



# Raising the bar




John Laing Sustainability Report 2023 – 2024

**John laing**  
Making infrastructure happen

# Welcome to John Laing’s 2023 – 2024 Sustainability Report

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John Laing Group ('John Laing') is committed to decarbonising our portfolio. This includes aligning our reporting with the Task Force on Climate-related Financial Disclosures (TCFD) framework.

 The TCFD icon indicates disclosures that align with the TCFD requirements.



# A word from our CEO



Looking back on the last year, we are gratified by the excellent performance and progress we achieved through our unwavering focus on integrating sustainability into how we operate and grow our assets, how we partner, and how we invest.

Across our sustainability pillars, we've driven change that cascades through our business, investments, and assets. This report showcases the significant progress we've made over the past year, highlighting our accomplishments and, most importantly, our outlook to the future. While we've accomplished much, our work is far from over, and even greater goals lie ahead.

#### **Our strategic emphasis on sustainability is delivering**

Our investment and asset management approach, supported by our sustainability strategy, delivers modern, sustainable infrastructure on the world stage.

We draw on our extensive experience to address the most complex and visible infrastructure projects across sectors and scales. Our commitment is to deliver critical social, economic, and environmental outcomes for every asset we take on. With 25 per cent<sup>1</sup> of our turnover aligned with the EU Taxonomy, our commitment to investing towards the decarbonisation of the economy is clear.

During the last year, we redoubled sustainability efforts across our assets with ten projects driving progress. This included extending the lifetime of electric batteries, implementing building techniques that enhance biodiversity, advancing inclusive workplaces, and integrating sustainability into procurement immediately

upon acquisition. We will continue to work with new assets to determine where and how to further intensify our efforts.

#### **We have raised the bar for our assets and industry**

Our approach to sustainability is not about meeting minimum standards; it's about setting new ones. I'm proud we're paving the way in the industry by taking bold action to reduce our emissions in line with the Paris Agreement. As one of the first infrastructure asset managers to set ambitious 2030 climate targets, we're working across our business to align 70 per cent of our AUM to net zero by 2030 – with a goal of net zero emissions by 2050. One year after setting our commitment, 31 per cent of our AUM have met this target and produced decarbonisation plans aligned with the Paris Agreement.

Our commitment is firm and will continue to be so. If an asset has no clear path to decarbonisation, we do not invest. We're also determined to lead wider climate action, contributing to industry working groups and guidance on net zero for the infrastructure asset class.

#### **Pushing into essential sectors and innovation areas for a more sustainable future**

Since our last report, we have made exciting acquisitions in electricity transmission and green steel supporting

infrastructure – two sectors that are critical to a low-carbon future. We invested in the offshore transmission infrastructure of one of the world's largest windfarms and in the end-to-end water management of the world's first large-scale green steel plant, which will recycle wastewater to achieve zero liquid discharge and maximum utilization. These are pivotal investments in enabling the energy transition. Here, as elsewhere, our true expertise lies in enabling both operational and greenfield infrastructure.

#### **Our ultimate investment is in the future**

This vision drives our deep commitment to responsible infrastructure stewardship and places sustainability at the root of every strategic decision we make. In 2024, we remain focused on delivering lasting value for our projects, people, and the communities we serve.

We will continue to collaborate with our partners, peers, clients, colleagues, and communities to deliver future-ready infrastructure that benefits both the environment and society for years to come.

**Andrew Truscott**  
Chief Executive Officer

<sup>1</sup> In line with the Delegated Act supplementing Article 8 of the Taxonomy Regulation.

# Making infrastructure happen

## Our business

We are John Laing, a leading international investor and active manager of core infrastructure that meets public needs, fosters growth, and improves lives worldwide.

Through our deep expertise, perpetual capital, and global partner network, we play a major role in delivering critical infrastructure the world over. Our track record and commitment to sustainability is directly aligned with our mission of *making infrastructure happen*.

## Deep experience in core infrastructure

We have a proven track record, with privately financed infrastructure investments in 150+ projects and businesses made in 15+ countries since the 1990s.

**110+**  
professionals

**7**  
offices

**4**  
regions



## Strategic focus on public-private partnerships (PPPs)

We form strong, long-term partnerships with industrial and financial leaders to provide governments with infrastructure solutions and capital to modernise and decarbonise economies.

Partner of choice on

**120+**

PPP projects worldwide since inception

## Long-term, assured funding of core investment opportunities

We are a hold-to-maturity investor with perpetual capital.

## Capital source behind essential infrastructure largely focusing on three themes:

1. Energy transition
2. Digitalisation
3. PPP

## Investment and active asset management across the life cycle

We invest in and actively manage assets across the spectrum of construction and operational phase assets, businesses, and platforms.

**40+**  
assets actively managed

**c.£18bn**  
economic exposure

**c.£5bn**  
net asset value

# Our sectors



## Road

Improving mobility, safety, and reduced environmental impact



Photo courtesy of Alder Hey Children's NHS Foundation Trust

## Health

Providing modern and comprehensive facilities and care centres for innovative, sustainable health



## Digital

Driving transformation, enabling growth, and fostering global connectivity for business and communities



## Transit

Enhancing, delivering, operating and maintaining mass transit initiatives



## Education

Supporting the best educational outcomes for students through purpose-built, high-quality buildings



## Energy transition

Delivering projects that are critical to the decarbonisation of energy and hard-to-abate sectors

# Our investment strategy

In 2021, John Laing was acquired by funds managed by KKR. With access to permanent and flexible capital through KKR’s core infrastructure strategy, we have the means to bring high-quality investment to projects that respond to public needs and foster sustainable growth among societies.

**We invest in and manage core infrastructure** with a strong focus on brownfield and greenfield projects alongside high-quality counterparts.

We take majority, or significant minority, stakes, **actively managing assets to maturity** and advancing mature assets.

**We invest in physical assets** that are less cyclical or correlated to the broader economy with long-term, structured, and resilient cash flows.

**We prioritise investments** in developed Organisation for Economic Co-operation and Development (OECD) countries with scope to invest in other markets on an opportunistic basis.

## A business-wide sustainability strategy that is delivering







We aim to be a leader in responsible private market investment. This involves stepping up to actively manage asset sustainability to create and protect long-term value.

When it comes to achieving net zero, decarbonising infrastructure is vital. We are dedicated to contributing to the transition, investing in solutions that help accelerate change while driving our assets to become more sustainable. This starts with our sustainability strategy, which guides how we operate and helps ensure sustainability remains at the heart of every decision we make.

