



South Staffordshire Plc

# Environmental, Social and Governance Strategy 2025



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# SS Plc Leaders' Message

Our group has companies as old as 170 years and has been providing critical infrastructure services, including, designing, building, maintaining, optimising and delivering high quality water, for all that time. The world has changed so much in these years and this policy sets out our ambition to support our people, customers, clients, partners and our planet, now and for the next 170 years.

Our ambition is for our businesses, and to support our customers and clients businesses, to be truly sustainable, by placing our passion for our people and planet at the heart of all we do.

South Staffordshire Plc (SS Plc) is embarking on an ambitious growth and diversification strategy that will utilise the full capacity of our skills and assets to grow our existing business and support our sectors, through establishing new, efficient and cost-effective relationships and supply chains.

We will focus on driving long term value creation for our people, customers, clients, and our partners. In that, sustainability will remain at the core of SS Plc's business strategy and culture. We are passionately introducing our Environmental, Social and Governance Strategy, which sets out valued contribution to date, what we are planning and where we will be going in the years to come, across our group.

As trusted experts, we provide core services, engage in the latest technologies, industry innovation and contribute to a future where we not only embed sustainability in our businesses, but we also support those we work with embed it in theirs.

Our sectors are being pushed to be more resilient, more diverse, more innovative and to have an ever-decreasing impact on the world around us. We believe this can be done while delivering meaningful shareholder returns and while building great social value in the communities where we live and serve.

Our vision is to become UK's leading partner for Infrastructure, focused on service, always doing the right thing, and contributing positively to a brighter future for all.

Our communities live, work and play alongside our businesses and the services we provide. Getting this right allows us to support the whole UK in delivering its wider aspirations on social and environmental matters. As we grow and evolve, we will continue to add value for our customers, clients and partners by doing that in a future-looking, socially responsible way.

With our focus on ESG we are uniting our shareholders, employees, customers and surrounding community around our values to bring that positive change and ensure SS Plc continues to operate a safe, sustainable, environmental and socially responsible business for generations to come.

We hope you all enjoy reading the Strategy and join us as we create our future together.



# Strategy overview

## Environmental, Social and Governance at SS Plc

SS Plc is a major provider and supporter of the UK's national critical infrastructure that enables almost all businesses to operate in the UK.

Our turnover in 2024/25 was £xxm which is, where possible, spent with our local supply chain partners, which in turn reinvests back in our communities and enables those businesses to create more social value.

We recognise the need to do more to demonstrate to our customers the value we bring, the passion we have and our drive for innovation, to play our part in underpinning the prosperity of our communities and the UK as a whole.

As both supporter and steward of critical assets, diversifying our businesses is essential to create a safe, sustainable, environmentally and socially responsible sector.

## ESG Themes

SS Plc's Environmental, Social and Governance (ESG) Strategy outlines our commitment to being a good corporate citizen and provides a view on where we are, and our future aspirations that support the organisation's strategic initiatives. ESG risks and opportunities will be incorporated into the business strategy, planning and culture, to ensure long-term outcomes and value creation aligned to our core values.

By embedding positive ESG practices across all our business, we seek to mitigate against environmental, legal and reputational risks whilst also increasing oversight, enhancing employee engagement and positively influencing client and customer behaviours.

### Vision

To help create a world where essential services and infrastructure deliver for customers, clients and our planet.

### Mission

We are one Group; together greater than the sum of our parts. We provide, and help others provide, critical essential services in the UK and overseas. We do this reliably, safely and sustainably, creating value for our investors. Being a great place to work, our people drive a culture of inclusion, engagement and growth.

We are a trusted go to partner. We share our expertise, experience and ingenuity with our clients, customers, stakeholders and the communities we serve, so that the essential services of today and the future run smoothly and efficiently.

### ESG

To make our businesses, and to support our customers and clients, in being truly sustainable, by placing our passion for our people and planet at the heart of all we do.

**Environmental** - To have a positive impact on our planet by ensuring we have the environment at the core of our operating.

**Social** - To build a caring Group, where our people are rewarded fairly, given an opportunity to grow and everyone is welcome. Our People's passion will support in excellent delivery for our Customers and Clients.

**Governance** - To ensure we operate to the highest of ethical standards and support others to do the same, building a relationship of trust with all our partners.

### Values

 Professional  
 Trusted

 Impactful  
 Community focus



The ESG aspects fall broadly under three themes:

## Environmental

To have a positive impact on our planet by ensuring we have the environment at the core of our operating.



