their family and friends.

Lead by example

No one is too big to do the small things that need to be done. When we say one thing, but do another, we erode trust. By walking our talk, every one of us becomes a person others will follow.

Chevron Locations



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The UK construction industry faces a number of challenges today and in the future, and the Chevron Group is committed to playing its part in the delivery of a safer, greener, more efficient and collaborative industry.

Our sustainability policy provides a framework for delivering our strategy to create a sustainable business, support the communities within which we operate, and ensure that we work together towards a more sustainable future.

• Safety is at the heart of everything we do, and our core goal is to ensure that all employees, subcontractors, clients and road users get home safe each and every day. The Chevron Group's ESG strategy centres around this key focus, ensuring that through everything we do we are delivering our safety-critical enabling service in a safe and secure way.

• Our ESG Team drives the implementation of our strategy by collaborating and engaging with the Group's 35 operational depots, along with all central function departments. The team also delivers our essential internal audit function to assess legal compliance, safe systems of working, and conformance against the Chevron Group's Integrated Management System.

The Chevron Way





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Innovation and new technologies

Our sister company HRS has continued to innovate the temporary traffic management industry by designing, developing, and delivering safety-enabling products to **ensure that risks are mitigated** in work zones.

Digital solutions for traffic management have well-established safety benefits, as automatic sensors can immediately notify the workforce of a potential safety breach such as an errant vehicle driving through the works. However, digitally monitoring worksites also has the power to reduce the environmental impact of roadworks through improved traffic flows, better planning, and reduced vehicle movements. For example, **HRS's Dynamic Speed Sign**, which won a Highways Industry Product of the Year Award for 2020, allows speed signs on roadworks to be changed remotely based on traffic flows or incidents. What's more, it also reduces the need for vehicle movements to change signs manually, and the signs are also powered by solar panels which further enhances the carbon benefits of such technology.

Digital solutions are already transforming the traffic management industry and will be a significant contributor in our effort to **reduce carbon emissions** in the short-term as well as the long-term. The partnership with HRS and other industry stakeholders promises to be endless and will help us continually improve and drive up standards across the industry.



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Martin Johnson Chevron TM's Area 9 Delivery Manager



We at the Chevron Group recognise the importance of collaboration and how it can build trust, drive efficiency improvements, and **provide opportunities to make a greater impact**. Through our certification to ISO 44001 Collaborative Business Relationships, we have developed a strong framework upon which our approach to collaboration is built.

We were delighted to be part of the Area 9 TM team which won the Area 9 SRN Alliance Charity Challenge and raised thousands of pounds for a number of charities.

As part of the charity challenge, the team which comprised Highways England, Tarmac, AC Landscape and Treeworks, Kier and Chevron TM, selected Bentley West Primary School in Walsall and **created a wonderful outside learning area** for the teachers and pupils.

Martin Johnson, Chevron TM's Area 9 Delivery Manager, who led the Chevron Team commented: "This was a fantastic challenge to get involved in for many reasons. Firstly, we have created a permanent learning space for pupils from Bentley West Primary School, focusing on the environment and biodiversity; secondly, we gave back to our local community and raised much needed funds for charity. It has been a **great example of supply chain collaboration** and I am delighted to have had the chance to get involved."

The team revamped a neglected pond area **planting 15 trees**, installing planters, creating a **wheelchair accessible pathway** and building a stunning pagoda and benches for the pupils.

The impact of the project was summed up by Bentley West teacher Lindsay Hobbs who said: "the work and development in the forest area by the Area 9 team will accomplish improvement that I could not have achieved without significant support and this means **the forest will be healthier and more sustainable** for the children of Bentley in the future."



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Materiality and stakeholder engagement

In 2020, the Chevron Group conducted a formal materiality assessment to gauge internal and external stakeholder views on environmental, social and governance issues.

This process is integral to ensuring that our ESG strategy is aligned to the priorities of our external stakeholders so we can continue to deliver projects that create value and secure our long-term success as a sustainable business. We intend to repeat this process periodically to reassess priorities given the ever-changing sustainability space.