“ If an asset has no clear path to decarbonisation, we do not invest. ”



**Andrew Truscott**  
Chief Executive Officer

OUR SUSTAINABILITY PILLARS	THE POSITIVE IMPACTS WE WORK TO ACHIEVE	WHAT WE WORK TO MITIGATE OR AVOID
 <b>Climate Change</b>	Build projects resilient to climate change and aligned with 1.5°C pathways	Minimise greenhouse gas (GHG) emissions and avoid exposure to fossil fuels
 <b>Resource Use</b>	Promote the efficient and sustainable use of resources	Avoid non-hazardous construction and demolition waste going to landfill
 <b>Biodiversity</b>	Protect and restore biodiversity and ecosystems	Avoid negative impact on biodiversity-sensitive areas
 <b>Communities</b>	Build local capacity and contribute to enhanced livelihoods and social wellbeing of communities	Prevent and address adverse impact on communities
 <b>Diversity, Equity, and Inclusion</b>	Advance diversity, equity, and inclusion (DEI) and promote the non-discriminatory use of infrastructure services	Ensure equality of opportunity and treatment in employment
 <b>Responsible Business</b>	Uphold best-in-class moral, ethical, governance, and labour standards	Implement effective anti-corruption measures and respect human rights

# Raising the bar: Our accomplishments over the last year

## Corporate highlights

**37%**

growth in portfolio value



**Nine**

completed acquisitions, including **two** portfolio acquisitions



**Two**

new sectors entered: transmission (two acquisitions) and water management for a green steel plant



**Increased our long-term PPP portfolio** with hospital and school acquisitions of more than 25 years' concessions, taking our total PPP projects to 25 in healthcare and 13 in education



**Expanded our European footprint** opening John Laing Ireland and reestablished our European PPP offering



**Awarded four stars** on strategy and infrastructure modules by the Principles of Responsible Infrastructure (PRI)



Sustainability highlights<sup>2</sup>
**Pillar 1:  
Climate Change**


**100% of assets** calculate Scope 1 and Scope 2 emissions and have estimates for Scope 3

**25%** of turnover aligned with the EU Taxonomy

**31% of AUM** has decarbonisation plans that include interim targets

Read more about [Decarbonising healthcare](#)


**Pillar 2:  
Resource Use**


**78% of assets** have waste prevention plans

**92% landfill diversion rate** across the assets in construction

**35% of assets** have bespoke water management plans

Read more about [Conserving water with public transit vehicles](#)


**Pillar 3:  
Biodiversity**


**Portfolio-wide screening** of biodiversity risks

**No activities negatively affect** biodiversity sensitive areas

**100% of assets** in or near biodiversity sensitive areas have biodiversity management processes in place

Read more about [Protecting biodiversity around busy access roads](#)


**Pillar 4:  
Communities**


**46% of AUM** invested in social and digital infrastructure

**82% of assets** have undertaken community engagement activities

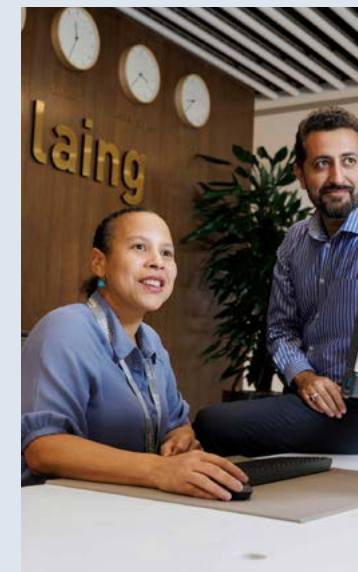
Read more about [Prioritising opportunities for Aboriginal Australians](#)


**Pillar 5:  
Diversity, Equity, and Inclusion**


**53% of assets** undertake employee engagement surveys

**62% of assets** have dedicated DEI Plans in place

Read more about [Fostering excellence in inclusivity](#)


**Pillar 6:  
Responsible Business**


All asset boards have oversight of the anti-corruption programme

**72% of assets** have processes to report health and safety near-miss incidents

Read more about [Enhancing road safety](#)

<sup>2</sup> In line with the Sustainable Finance Disclosure Regulation (SFDR), we use weighted average percentages for data. Absolute figures are unweighted.

# Our approach

At every stage of our investment life cycle – from screening and due diligence to investment and asset management – we integrate material environmental, social, and governance (ESG) considerations<sup>3</sup>.

Our sustainability strategy shapes how we operate and helps ensure sustainability remains at the heart of every decision we make. It is underpinned by a [governance structure](#) that delivers strong oversight and a business-wide shared responsibility to meet our targets.

“Sustainability is integrated throughout the investment life cycle, from early-stage due diligence to the active management of our assets. Sustainability is part of our corporate objectives and hence everyone’s remuneration.”



**Sandrine Lalmant**  
Head of Sustainability

## ESG integration in our investments

### Early-stage due diligence →

- Screen out opportunities that do not align with our sustainability criteria
- Assess asset contribution to our sustainability pillars and decarbonisation feasibility, including if an investment is in the [EU Taxonomy](#)

### Bid approval →

- Conduct third-party due diligence on ESG risks and opportunities
- Evaluate ESG factors as part of final investment decisions

### Investment →

- Assign responsibility for ESG matters
- Include ESG materiality assessment and action points from ESG due diligence in 100-day business action plans
- Incorporate ESG terms into investment agreements

### Active ownership

- Develop an ESG action plan within a year of acquisition
- Develop a decarbonisation plan within two years of acquisition
- Ensure regular Board oversight and annual reporting against 120 ESG key performance indicators (KPIs)
- Share and replicate best practice across the portfolio

<sup>3</sup> The John Laing [Sustainability Policy](#) describes our responsible investment approach, which governs how climate is integrated into our processes.

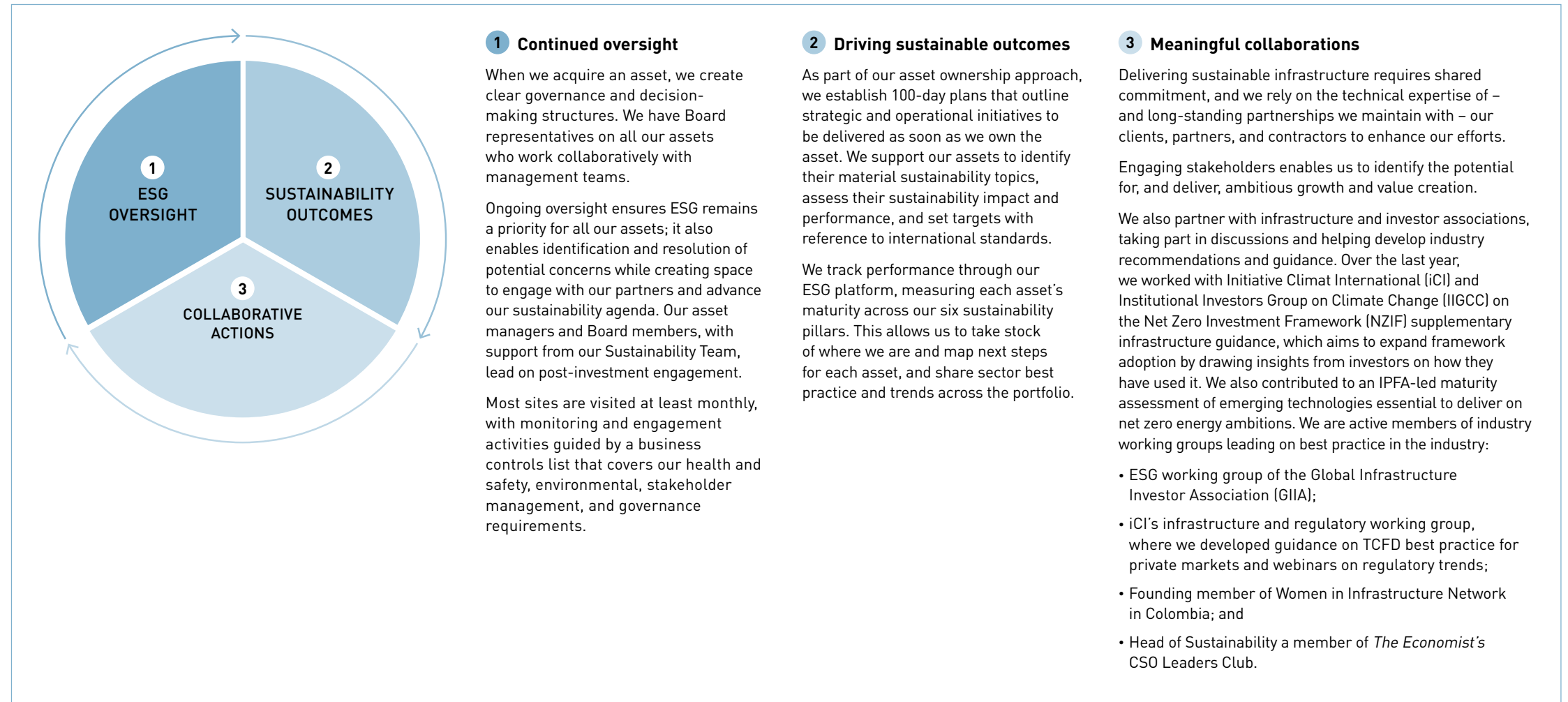
# Active ownership

We are an active asset manager with experienced local teams managing complex construction projects. We build strong relations with our stakeholders and deliver enhanced value through our management activities.

