

Carbon Reduction Plan

United Infrastructure Group – Social Infrastructure

Publication date: **October 2025**

Commitment to achieving Net Zero

United Infrastructure - Social Infrastructure is committed to achieving Net Zero emissions by 2030.

Baseline Emissions Footprint

Baseline emissions are a record of the greenhouse gases that have been produced in the past and were produced prior to the introduction of any strategies to reduce emissions. Baseline emissions are the reference point against which emissions reduction can be measured.

Baseline Year: 2024-2025

Additional Details relating to the Baseline Emissions calculations

Carbon Reporting and Baseline Development

In 2024–2025, baseline-specific carbon data for Social Infrastructure has been established. We have also commenced the collection of Scope 3 emissions data, with the aim of reporting against a defined baseline for the 2024/25 financial year. Over the past year, we have strengthened our data capture and reporting processes through the adoption of Normative, a dedicated carbon reporting tool that enables a more accurate and comprehensive approach to collating Scope 3 emissions data.

United Infrastructure Group, of which Social Infrastructure forms a key pillar, has experienced sustained growth in recent years, expanding across new geographies and sectors. This business evolution has been matched by the continued maturity of our carbon reporting processes.

Historically, our environmental targets have focused on achieving net zero for Scope 1 and 2 emissions by 2030. With improved data quality and greater organisational maturity, we are now in a position to expand our focus to the measurement, reporting, and reduction of Scope 3 emissions.

The carbon emissions data included in this submission pertains specifically to Social Infrastructure (formerly United Living Property Services).

Baseline year emissions 2024/2025	
	Carbon emissions (tCO2e)
Scope 1	933.96
Scope 2	7.17
Scope 3	234.8
Total	1175.92

Carbon Reduction Projects



Our “Pathway to Zero “projects provides an overview of our journey so far to achieve Net Zero emissions by 2030.

The following environmental management measures and projects have been completed / implemented since 2020.

Achievement and movement to BSI certification ISO 14001, 9001 45001 across United Infrastructure.

Implementation of the following management systems:

- Centralised management system - (SharePoint)
- Lightfoot - (Fleet optimisation tool)
- Compliance people - (Legal registers / Risk & opportunity registers)
- Eco-Online - (Incident reporting and audit inspection tool)
- Normative - (Energy usage and carbon reporting)
- Supply chain sustainability school - (Membership)



Within United Infrastructure and its Social Infrastructure pillar, we have a dedicated in-house SHEQ (Safety, Health, Environment, and Quality) team. This integrated team plays a central role in ensuring we care for, protect, and enhance the environment in which we operate—creating lasting benefits for future generations. We are committed to delivering high-quality, sustainable infrastructure and homes that not only meet the needs of our customers but also make a positive contribution to the communities we serve.

To support this vision, United Infrastructure Group has developed its Zero Harm Strategy, built around six core aims:

1. Living Our Cultures and Behaviours
2. Standards, Systems, and Reporting
3. Reducing Our Risk Profile
4. Engagement, Collaboration, and Communication
5. Caring for Our Environment
6. Quality

Aligned with these aims, we have also set three ambitious targets in recognition of the urgent global climate and ecological challenges:

- Achieve net zero carbon emissions by 2030

- Achieve zero avoidable waste by 2030
- Eliminate single-use plastics by 2030

Progress Towards Our Environmental Targets

As a Group, United Infrastructure has made significant progress towards achieving its environmental and sustainability targets. We have enhanced our management systems and governance by upgrading all certifications to BSI-accredited standards, subscribing to The Compliance People (Health, Safety and Environmental Legislation update service), and reviewing and improving our incident reporting platform, EcoOnline, to maintain a proactive, data-driven reporting process.

Within Social Infrastructure, our dedicated SHEQ team has continued to build expertise in key environmental topics relevant to our operations, including waste management, pollution prevention (spills), nesting birds, and ecology. We are also strengthening our supply chain by engaging with the Supply Chain Sustainability School, ensuring our partners align with our environmental goals and that sustainability remains central to procurement and acquisition decisions.



Vehicle Fleet and Plant

Social Infrastructure operates a commercial vehicle fleet of approximately 180 vehicles, which fluctuates throughout the year to meet contractual requirements. As vehicles reach renewal, we proactively seek to transition to low-emission, hybrid, or electric models, reducing our dependency on fossil fuels.

To support this transition, we have standardised our fleet under a single telematics provider, Lightfoot, enabling improved monitoring of driver behaviour and vehicle efficiency. This initiative supports our objectives to enhance fuel efficiency, reduce energy consumption, and lower overall emissions.