Through our commitment to achieving industry excellence, we will ensure we align to internal and UK accreditations and standards where possible, and to use those to set a baseline to determine where we have existing ESG opportunities and risks that can be integrated into our business strategies.

## Social

To build a caring Group, where our people are rewarded fairly, given an opportunity to grow and everyone is welcome. Our People's passion will support in excellent delivery for our Customers and Clients.



We will position ourselves to enable our customers, clients and partners to select in favour of sustainability.

To ensure that we continue to meaningfully convey the importance of the ESG aspects viewed by our customers,

## Governance

To ensure we operate to the highest of ethical standards and support others to do the same, building a relationship of trust with all our partners.

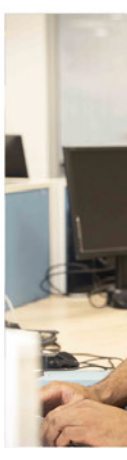


clients, partners and key stakeholders. We will provide at least annual insight and focus into our work by reporting, social media posts and via our formal annual reporting obligations.



01

# Our People, Customers and Clients







Our **ambition** is to build a caring Group, where our people are rewarded fairly, given an opportunity to grow and everyone is welcome. Our people's passion will support in excellent delivery for our customers and clients.

Our people are the driving force of our businesses. Every SS Plc employee will be integral to delivering the organisation's ESG strategy. We will always seek to provide a safe, secure and inclusive environment that protects people and promotes their wellbeing, and we strive to have robust systems in place, enabling compliance, commerciality and efficiency within a culture of mutual respect.





## Leadership and Accountability

As a leading provider of critical infrastructure services, we recognise the importance of accountability. We will be transparent regarding ESG issues by making an annual ESG Report publicly available.

A SS Plc senior leader will be nominated to oversee and monitor our Strategy and comment on the implementation of ongoing and new initiatives.

To support our ambitions, the Group Executive Team has formed the 'ESG Management Group', and co-opted a group wide diverse set of individuals to form an ESG Working Group.

These dedicated teams are responsible for supporting the creation and implementation of our ESG objectives, and will report on progress to the SS Plc Board of Directors at least quarterly.



## Health, Safety and Wellbeing

SS Plc is committed to building a strong safety and performance culture across all aspects of the Group. Our Staying Safe Together Programme sets our commitments to each other and focuses on ensuring a positive culture is always present in our businesses.

Our Health, Safety and Wellbeing colleagues play a key role in driving and delivering the safety culture and strategy. However, everyone in SS Plc has a commitment to ensure we are all safe, and together, we can all return to our loved ones unharmed.

Our businesses will ensure a safe workplace by providing advice and assistance to implement a best practice safety management framework, our Health & Safety Arrangements (HSAs).

Our safety processes and practises prioritise the wellbeing of employees, contractors, customers and the community.

### STAYING SAFE TOGETHER.



## People Promises

SS Plc understands that our success is built on the commitment, dedication, and passion of our people.

As we continue to grow, it's essential we deliver against the things that matter most to those who work here. Our 'People Promises' reflect what our people have told us is important to them.

### Our People Promises



We inform, connect and engage through effective communication



Ours is an inclusive and values led culture



We recognise and reward our people fairly



We provide opportunities for growth and development

Together, the promises shape a workplace where everyone can thrive, be heard, and contribute meaningfully; a workplace that not only meets but exceeds the expectations of our people.

We pledge to turn these promises into reality, fostering a culture where our people feel valued, supported, and empowered to do their best work. Working together, we will continue to evolve as a Group and ensure that every one has the tools, recognition, and opportunities to grow and succeed.



## Listening, Educating and Developing

SS Plc aims to maintain a positive work culture that makes our people proud. We will ensure all of our team members have a voice through our local Health & Safety and Wellbeing groups, employee forums, H&S working groups, roadshows and our annual survey, so we can understand and improve our working environment and our culture.

These groups will be supported by our people networks, that help our teams understand what we do, how to understand and support each other and foster inclusivity and equity.

We are committed to fostering sustainability awareness and encouraging a genuine respect for environmental protection in all our people. We achieve this through:

- Promoting internally and externally ESG topics
- Providing formal training on key ESG aspects; and
- Incorporating ESG into the balanced scorecard and the annual performance targets for all our people.