## Our progress

Over the last year, ten of our assets piloted ESG action plans.

## Our engagement approach



# Our sustainability pillars and progress

Our sustainability strategy is targeted and built around the six areas we believe we have the greatest opportunity for impact.

By prioritising our six pillars: Climate Change; Resource Use; Biodiversity; Communities; Diversity, Equity, and Inclusion; and Responsible Business, we can better direct our initiatives and measure our effects – transforming our assets and operations and creating long-term, sustainable value for stakeholders.



# Pillar 1: Climate Change

## Embedding climate considerations across our projects

At John Laing, we recognise the need for urgent action. We are leading the way as one of the first infrastructure asset managers to have set an ambitious short-term decarbonisation target: 70 per cent of our AUM will align to net zero by 2030.

Our target steers our sourcing activities, influences our investment strategy, and drives us to accelerate portfolio decarbonisation by:

- 1 Delivering on our decarbonisation commitments
- 2 Investing in climate solutions
- 3 Ensuring our assets are resilient

### OUR ACHIEVEMENTS

**31% of our AUM is covered by 1.5°C-aligned decarbonisation plans**, 21% ahead of schedule against the target of 70% by 2030.

**We are investing in net zero-aligned solutions** that enable the decarbonisation of hard-to-abate sectors and 25% of our AUM is now in climate solutions.



## 1 Delivering on our decarbonisation commitments

In September 2023, we decided to set an ambitious decarbonisation target for 2030 – one of the first infrastructure investors to do so. To deliver on it, we have integrated decarbonisation across our processes, from our investment approach to asset management.

### Our progress

70% of our AUM will be aligning or aligned to net zero by 2030.

### Assigning decarbonisation feasibility

Climate risks and the pathway to decarbonising are important to our Investment Committee, as we take a long-term view on assets. Every investment requires a climate due diligence assessment.

### Measuring progress to drive accountability

To ensure our decarbonisation plans deliver change, we calculate an annual portfolio-wide emissions inventory. Through this, we can understand how decarbonisation levers perform against expectations; it also equips us with the insights we need to amplify positive impact by implementing effective approaches across other, similar assets.

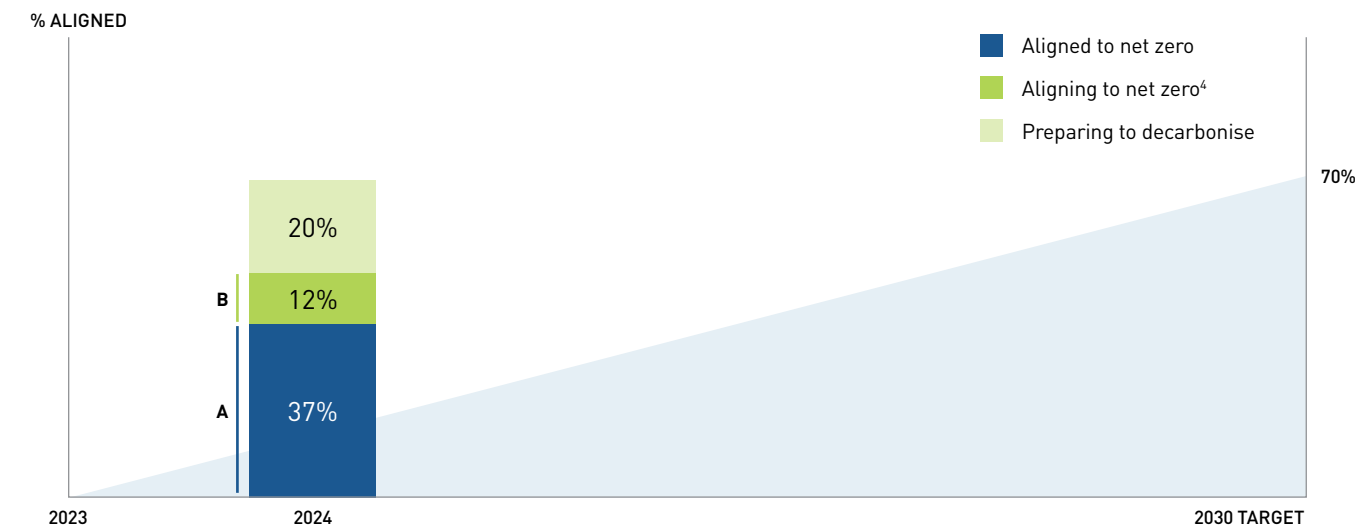
Our corporate emissions make up only a small portion of our overall footprint. Nevertheless, we are committed to reducing them. This year, our Sydney office moved to a green building, which should halve our office emissions.

PILLAR 1 DATA	2023	2022	2021
Scope 1 GHG emissions (tCO <sub>2</sub> e)	86	100	n/a
Scope 2 GHG emissions (tCO <sub>2</sub> e)	Market-based: 24 Location-based: 34	Market-based: 29 Location-based: 39	Market-based: 10 Location-based: 31
Scope 3 GHG emissions (tCO <sub>2</sub> e)	246,524	114,480	72,709
Our portfolio emissions comprise:	Scope 1: 7,171 Scope 2: 19,316 Scope 3: 219,536	Scope 1: 4,017 Scope 2: 11,096 Scope 3: 99,103	Scope 1: 34,769 Scope 2: 11,731 Scope 3: 26,209
Carbon footprint (tCO <sub>2</sub> e)	246,634	114,340	70,201

4 As per the guidance for infrastructure assets outlined in the [Net Zero Investment Framework \(NZIF\)](#).

5 Investments may also be classified as 'aligned' if their emissions are aligned with, or below, a recognised sectoral decarbonisation pathway. The latter approach has been used for John Laing's renewable power-generating investments.

### Aligning our portfolio to net zero

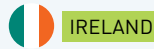


- A. Aligned to net zero**
  - Towercom wireless infrastructure:** Electrifying fleets and engaging suppliers on emissions targets
  - Valley Healthcare:** Setting decarbonisation as a value-creation lever
- B. Aligning to net zero**
  - North East Link (NEL):** Minimising emissions from construction
  - Sydney Light Rail:** Creating big emission cuts with rail
  - A16:** Decarbonising road construction
  - The Convention Centre Dublin (The CCD):** Delivering sustainable hospitality

### Increasing net zero alignment

As we invest in new assets, the overall emissions of our portfolio will continue to grow. Our target therefore focuses on decarbonising our investments, minimising the emissions during construction and reducing the emissions in operations.

We actively support our assets in developing and implementing clear emissions-reduction targets. Today, we have comprehensive decarbonisation plans in place for six assets representing 37 per cent of AUM, which are either already aligned or aligning to net zero<sup>5</sup>.