A list of ESG topics was created using guidance from the Global Reporting Initiative (GRI). Key internal and external **stakeholders were identified by the senior leadership team** to ensure that we had included all relevant parties.

> We continue to deliver projects that create value and secure our **longterm success as a sustainable business**.

Stakeholders

• Internal – employees, department heads, regional managing directors, C-Suite

• External –

- Triton Funds
- National Highways
- Tier 1 contractors such as Kier and Balfour Beatty
- Other key clients in sectors such as utilities, rail, local authorities, events
- Industry peers
- Members of our supply chain
- Collaborative working relationship partners
- Legal and compliance bodies
- Special interest groups
- Local communities

> Material topics

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





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Employee health, safety and wellness Safety is our business

As a safety-critical enabling business, our employees, clients, contractors, and customers expect and deserve the highest standard in safety that we can provide. At the Chevron Group we take pride in that they really are in safe hands and that every day we live our value of 'Safety is our Business.'

We are committed to ensuring that existing and emerging risks in relation to the safety of our workforce, subcontractors, clients, and road users are identified and treated quickly and effectively. The Chevron Group has operated according to its Integrated Management System since 2015, which has been built to satisfy the requirements of ISO 45001 Occupational Health and Safety Management. This ensures that we go beyond legal compliance and strive to continually improve our operations by identifying and mitigating risks relating to our business.

- As of 2021 95% of depots have been certified to ISO 45001 Occupational Health and Safety Management.
- Our award-winning approach to health and safety saw us achieve 14 million hours worked without a **RIDDOR** incident at the end of the year.

 Sadly there was an increase in lost time injuries from two in 2020, to sixteen by the end of 2021. These were a mixture of slips, trips and falls and manual handling accidents, two of the most common types of accidents within our sector. Accident Investigations are carried out in every event, and a new innovation in 2021 was the introduction of Black Box Reviews, where within 24 hours of an accident taking place, all relevant stakeholders as well as subject matter experts from across the business reviewed the initial findings. This team approach to accident investigations ensures a thorough review of the events takes place and different viewpoints and experiences are able to be shared, in order to identify the root-cause(s) of any incidents.

At the Chevron Group we recognise that good health goes much further than the physical aspect. We believe that poor mental health impacts the ability to bring your best self to work, which has wider potential consequences when considering the high-risk environment in which we operate. We have always been proactive in our approach to promoting good mental health, whether it's through our online Wellbeing Hub, the free counselling service we provide to our workforce, or through our continual investment in training more mental health first aiders (MHFAs) across the business.

We also continue to support the mental health charity Mates in Mind, along with traffic management specific campaign Talk No More.

As of 2021 **95%** of depots have been certified to ISO 45001 Occupational Health and Safety Management.



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The Chevron Group Sustainability Report 2021 As an active advocate of mental health awareness, the Chevron Group provides an open, supportive culture for employees to access support and to enjoy a healthy life.

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Case study Looking after wellbeing >>CHEVRON>>



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A year on from the start of the COVID-19 pandemic and still many people were experiencing social isolation due to home working and the new Delta wave of the virus. Many people were experiencing COVID fatigue having gone through these restrictions for over a year, affecting their wellbeing both mentally and physically.

The COVID-19 pandemic has tested companies in ways that they never thought possible and it's also debatable that the current global pandemic has redirected businesses not only from an operational perspective, but also from a social angle. One of the biggest adjustments, was the number of office-based employees now working from home and remaining indoors away from friends and family. Such a dramatic shift in our behaviours would affect our wellbeing and mental health.

As an employer, an active advocate in promoting good mental health and physical wellbeing and understanding the potential 'stress' during uncertain times, the Chevron Group's management recognised the need to address it and the value creation opportunity it presented to care for our employees and their families.