  
**Mental health  
first aiders**

  
**Women's network**  
community

  
**Unity+**  
community

  
**Disability and  
Neurodiversity Network**  
community



## Ethical and Accountable

Policies and procedures that apply to our people are in place to ensure high standards of ethical and accountable conduct. Our customers, clients and partners all need to have this trust in us. We have a zero-tolerance approach to fraud, bribery and corruption. The Audit & Risk committees (ARCs), oversee our compliance to all legislation as well as our ethical behaviours.

These are independent from management, and have broad powers to investigate activities, obtain independent professional advice and make recommendations to the Board, as required.

We have a clear 'raising a concern' policy which is communicated and published widely to support this ambition.

## Our Customers and Clients

We expect our suppliers, customers and clients to help us with our ESG ambitions by also committing to similar principles of behaviour and responsibility.

Our Procurement Policy is aligned to the requirements under the Modern Slavery Act, which promotes the provision of safe, fair and equitable work conditions for employees and suppliers.

Our vision to provide sustainable economic growth while not detrimentally impacting our communities and the environment extends beyond our own employees, embracing our customers and clients through the development of designated partner and customer groups.

These Groups provide for a collaborative platform that will increase ESG awareness and adoption and promote knowledge sharing.





A woman with red hair in a ponytail, wearing a dark blue jacket, is walking and gesturing towards a man. The man, wearing a dark green jacket, is walking alongside her. They are in a field with dry grass and a fence. In the background, several cows are visible grazing. The scene is brightly lit, suggesting a sunny day.

# 02

**Our Planet**





Our **ambition** is to have a meaningful positive impact on our planet by ensuring we have the environment at the core of our operating.

We deeply care about our planet, consider the decisions and actions we take today, and the impact that will have in the future. Our partners, customers and clients all engage in the stewardship of the UK's critical infrastructure assets and share our desire to ensure we reduce our impacts over time to a sustainable position.





## Emissions Reduction Commitments

SS Plc is committed to supporting all efforts to limit the global temperature rise this century to 1.5 degrees Celsius, above pre-industrial levels.

We have undertaken a full inventory of our Green House Gas (GHG) emissions and understand our carbon impacts for Scope 1 and Scope 2 emissions baseline and those Scope 3 emissions that we are able to strongly influence. We use this information to set our targets to achieve that goal.

Our commitment is to achieve Net Zero emissions no later than 2050. Some of our group members will be driven to achieve this sooner and support specific industry initiatives, like the Water UK Net Zero (scope 1 & 2 emissions) by 2030 target for South Staffs and Cambridge Water.

Additionally, we will build our capacity for emissions management and focus ourselves to respond to new technologies and innovative ideas to minimise our impacts, and those of our clients on the climate. We follow the Science Based Target Initiative (SBTi), which will allow us to set public targets and be held accountable for our management of emissions, now and into the future.

## Resource Management and Efficiency

With such a broad reach across the UK and all our work supporting long life infrastructure, it is important we focus on appropriate resource management and efficiency. This will enable us to minimise our environmental impacts and reduce cost.

To be able to effectively manage our resources, we must first measure them. SS Plc looks to improve its knowledge of our key resource uses, energy, chemicals, water, materials and the waste we generate, for both usage and cost. We will use this data to identify resource improvement opportunities and to quantify material and cost savings. The base principles of Reduce, Reuse and Recycle will be the core of our thinking and we will strive towards zero waste to landfill.

All our offices work under a clear desk policy and we promote, drive and encourage a paperless environment with careful management of our electronic records.

Where there is opportunity, we will seek to support the principles of a circular economy. Having in place recycling programs like those for PPE, electric cable and aggregate recycling are just some of the ways we can achieve this.

Furthermore, we will actively pursue partnerships and collaborative opportunities that support alternative energy, water shortage solutions and waste management.







## Biodiversity

SS Plc manages over xxxx acres of land and works on the land of our clients. We operate in all regions including those of specific scientific interest and natural beauty.

The ambition is to ensure that we always have a biodiversity net gain when we have work done, and all our offices include areas of rewilding and biodiversity gain. This can be as complex as replanting areas or as simple as the addition of bug houses.

We aim to have minimal impact on biodiversity and habitat connectivity by considering our own impacts and the impacts of others. We will look to ensure our land can be used by the community where possible and that we support the wildlife in our habitats.

Where land is available for reuse, we will consider this and sell it back to the community to ensure land holding is best used for those around us.



## Water Quality

SS Plc, as the owner of South Staffs and Cambridge Water, has a commitment to produce and deliver wholesome water. As a whole group we also have a commitment to ensure that we respect the marine environment and work to limit our impacts on this.