IRELAND

# Decarbonising healthcare

Valley Healthcare is a leading developer of primary care centres (PCCs) – energy-efficient, purpose-built buildings that create a single location for delivering local, publicly funded health and social services for Ireland’s Health Service Executive (HSE). PCCs enable healthcare professionals to deliver the highest possible standards of care to their local communities.

Since acquiring Valley Healthcare, John Laing has established a decarbonisation plan<sup>6</sup> that covers the entire portfolio of 31 operational PCCs. It prioritises sites based on current energy efficiency, helping us identify those most in need of targeted carbon-reduction measures.

Decarbonisation levers include switching to efficient heat pumps, energy performance retrofits, and installing solar panels on the PCC roofs. We are also planning to electrify water heating systems where water was heated by oil.

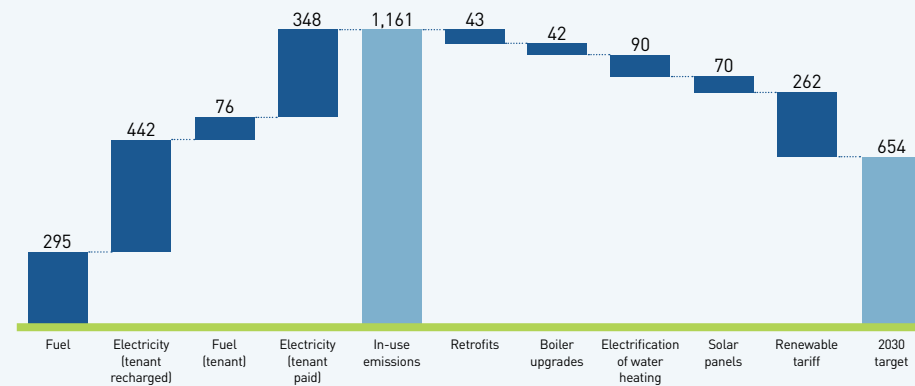
Throughout 2023, we improved the energy and emissions performance of two centres. We took advantage of vacant spaces to improve their Building Energy Rating (BER) through boiler upgrades, insulation improvements, and the replacement of windows and doors.

Recognising the fundamental role renewable energy will play in achieving net zero, we have partnered with HSE to install on-site renewable energy generation infrastructure; we also switched a fifth of centres that were on a standard tariff over to renewable tariffs.

“ Through our decarbonisation plan, we are working with the HSE to ensure every Valley Healthcare PPC supports wider HSE efforts to reduce primary energy demand and meet the government’s Nearly Zero Energy Building (NZEB) standard. ”



**Brian Gilroy**  
MD of John Laing Ireland and CEO of Valley Healthcare



<sup>6</sup> Developed in line with an in-use emissions target calculated through the Science Based Targets initiative (SBTi) buildings target-setting tool.



## 2 Investing in climate solutions

John Laing has a defined history of investing in low-carbon public transport, renewables, and energy-efficient social infrastructure. The past year has marked our entry in two additional sectors that will enable decarbonisation of the economy: we invested in the world's first large hydrogen-enabled green steel plant and made our entry into electricity transmission in both the UK and US.

### Our progress

25% turnover aligned to the EU Taxonomy.

When it comes to climate and circular economy solutions, 25 per cent of our investments' turnover is now aligned to the EU Taxonomy. This includes assets related to renewable energy generation, electricity transmission, water treatment for green steel, green buildings, and low-carbon transport.



SWEDEN

## Accelerating green innovation in steel

John Laing has entered an exciting partnership with Stegra (formerly H2 Green Steel) and Aquatech to develop the water treatment plant (WTP) required to help operate what will be the world's first large-scale green hydrogen steel plant.

Stegra aims to accelerate steel decarbonisation by using green hydrogen – hydrogen produced by renewably powered electrolysis. To date the project has secured about €6.5 billion of funding for a large-scale green steel plant in Boden, Northern Sweden. The site will produce steel with up to 95 per cent lower CO<sub>2</sub> emissions compared to steel made with traditional coke-fired blast furnaces. The plant will produce 5 million tonnes of green steel annually by 2030.

The WTP will supply demineralised water to the plant's electrolyzers as well as purified water for system cooling. In addition to treating wastewater from the steel mill with near-zero liquid discharge to preserve biodiversity, the WTP is powered entirely by renewable energy.

This significant, long-term investment strengthens John Laing's position as the first sole sponsor and equity investor in critical ancillary infrastructure services for a large-scale green hydrogen steel plant.



### 3 Ensuring our assets are resilient

As a long-term investor, we will continue to hold most of our current portfolio in 2050. This sharpens our focus on longer-term climate risks. We screen potential climate risk exposure across our portfolio to prioritise asset-specific reviews where we may see a change in climate patterns.

#### Our progress

In 2023, 76% of assets had performed a robust climate adaptation risk and vulnerability assessment (2022: 27%).

Using a third-party platform, we perform location-based assessments of risk exposure, leveraging high-resolution regional climate models, assessing both 2050 and 2075 timelines and considering three scenarios<sup>7</sup>.

Across our portfolio, six assets have been identified as medium to high risk. We reviewed mitigation measures in place for each asset. During the year, one more asset, the I-77 Express Lanes project, completed a detailed climate risk assessment, which concluded that the risk of erosion due to heavy precipitation will remain limited as slopes are gradual and the indigenous vegetation supports soil structure. The team will therefore continue to carry out routine maintenance, such as clean the drains, repair the culverts, reprofile ditches, and maintain the vegetation and reprofile the slopes.

<sup>7</sup> Business as usual (temperature increase of over 4°C), middle-of-the-road (temperature increase of 2-3°C), and climate protection (temperature increase of less than 2°C).