In response, and in conjunction with the wider Work Zone Safety Group we launched our **Passion for Health We+ initiative** that encouraged all employees to be physically active for at least 30 minutes a day, thereby helping their physical and mental wellbeing. There was a **significant uptake** and exercises per person were significantly better than the World Health Organisation recommendation. The We+ platform provided real-time data to the user on their own individual performance but also the team performance that they were part of it also gamified initiative thereby encouraging team building and healthy competition. To supplement that, more detailed statistics were available to our marketing teams.

Key to the whole project was communication, and our communication teams were very active in the lead up to the launches by encouraging to sign up and create teams. The We+ platform is real-time, so employees were able to access their individual and team data at the touch of a button, as well as view leaderboards which showed where all the individuals and teams were across the Group.

Regular weekly updates were provided by email encouraging participation and competition before a final summary at the end of the initiative.

The results showed significant engagement with the initiative.



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Since the COVID-19 pandemic the focus on Wellbeing has taken on added weight and in an industry such as construction where poor mental health and suicide rates are high, so tackling the problem in an **innovative way** is certainly industry-leading within construction. The programme not only encourages physical activity which will undoubtedly have mental health benefits, but also promotes the social side of things as the community supports other participants and cheers on other people for taking part. COVID-19 has highlighted the need to focus on wellbeing now more than ever, but with a transient workforce it can be difficult to keep communication lines open and involve the workforce in group activities. The We+ platform is a **simple to use website** similar to other social media platforms such as Twitter which allow the posting of content relatively simply and painlessy. The real-time data provides instant feedback to the participants and encourages further activity on the platform.

STATISTIC	SPRING 2021	WINTER 2021
Users	217,165	261,021
Number of Posts, Comments, Likes, Videos & Photos	126,249	111,725
Average Exercises per Week	4.7	5.1
Average Minutes per Person	311 minutes	400 minutes
Top 3 Exercise Types	51% Other (Yoga, Pilates, Ski-ing, etc)	49% Other (Yoga, Pilates, Ski-ing, etc)





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Our approach to protecting the environment

- At the Chevron Group we recognise that the way we carry out our work creates both a positive and negative impact on the environments in which we operate, and that this influence has a wider impact on the world.
- With the UK construction industry recognised as one of the biggest contributors to the UK's overall carbon footprint, we recognise that we have an important role to play in **achieving net zero by 2050.**
- We are fully committed to playing our part by innovating and decarbonising existing processes, driving efficiency improvements, and measuring and monitoring our environmental performance to ensure that we are taking climate action.

Soing beyond compliance

 We at the Chevron Group are driven to go beyond just compliance. In 2015, we developed an Integrated Management System for our ISO standards, including ISO 14001 Environmental Management and ISO 50001 Energy Management, which ensured our commitment to continued compliance with these standards as well as all applicable legal, regulatory, and other requirements.

- Through this framework, training is regularly delivered to employees, who are made aware of potential environmental impacts relating to their work on each work instruction and are encouraged to report potential environmental near misses through their tablet devices.
- In July one of our TM crews identified the presence of Giant Hogweed on the side of the M66, which was very close to where people would be working and identified the health and safety problem of people who might come into contact with it. Reporting it via our Observation Reporting protocol, we were able to raise it with the client and ensure the correct controls were put in place to avoid any issues.
- We were the first traffic management company to implement ISO 50001 Energy Management. 95% of our depots are certified to this standard.

- 56% of depots are certified to ISO 14001 Environmental Management.
- There have been no environmental enforcement notices served against the Chevron Group.

> Our Carbon Footprint

- We report our greenhouse gas emissions resulting from operations that fall within our operational control. We report both direct (Scope 1) and indirect (Scope 2) emissions in accordance with the Greenhouse Gas Protocol (GHG). Details of our carbon footprint can be found in the ESG table on **page 26**.
- As part of our approach to taking responsibility for our impact on the environment, in 2021 we made our commitment to setting Science Based Targets, ensuring that our carbon reduction strategy is aligned with climate science.



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Case study

Carbon reduction projects – Digital revolution

As part of our journey to Net Zero, we're investing in digital products that can help us and the industry combat climate change.