We actively monitor any discharges, report all environmental near misses to our Board and work hard to ensure, in the rare occasion when any discharge or spill occurs, it does not impact the wider environment.

## Sustainable Travel

Our group of businesses rely heavily on transport to provide the services needed to all the infrastructure locations. We have an ambition to reduce the impact of this travel to zero but also understand that the technology to do this doesn't currently work for our needs and those of our customers and clients.

We commit to reducing our impact where possible by the active implementation of telematics and gamified mobile applications to support our drivers in understanding their habits and reducing their carbon footprint in real time.

While we look for developing technologies, wherever possible we will swap our fleet to green alternatives.

We will also encourage sustainable travel with our HR policies linked to incentivising that approach.





# 03

## Our Partners



CAMBRIDGE  
CENTRAL MOSQUE

Cambridge

Reflect on making wudu  
the Prophetic way

Did you know... the Prophet (peace be upon him) performed wudu using water – just



Our **ambition** is to ensure we operate to the highest of ethical standards and support others to do the same, building a relationship of trust with all our partners.

All those organisations that support SS Plc to operate including our Shareholders, Regulators, Community Bodies, Financial Institutions, Customer Groups, Government Departments and Supply Chain form our group of Partners. Without these we could not provide the services we do, and we respect all of their contributions and needs.

These partnerships unite our Board, management, employees and customers around shared values that create positive change and ensure we continue to support thriving, prosperous communities for generations to come.



## Our Customers

Our customers are critical to our success. We will continue to engage with customers to communicate the importance of our ESG commitments to our businesses and operation.

Partnerships are at the core of our mission to driving the principles of ESG through our operations, our internal culture and the way we engage with our customers and communities.

Our water customers have unique needs and benefit from support when things are difficult, from our social tariffs and support schemes. We also know our customers need to be listened too and that their specific needs can be managed informally by a great level of service, and formally through our Priority Services Register (PSR).

We will commit to continue to work with all those in our communities, especially those in minorities, to ensure their voices are heard through forums such as our customer panel and schemes like our faith based water saving programme.



## Our Clients

Our clients need clear purpose and commitment, alongside transparency and accountability. They are also prioritising their environmental impact and social responsibility and need partners that play their part in supporting their own goals and ESG agenda. Our own ESG policy and supporting actions and commitments, should meet the expectations of our clients, while aligning with broader industry and societal trends.

All our businesses are committed to demonstrating transparency in our operations and decision making processes, and use a variety of reporting mechanisms such as sustainability reports, third-party audits, and setting measurable targets to demonstrate progress towards ESG goals.

We prioritise strong stakeholder engagement and maintain ongoing conversations about our ESG efforts and our impact. We discuss specific goals for reducing environmental impact, such as carbon emissions, waste management, energy efficiency, water usage, and biodiversity preservation. We also share plans relating to transitioning to renewable energy.

We publicise our policies on topics such as conflict of interest, anti-corruption, diversity and inclusion, employee wellbeing, and community engagement, as well as providing assurances against discrimination or exploitation in our supply chain, demonstrating strong governance that promotes ethical behaviour and leadership.

We also recognise our clients are looking for continuous improvement. This is where we discuss how our ESG strategy will evolve as new challenges and opportunities emerge.





## Our Communities

SS Plc has recognised the challenges of diversity and attractiveness of our sectors and is committed to maintaining strong relations with our education and training providers. We are proud to be supporting the development of our next generation of professionals and building the capacity of our local communities to support the jobs of the future and drive social mobility.

In our communities we promote careers with the use of career pathways, by our own courses and external training provisions. These are supported by our passion for apprenticeships, both early career and higher. Our ambition is to expand the small programmes for graduates in place across all our businesses to ensure we can reach as many people as possible.

Specifically, recognising the need for STEM-based skills, we partner with organisations like the Pipeline Industries Guild, the Institute of Water, Future Water Association and the Women's Utility Network who provide access for all our people to be mentors, so we can work towards the development of the next generation of professionals.



## Our Regulators, Government Departments and Industry Bodies

To ensure our ESG policy, commitment and actions align with the expectations of regulators, government departments, and industry bodies, we prioritise regulatory compliance and reporting, environmental stewardship and monitoring, health and safety, community engagement and ethical governance.

Similar to meeting our customers and clients needs, we ensure transparency of reporting and strong overarching governance and report on our activity publicly, as well as taking part in external and third party audits to support our position.