We have further improved the accessibility of electric vehicle charging by installing charging points across several of our national office locations, available for use by employees and visitors alike.

Across our project sites, we continue to utilise hybrid, battery-powered, and solar-operated plant and equipment, including solar charging stations for handheld tools, contributing to reduced on-site emissions and energy use.

Hybrid Working

We have implemented an Agile Working Policy that enables employees to work flexibly and reduce travel requirements. This approach is supported by enhanced IT infrastructure, equipment, and software solutions that ensure seamless remote collaboration and operational efficiency.

Sustainable Site Accommodation

Where feasible, Social Infrastructure deploys Eco Site Cabins across its projects. These 'Deep Green' hybrid cabins are equipped with solar panels and lithium-ion batteries, integrated with a fuel-efficient HVO generator for backup power. The generator's patented design reduces servicing frequency compared to traditional models, enhancing efficiency and reliability.

Each cabin features thermostatically controlled diesel heating, energy-efficient appliances, and systems for rainwater harvesting and greywater recycling, significantly improving overall environmental performance. The rollout of these cabins is ongoing across all projects within the Pillar, supporting our commitment to low-carbon operations and sustainable construction practices.

Upskilling & Awareness

All employees have completed Environmental Awareness Training through mandatory e-learning modules and interactive 'lunch and learn' sessions, designed

to strengthen understanding of environmental stewardship and sustainability in our operations.

We continue to expand our environmental and sustainability training programme, ensuring our workforce remains informed, capable, and empowered to contribute to achieving our environmental objectives.

Energy Audits

ESOS Phase 3 has been completed, and we will assess and evaluate the recommendations used from this report to further reduce our carbon footprint.

Looking to the Future

Social Infrastructure is a services-focused business supporting the Government in achieving its environmental and sustainability objectives. Through the delivery of our programmes, we play a key role in decarbonising social housing stock by implementing measures such as External Wall Insulation, triple glazing, ventilation improvements, and heating system replacements.

Our mission is to create energy-efficient, high-quality homes, improve the condition of social housing, provide decent and sustainable living environments, and contribute to the reduction of water leakage across our projects.

To strengthen the accuracy and transparency of our carbon reporting, we have transitioned from internal data management through Power BI to using Normative, a specialist carbon accounting platform. This system enables real-time data integration, enhanced accuracy, and the ability to conduct objective analysis of our energy and carbon performance, supporting informed carbon reduction decisions.

Across the United Infrastructure Group, a dedicated working group has been established to review and influence our wider supply chain, beginning with our most frequently used suppliers. The group is focused on identifying opportunities to reduce Scope 3 emissions, including:

- Rationalising supplier numbers to optimise logistics and procurement efficiency
- Partnering with suppliers who prioritise low-carbon and alternative materials
- Engaging suppliers who align with our Capacity Requirements Planning (CRP) approach

In addition, the Group is critically assessing its network of accredited waste carriers to consolidate providers and enhance waste management performance. Our Waste

Carrier Framework, developed with carefully selected partners, delivers services using net-zero vehicle fleets, achieving 99% diversion of waste from landfill and incineration, and providing comprehensive carbon-inclusive reporting to support our sustainability objectives.

We have also implemented a centralised expenses system to capture detailed data related to business travel. This enables accurate reporting of Scope 3, Category 6 (Business Travel) emissions and supports the development of data-driven carbon reduction initiatives and baselines.

Furthermore, we have introduced an Electric Vehicle (EV) Salary Sacrifice Scheme to support employees in adopting low-emission vehicles, thereby reducing the overall carbon footprint associated with business travel.

Declaration and Sign-Off

This Carbon Reduction Plan has been prepared in accordance with Procurement Policy Note (PPN) 06/21, and the associated Guidance and Reporting Standard for Carbon Reduction Plans.

Emissions have been calculated and reported in line with the GHG Reporting Protocol – Corporate Standard, and the Government’s greenhouse gas conversion factors for company reporting.

Scope 1 and Scope 2 emissions have been reported in accordance with Streamlined Energy and Carbon Reporting (SECR) requirements. The relevant subset of Scope 3 emissions has been included in accordance with the Corporate Value Chain (Scope 3) Standard and PPN 06/21 reporting guidance.

This Carbon Reduction Plan has been reviewed and approved by the Board of Directors (or equivalent management body).

Signed by Claire Kershaw



CEO - Social Infrastructure

Date: October 2025