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The initial focus on digital products was very much on improving safety, clearly as a safety critical business, but there are other significant benefits that can help in our journey to Net Zero and tackling climate change by significantly reducing our industry's carbon footprint.

There are a number of opportunities, these include:

Smart temporary signs determine their location and status creating a digital twin, matching this to planned maintenance and TTM design. This could enable remote monitoring of safety critical signs as opposed to current practice of visual inspection every 2-4 hours. This **improves speed** of response to problems, **reduces time spent** on carbon intensive inspections and provides upcoming road works information directly to connected vehicles (C2X).

Smart delineation (i.e. cones) will identify the location of cones and allow a digital twin to be created. The technology will automatically link to planned maintenance interventions and provide updates to regional operational control rooms and back-end systems when deployed. When hit (i.e. taper strike) they relay this information to the traffic management crew to respond instantly and update nearby gantries to warn road users of debris in the carriageway. Again, they can also provide this information directly to connected vehicles (C2X). **Dynamic speed management** of roadworks to replicate existing gantry infrastructure. Being able to set the appropriate speed for the conditions i.e. 60 mph when there is no works activity, 50 mph when there is peak site activity and 40 mph during an incident improves road user experience and safety at the same time.

Connected temporary traffic management vehicles to alert road users to slow moving vehicles ahead. This could reduce Impact Protection Vehicle (IPV) strikes and improve traffic flows when for example Enhanced Mobile Carriageway Closures (EMCC) are used. In the UK there are dozens of IPV strikes every year.



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This remote condition monitoring delivers on safety and carbon, here are just some examples of how that could impact on fuel costs and CO₂ emissions on Major Projects and Temporary works within the UK:

>>CHEVRON>>

Major Project: M6 J21A to 26	Temporary Works: Average site	
Total length	Total length	
42.1 miles (to inspect both directions) + 17.3 miles diversion route. 12 checks per 24-hour period equate to 712.8 miles, 292 kg of CO_2 and £140 in fuel cost.	 2.5 miles (single direction) and 10.5 miles (round trip) to check TTM. On average three checks per shift (night only) totalling 31.5 miles, 12.8 kg of CO₂ and £6.20 fuel cost. 	
Calculation (based on 29.1 mpg over 1 year)	Calculation (based on 29.1 mpg over 1 year)	
260,172 miles for 365 shifts 106,580 kg of CO ₂ produced	9,450 miles for 300 shifts 3,867.10 kg of CO ₂ produced	
It would take 5,075 fully grown trees to capture this CO ₂ over one year. This is just for one site and there are typically around 10 similar sites in the UK. This equates to total emissions of 1,065,800 kg CO ₂ , 2.6 million miles driven and 50,752 trees.	With an average of 400 Type B sites/subs sites operational at any one time this totals 1.6 million kg per annum, or 3.7 million miles driven over 300 shifts.	



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To manage our supply chain in a responsible way we maintain an Approved Supply Chain list as part of our ISO certified Integrated Management System. The approval process focuses on a **robust questionnaire**, which considers all aspects of their business, with a particularly strong focus on health and safety. Environmental management and a number of governance issues such as modern slavery, cyber security, and equality, diversity and inclusion, are also considered.

All applications are assessed and scored against strict ESG criteria and for any agency or contractor to be approved and they must meet a minimum threshold before approval can be granted. The scoring of each application allows us to award an ESG risk rating, that enables us to benchmark our supply chain across the whole of the ESG agenda and identify areas for improvement that we can help and support our supply chain with. Using our ISO 44001 certified Collaborative Business Relationships, we have established a number of value-added relationships with key supply chain partners that have helped them develop their capability as well as raise their standards. As a business we understand that **the challenges of today cannot be dealt with in isolation**, so collaboration is key and within the Chevron Group.

Regular and ongoing assessments of our supply chain are carried out by local teams through inspections and general feedback, as well as IMS audits carried out by our team of ESG Assessors. Every two years all approved **supply chain partners have to go through a re-assessment process** to maintain approval, as well as identify any changes or improvements made by the business.