In our water business and those companies that serve the sector, we adhere to industry-specific regulations. This includes compliance with the Water Services Regulation Authority (Ofwat), the Drinking Water Inspectorate (DWI), and the Environment Agency (EA). These bodies oversee economic regulation, drinking water quality, and environmental protection, respectively. We work

collaboratively with all groups, attending working groups and feeding into regular industry consultations to ensure we are compliant and also supporting to shape future compliance in the sector for the benefit of our customers, communities and our environment.

We provide clear and accurate disclosures on ESG performance, including water quality metrics, environmental impact assessments, and social responsibility initiatives.

By committing to these areas, South Staffordshire Plc can demonstrate its dedication to responsible business practices and meet the expectations of regulators, government departments, and industry bodies.





## Our Supply Chain Partners

Our supply chain partners are key to our success, helping us gain insights into new technologies and materials, making efficiency improvements and driving our combined sustainability. We will work hard to pre-qualify our suppliers so that we understand how they work and that they too care about our values.

We know that if we source locally, we are supporting local businesses, employment and local economic growth. Our recently revised approach to procurement aims to drive our people to actively seek out competitive, local suppliers and contractors where they are available.

This approach supports the local economy and reduces the environmental impact of transporting goods over a longer distance.

We are committed to partnering with the supply chain and academic institutions to participate in the industry wide Ofwat Innovation Fund.

These plans that support and enhance research, innovation and development of new technologies that enable operations to be technologically smart while simultaneously reducing its environmental impact.

We must also work together to ensure all our supply chain partners share our ethics and work towards the end of modern slavery as well as sharing our combined ethical stance. We will invite all our supply chain partners to join us with our ambitions.



## Our Shareholders

Our shareholders need to know that we are operating with trust and care for doing the right thing, while keeping a focus on sustainably delivering returns. We will ensure our business is industry leading in removing all forms of bribery and corruption with a clear programme in place to educate and with role modelling from all business leaders to set clear examples.

We will ensure our Boards have appropriate levels of internal and external audits to verify the activities and reporting and to ensure our risk management processes are in place and clear.

Our business will be underpinned by a robust framework of group-wide standards, established as core policies. These standards define the essential foundations, ensuring consistency, accountability, and excellence across all operations. All our businesses will be encouraged to operate above the minimum expected levels, where possible and practicable. This will ensure transparency and accountability exist all though our organisation.

These policies will include our obligations under fair pay, tax and financial reporting and will be clear on our expectations to meet those standards.



# Our ESG Targets 2025/26

	Our Planet	Our Customers and Clients	Our Partners
Our Goals	<ul style="list-style-type: none"> <li>• Half our Group GHG emissions (inc scope 1, 2 and material scope 3 emissions) in line with best practice, compared to our 2023 position</li> <li>• Design waste out of our processes to achieve zero to landfill</li> <li>• Continue to improve biodiversity and deliver habitat restoration through our PEBBLE fund, alongside a group-led habitat restoration</li> </ul>	<ul style="list-style-type: none"> <li>• Foster an inclusive workplace that leverages the power of diverse perspectives to deliver exceptional value for our customers, clients, and communities</li> <li>• Increase our apprentices to 10% of the workforce</li> <li>• Deliver the aspirations and commitments in our People Promises</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure our businesses are assured to meet the needs of our customers and clients</li> <li>• Improve and manage our current risk scores</li> <li>• Maintain zero tolerance for ethical breaches, ensuring the highest standards across all operations</li> </ul>
Our 2025/26 Priorities	<ul style="list-style-type: none"> <li>• Create our Net Zero Plan</li> <li>• Embed the reporting tools</li> <li>• Continue to engage our people</li> <li>• Launch a waste reduction initiative</li> <li>• Launch a biodiversity net gain initiative</li> </ul>	<ul style="list-style-type: none"> <li>• Continue our Health &amp; Safety strategy and improve our maturity</li> <li>• Review our supply chain and procurement activity to assure an ethical approach</li> <li>• Continue our HR Transformation Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Launch group wide management of risk</li> <li>• Launch a group wide internal audit programme</li> <li>• Continuously improve our tax risk rating with HMRC</li> <li>• Review the Groups' Audit Committees to ensure best practice is followed</li> </ul>





South Staffordshire Plc

To help create a world where essential services and  
infrastructure deliver for customers, clients and our planet

[south-staffordshire.com](https://www.south-staffordshire.com)