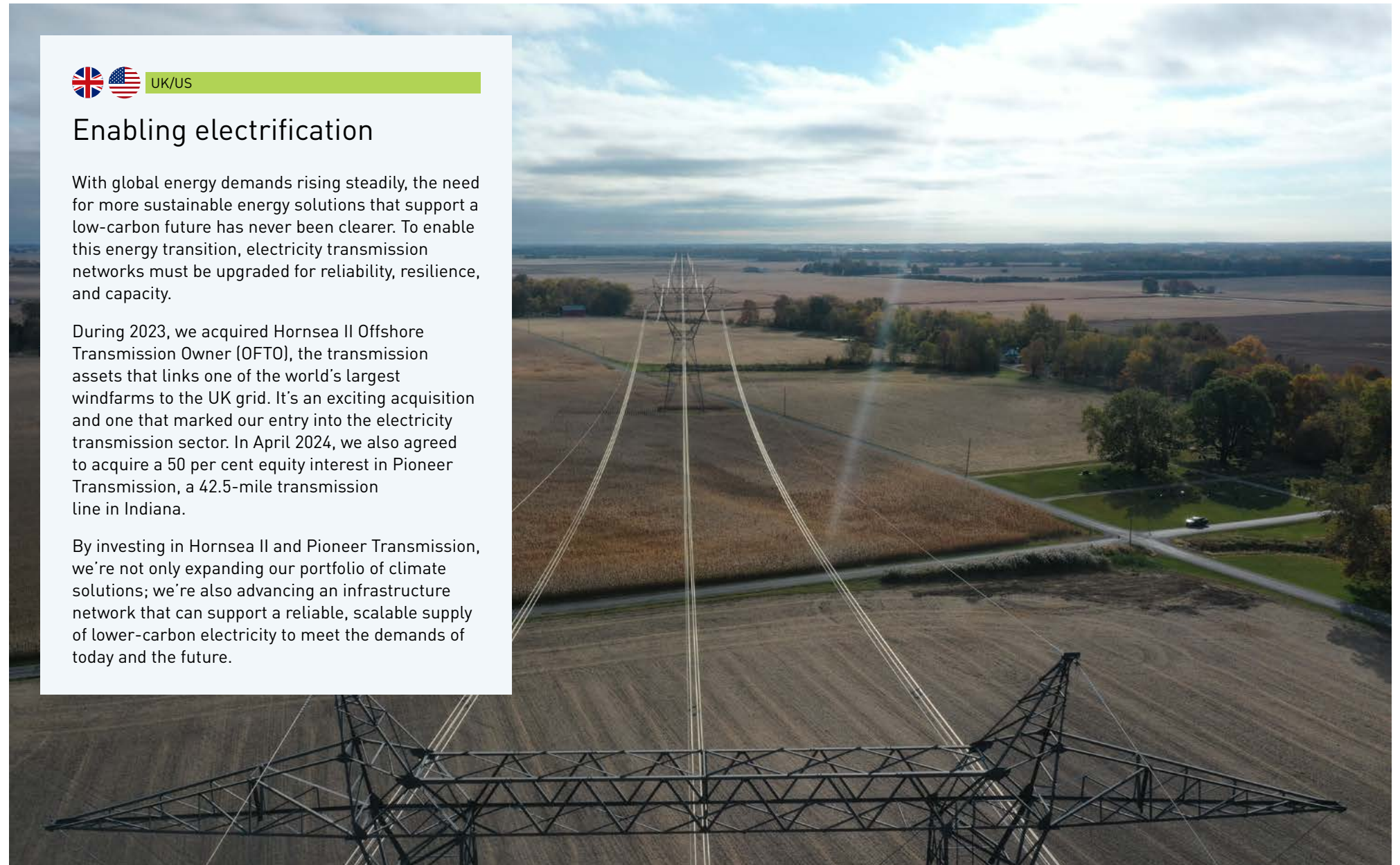
UK/US

## Enabling electrification

With global energy demands rising steadily, the need for more sustainable energy solutions that support a low-carbon future has never been clearer. To enable this energy transition, electricity transmission networks must be upgraded for reliability, resilience, and capacity.

During 2023, we acquired Hornsea II Offshore Transmission Owner (OFTO), the transmission assets that links one of the world's largest windfarms to the UK grid. It's an exciting acquisition and one that marked our entry into the electricity transmission sector. In April 2024, we also agreed to acquire a 50 per cent equity interest in Pioneer Transmission, a 42.5-mile transmission line in Indiana.

By investing in Hornsea II and Pioneer Transmission, we're not only expanding our portfolio of climate solutions; we're also advancing an infrastructure network that can support a reliable, scalable supply of lower-carbon electricity to meet the demands of today and the future.



# Pillar 2: Resource Use

## Building a more circular economy

Unsustainable resource use is driving a triple planetary crisis: the crisis of climate change, the crisis of nature and biodiversity loss, and the crisis of pollution and waste. As such, it's imperative we use natural resources responsibly.

Our strategy promotes efficient, sustainable resource use as well as waste diversion from landfill through:

- 1 Reducing primary resource use
- 2 Preventing waste
- 3 Minimising water use

### OUR ACHIEVEMENTS

**100% of assets in construction have innovations** to diminish raw material use.

**78% of assets – and 100% of assets in construction** – have a waste prevention plan.

**92% of waste diverted from landfill** as we actively support moving material up the waste hierarchy<sup>8</sup>.

<sup>8</sup> The waste hierarchy places prevention as the priority, followed by reduction, reuse, recycling, and recovery, with disposal as the last option.

















### 1 Reducing primary resource use

For the construction industry to achieve net zero, breakthrough technologies in carbon capture, cement production, and hydrogen-based steelmaking will be needed. Given these solutions are still developing, we believe creating a well-functioning industry market for secondary raw materials will drive material efficiency and circularity.

Our projects are already taking steps to advance the circularity for our own materials. Each asset reports on initiatives related to resource efficiency or avoiding resource depletion. Of those in construction, 100 per cent have initiatives to lessen primary raw material use, either through prevention or reuse.

#### Material use approach across our projects in construction

		PROJECT	% RECYCLED OR REUSED	
			2023	2022
PREVENT		 <b>Melbourne Metro</b> Reduced embodied carbon at Sunshine Signalling Control Centre by 86% compared to standard building	91%	94%
		 <b>North East Link (NEL)</b> Maximised reclaimed asphalt use, decreased Portland cement content in concrete and avoided over 500kg of plastic waste by using 100% recycled plastic bollards	98%	96%
PREVENT/RECYCLE		 <b>I-75</b> Recycled reinforcement steel from old road, barriers, guardrails, and bridges	>70%	>70%
MATERIAL USE APPROACH		 <b>Ruta del Cacao</b> Recycled asphalt from road maintenance into future repairs, with excess donated to municipalities to repair rural roads	80%	90%
		 <b>Hazel McCallion</b> Excavated material redistributed to external parties for beneficial reuse, such as station construction and mine rehabilitation; over 300,000m³ of excavated material reused offsite in 2023	94%	99%
		 <b>A16</b> Reused excavated material from tunnelling to build embankments that minimise noise and visual interference for nearby residents	100%	91%
	REUSE		 <b>Rv555</b> 70% of the materials excavated for construction will be reused onsite for landscape, habitat, and peatland restoration	68%

## 2 Preventing waste

When we reuse, recycle, or recover materials, not only do we divert waste from landfill but we also help ensure the full value of those materials is realised. Of all waste generated, about a third is from construction; of that, only half is recycled<sup>9</sup>. Recognising this, we actively promote waste reuse and recycling from assets under construction.

## 3 Minimising water use

By 2030, the world may face a 40 per cent gap in water supply versus demand<sup>10</sup>. With 25 per cent of the global population facing extremely high water stress<sup>11</sup>, infrastructure must integrate technologies designed to curb water use. We need a 'water efficiency first' principle to lessen demand. Portfolio-wide, 75 per cent of assets measure water use while 35 per cent have bespoke water management plans to drive efficiencies.

<sup>9</sup> <https://worldmetrics.org/construction-waste-statistics/>

<sup>10</sup> UN Water and UNESCO (2019), *Leaving no one behind. The United Nations World Water Development Report 2019*.

<sup>11</sup> World Resources Institute, *25 Countries, Housing One-quarter of the Population, Face Extremely High Water Stress*.



COLOMBIA

## Extending the lifetime of electric batteries

John Laing has invested in two electric bus concessions in Bogotá, Colombia; however, growing electric vehicle use raises concerns about raw material supplies. These concerns make battery recycling schemes for our 259 electric buses vital – not only to diminish direct emissions but also to avoid obstacles to electric fleet deployment.

While our electric buses will not reach their end-of-life stage for some time, we are pro-actively working with the original supplier to ensure the batteries are included in their recycling scheme. Through this scheme, the supplier aims to reduce waste by 90 per cent by increasing reuse of batteries with remaining electricity production capacity. For those that no longer have capacity, the supplier recycles components for use in new batteries.