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2021 saw Chevron harness the power of data with the introduction of a Balanced Scorecard, for all key ESG measures.

With the formation of the ESG Team in 2020 and the growth of the business, there were a lot of data sources for all ESG related information such as health and safety, carbon footprint, equality, diversity and inclusion etc and there was no central reporting depository that could cover Group reporting all the way down to depot level.

Using the Microsoft PowerBi tool a Group ESG Balanced Scorecard was developed, which is now a comprehensive reporting tool covering all ESG data, including health & safety, environmental, people and governance. The dashboard allows us to analyse the ESG data down to depot level, enabling us to develop improvement plans at an organisation level as well as local levels.

For Health and Safety, we're able to analyse accidents as to how they happened, slips, trips and falls as an example, what part of the body was injured, the time of injury, experience of the injured party, weather conditions, as well as fleet safety statistics.

Absence.

In analysing the data, we are able to **develop targeted objectives** on ESG issues, for example, when analysing audits, we noticed that there were a number of issues with trailers being used in one part of the business. In response we developed an organisational objective to **educate and inform operatives** using our What Good Looks Like posters and toolbox talks. We were able to share this with one of our clients, Wessex Water, after they had investigated an accident within their business and approached us for advice.





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Description	2021	2020	2019	GRI
General				
Organisation name	About the Chevron Gr	oup		102-1
Purpose, mission and values	About the Chevron Gr	oup		102-16
Activities, products and services	About the Chevron Gr	oup		102-2
Markets served	About the Chevron Gr	oup		102-6
Location of headquarters	About the Chevron Gr	oup		102-3
Location of operations	About the Chevron Gr	oup		102-4
Ownership and legal form	Ownership and legal f	orm		102-5
Scale of the organisation	About the Chevron Gr	oup		102-7
Changes to the organisation	2021 highlights			102-10
Statement from senior decision-maker	CEO message			102-14
Stakeholder engagement	Materiality and stake	nolder engagement		102-42, 102-43
List of material topics	Materiality and stake	nolder engagement		102-47
Changes in reporting	This is the second repor the GRI Reporting Stand	rt that has been prepare lards Framework.	d in accordance with	102-49
Date of most recent report	2020 Sustainability Re	port		102-51
Reporting cycle	Annual calendar year			102-50, 102-52
Contact point for questions regarding this report	jamie.bowen@chevroi	ntm.com		102-53
Claims of reporting in accordance with the GRI Standards	This report has been pr Core option.	epared in accordance wi	th the GRI Standards:	102-54
GRI Index	Pages 25 - 26			102-55
External assurance	We have not sought ext	ernal assurance for this	report.	102-56



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Description	2021	2020	GRI
Environment			
Environmental Management	Pag	e 17	
% locations certified to ISO 14001 Environmental Management	56%	66%	
Greenhouse Gas Emissions	Pag	e 17	305
Scope 1 GHG Emissions (tonnes CO ₂ e)	13,543.93	11,128.86	305-1
Scope 2 GHG Emissions (tonnes CO ₂ e)	403.07	300.11	305-2
Carbon Intensity Figure (kg CO ₂ e per hour worked)	3.19	3.04	305-4
Energy Management	Page 17		302
% locations certified to ISO 50001 Energy Management	95%	100%	
Total energy consumed (mWh)	60,444.24	48,445.91	302-1
Fuel (mWh)	58,615.93	47,063.49	
Electricity (mWh)	1,741.72	1,170.18	
Gas kWh (mWh)	191.13	212.24	
Social			
Employees			
Total employees	1,322	1,236	102-7
% Male	89.03%	92.98%	405-1
% Female	10.97%	7.02%	405-1
Occupational Health & Safety	Pag	e 12	403
RIDDOR Reportable Incidents	0	0	403-9
Accident Frequency Rate	0	0	403-9
Lost Time Incidents	16	2	403-9
Lost Time Injury Frequency Rate	3.65	0.55	403-9



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