IRELAND

## Delivering sustainable hospitality

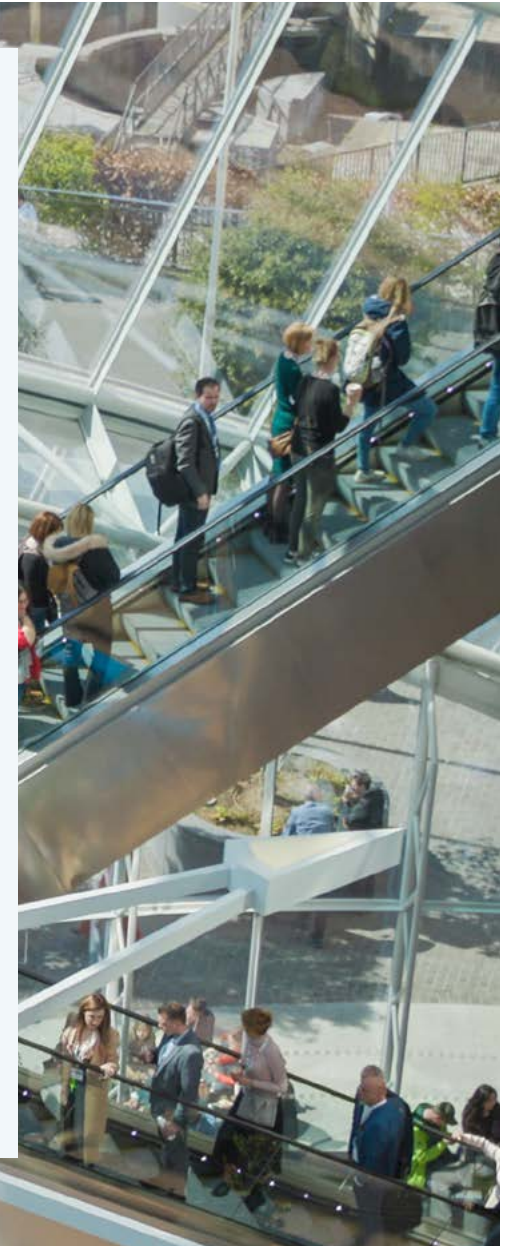
Food waste and loss represent a global issue. According to the United Nations Food and Agriculture Organization (UNFAO), about one-third of all food produced is lost or wasted in the supply chain. In response, The Convention Centre Dublin (The CCD) is aiming to reduce food waste to zero by 2025.

The CCD is Ireland's only purpose-built convention centre, with capacity for 8,000 people. A premier event space, it seeks to deliver benefits not only through world-class events but also through a food waste strategy that follows the waste hierarchy.

The first step is to **reduce** food waste generated. In 2021, The CCD eliminated food by air freight, refocusing on local suppliers to decrease the risk of food loss during transportation. The centre has also worked with its hospitality partner to improve demand forecasting, measuring kitchen food waste to understand what is being wasted and design fixes.

Where excess food is produced, it is **reused** through partnerships with charities that redistribute safe, unused items to schools, charities, or homeless shelters. If donation is not possible, nutrients are **recycled** through composting or recovered through anaerobic digestion.

To support these measures, The CCD has launched awareness campaigns with front- and back-of-house signage and branding. Waste workshops and toolbox talks have also been organised for catering teams.





AUSTRALIA

# Conserving water with public transit vehicles

Sydney Light Rail is vital to Sydney's public transport system, helping reduce congestion and vehicle emissions. At the same time, the project team is working to ease asset impacts on local water sources.

The tram wash is designed to recycle 85 per cent of water from vehicle washing, collecting, separating, filtering, and storing used water for reuse. Potable water use is further reduced by collecting rainwater in a 150kL tank.

The project has also installed a closed-loop geothermal air conditioning system that continuously recycles water to cool the building. As well as being more energy efficient than conventional systems, over the project lifetime, the system should save 13,596kL of potable water use<sup>12</sup>.

<sup>12</sup> ALTRAC Light Rail.



# Pillar 3: Biodiversity

## Preserving local nature

From providing food, clean air, and water to wellbeing benefits, nature's value cannot be underestimated. Yet, biodiversity is under unprecedented pressure, something felt most keenly in areas with the greatest diversity.

Five issues directly drive biodiversity loss<sup>13</sup>: land use change, climate change, pollution, natural resource use and exploitation, and invasive species. As a long-term investor, we seek to protect biodiversity surrounding our assets against these drivers.

To deliver against our biodiversity aims, we are:

- 1 **Avoiding the loss of areas of high biodiversity importance**
- 2 **Managing invasive species and reducing the use and risk of pesticides**
- 3 **Preventing habitat loss**

### OUR ACHIEVEMENTS

**We conducted a portfolio-wide screening assessment** of potential biodiversity risks, protected species, and protected and biodiversity-sensitive areas<sup>14</sup>.

**100% of assets** in or near<sup>15</sup> biodiversity-sensitive areas<sup>16</sup> completed a habitat and ecology risk assessment or have documented how they decrease their biodiversity impact.

**We maintained zero adverse impacts**<sup>17</sup> through our activities on biodiversity-sensitive areas where assets are.

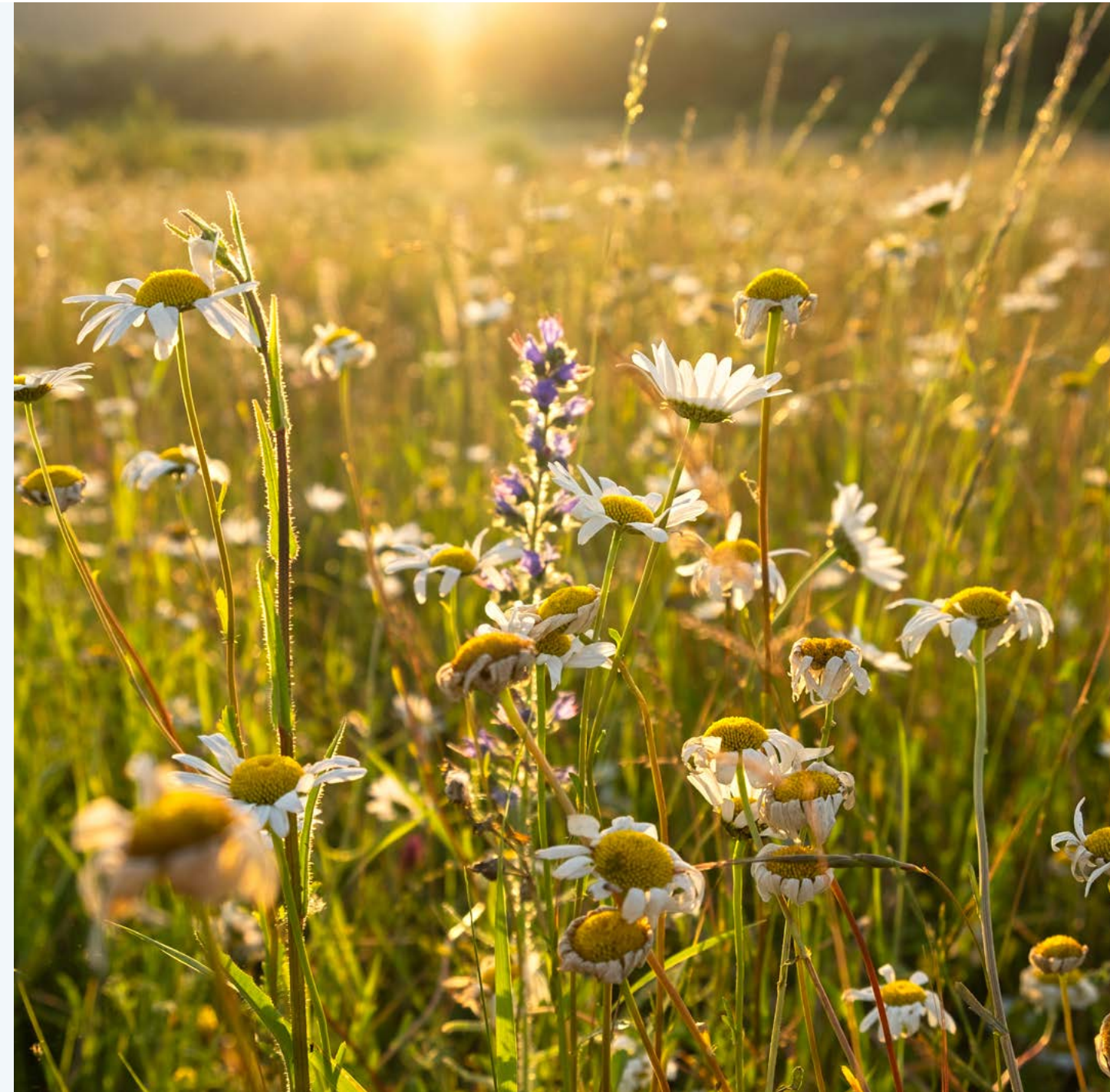
<sup>13</sup> As identified by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services.

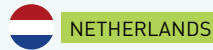
<sup>14</sup> Protected species are those included in the International Union for Conservation of Nature (IUCN) [Red List of Threatened Species](#); protected areas are those included in the [World Database on Protected Areas](#).

<sup>15</sup> Searches include areas within a 5–10km radius of assets.

<sup>16</sup> We define biodiversity-sensitive areas in line with Sustainable Finance Disclosure Regulation (SFDR) requirements.

<sup>17</sup> No assets have reported environmental accidents that have impacted biodiversity-sensitive areas.





NETHERLANDS

# Protecting biodiversity around busy access roads

The A16 PPP project will see 11km of connecting road and a tunnel built between Rotterdam's A13 and A20 motorways to ease congestion and improve access to The Hague. Set to complete in 2025, construction was awarded to our consortium based, in part, on how we account for wider community and environmental outcomes.

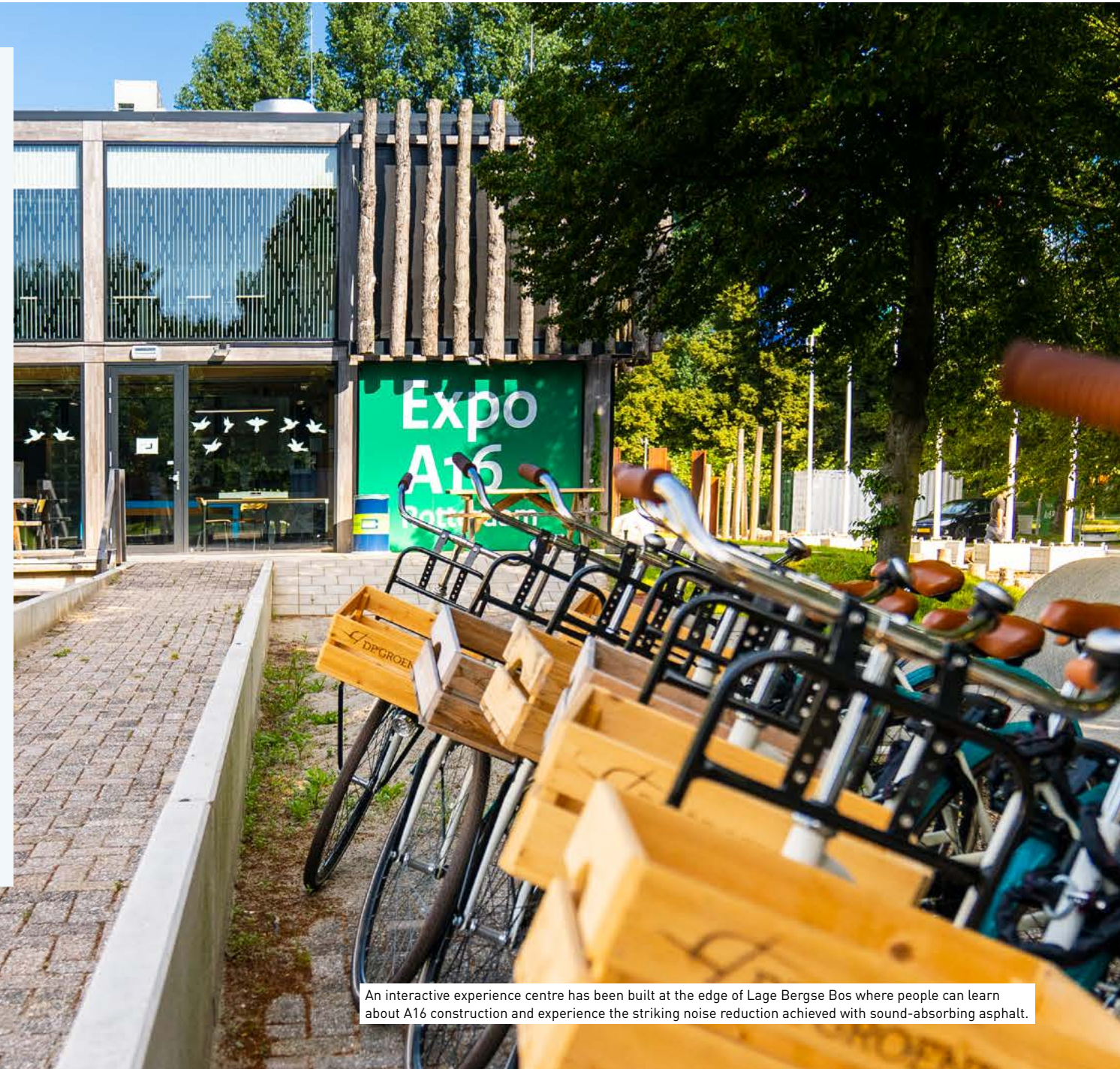
To manage the A16's biodiversity impact, we're taking a three-pronged approach.

The tunnel passes through the Lage Bergse Bos Forest. To **avoid** ecosystem disruption, the design team chose a semi-immersed design, with the highest point only 4.5 metres above ground, on which five hectares of forest could be reinstated. This has resulted in net benefits for Lage Bergse Bos.

The project has introduced seasonal restrictions for certain construction activities to avoid disturbing breeding and migrating birds. It also uses sound-absorbing asphalt – reducing perceived noise levels by about 30 per cent compared with standard asphalt – to **minimise** noise disruption. To help local bat and heron populations adapt, on-site vegetation is being cleared in phases. Bat screens have also been erected to protect dark zones, and over 50 bat boxes have been installed.

Regular habitat use assessments help monitor the biodiversity performance of construction. Wherever natural spaces are disturbed, the project team will **restore** native species selected in collaboration with the community.

New streams and ponds will create valuable habitats. The project will also enhance connectivity between nearby nature reserves through wildlife passages at 13 locations. This will help limit habitat fragmentation and allow animals safe travel between reserves.



An interactive experience centre has been built at the edge of Lage Bergse Bos where people can learn about A16 construction and experience the striking noise reduction achieved with sound-absorbing asphalt.

## 1 Avoiding the loss of areas of high biodiversity importance

Protecting areas with the highest biodiversity levels – areas that support diverse species and habitats that are internationally recognised for conservation efforts – is fundamental to human, ecosystem, and species health. It's why we work to identify any such areas near our assets.

As of 2023, 38 per cent of asset sites have been identified as in or adjacent to protected or biodiversity-sensitive areas. All of these have had ecology and habitat risks assessments performed during planning or have implemented strategies to prevent biodiversity loss.

### Our progress

All assets in or near biodiversity-sensitive areas have implemented mitigation measures to prevent any biodiversity loss.

## 2 Managing invasive species and reducing the use and risk of pesticides

Infrastructure should promote species recovery and conservation, tying sector aspirations to those of the Kunming-Montreal Global Biodiversity Framework (GBF). Part of how we can achieve this is by planting native species, managing invasive species, and reducing pesticide use.

At Rv555, a road currently under construction in Norway, the biodiversity management plan includes silt curtains to protect riverbanks, turbidity sensors to measure water quality, and excavation of invasive species to leave space for native plants.

At Finley Solar Farm in Australia, we are cutting pesticide use and reducing emissions from mowing by allowing sheep to graze under the solar panels, keeping the grass low and giving the sheep places to shade. On Sunraysia Solar Farm, over 65 hectares has been designated as a biodiversity biobank, providing valuable habitat and soil cover to preserve soil moisture and nutrients and reduce erosion. This involved working with a local farmer on a cropping programme that creates a mutually beneficial 'agrisolar' relationship.

### Our progress

72% of assets have assessed, measured or set targets for invasive species management.



### 3 Preventing habitat loss

#### Our progress

40% of assets have assessed land or ocean use change impacts; 79% had implemented strategies to avoid, minimise, restore, and potentially offset biodiversity disruption.

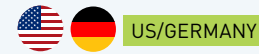
Biodiversity is about more than protecting flora and fauna – it's about preserving the ecosystems species rely on too. Wherever we have assets in construction, we assess potential habitat risks and opportunities to enhance the local area.

We are working to further align our biodiversity assessments and reporting with the Taskforce on Nature-related Financial Disclosures (TNFD).

Over the last year, we:

- Started reporting on biodiversity to our portfolio management committee and Board;
- Mapped the Kunming-Montreal GBF commitments to inform our ESG action plans (where relevant to our assets); and
- Integrated TNFD metrics and targets in our annual ESG questionnaire as part of cross-portfolio analysis.

Going forwards, we will undertake a thematic review of biodiversity opportunities and risks, updating management practices based on outcomes.



US/GERMANY

#### Protecting habitats at renewable energy generating sites

John Laing's renewable energy generation sites were greenfield developments, and management of the surrounding nature is part of our responsible stewardship.

North Carolina Solar in the US – five solar projects with a combined generating capacity of 334MW – exemplifies our commitment. During development, a buffer zone was preserved around the solar farms to protect nearby wetlands from spills or runoff. Additionally, a spill response plan was developed to guide action in the event of an emergency in biodiversity-sensitive areas.

In the German North Sea, the Nordergrunde wind farm, comprising 18 turbines, sits near Minsener Oog island. The island is a protected breeding site for seabirds and the asset funds vegetation management aimed at increasing habitable environments for ground-nesting species.

Similarly, the Live Oak wind farm in Texas, with a generating capacity of 199.5MW, has implemented a Bird and Bat Conservation Strategy to protect on-site habitats, which meets relevant protection standards.



# Pillar 4: Communities

## Creating positive, sustainable impact

We take great pride in the knowledge that, by making infrastructure happen, we have transformed many lives – including those working in and around John Laing. The purpose of core infrastructure is to deliver essential services and, today, 46 per cent of our AUM are social and digital infrastructure assets.

And we go beyond improving service access too, engaging community stakeholders to understand how we can best leverage our position to help respectfully, inclusively advance local economies.

We forge partnerships that benefit stakeholders, building local capacity, enhancing livelihoods, and promoting community development by:

- 1 Engaging with relevant stakeholders
- 2 Improving access to essential services
- 3 Supporting sustainable livelihoods and land rights

“It is always great to see communities being part of our projects from day one because, for John Laing, communities are not just the areas where we build and manage assets. They’re active contributors to the work we do to deliver sustainable, inclusive, and locally meaningful infrastructure.”



**Andy Haining**  
Co-Head of APAC

### OUR ACHIEVEMENTS

**85% of assets** have a formal stakeholder and community engagement plan.

**81% of assets** have assessed potential to generate adverse impacts.

**24% of assets** have policies and procedures to ensure free, prior, and informed consent of local and Indigenous communities.



**1 Engaging with relevant stakeholders**

We foster strong connections with local communities, integrating their priorities into our assets through tailored, local community engagement.

**Our progress**

15 assets had tailored community engagement plans during 2023.

Through our asset managers and operators, we have a direct line of stakeholder communication. We also share information on what projects will involve and how residents will benefit through channels like phone and email, meetings, and public consultation sessions.

OUR STAKEHOLDER ENGAGEMENT PERFORMANCE	2023	2022
Proportion of assets without remediation mechanism for stakeholders materially affected by the operations of the investee companies	9/34	16/27
Proportion of our assets with a stakeholder and community engagement plan in place	85%	70%

# A word with Liliana Tovar, ESG Associate

As an ESG Associate with responsibility for communities surrounding our Colombian Projects, how do you ensure relevant community groups are engaged during projects?

Wherever we develop or operate, we work to ensure all community stakeholders have their say, from local authorities to community leaders and groups. A core part of engagement activities is identifying those who may be more vulnerable based on potential impacts to housing, income, and social services.

To ensure we're effectively reaching isolated groups, we raise awareness through community meetings, radio and TV commercials, and local authorities.

What are some concerns communities raise?

We understand communities have questions about development projects. They're concerned about topics like resettlement, job creation, and road safety; we integrate solutions to alleviate those concerns.

18 Angelinos Bajos, La Cuchilla, San Nicolas, San Benito, Portugal, Lisboa, Las Marías, and Villa María.

In the Ruta del Cacao project, we identified eight isolated communities<sup>18</sup> as lacking access to a reliable water system. To address this issue, we provided water filters to 160 families and eight schools and constructed five water treatment plants. Through quarterly reviews, we assessed the projects' impact and identified additional communities we could expand this work to.

What community solutions are you most proud of?

I was particularly proud of what we achieved in Santander and Antioquia, where 17,000 jobs were created during Pacifico 2 construction, including a local supply chain of 169 businesses.

Similarly, thanks to our Entrepreneurship programme, 120 small businesses, located near Ruta del Cacao, have enhanced their marketing and productivity capacity. One standout example for me is Choconela Chocolate and Luna Llena's Coffee, which began as a chocolate and coffee production business and has evolved into a thriving agribusiness and tourism microenterprise.

I'm so proud of the wide-ranging community benefits that come with these two major road projects – creating employment, helping people gain skills, and bringing longer-term connectivity to communities across Colombia.



## 2 Improving access to essential services

As a long-term core infrastructure investor, we enable delivery of essential community services, but we also work diligently to increase access to those services, partnering with community-focused organisations to deliver social benefits, particularly for vulnerable people.

We have also notably provided 780 units of housing for the elderly, 1,474 hospital beds, and bedrooms for 11,256 students.

### Our progress

As of 2023, we have partnered with eleven charities that increase access to essential services.

## Enhancing essential services access



Together with The John Laing Charitable Trust (The JLCT), we fund and support various local charities focused on homelessness, young people, community integration, skills, and education.

### ACCESS TO WATER AND SANITATION

#### 1. Water Sanitation Program

Asset: Ruta del Cacao

Action: 30 Septic tanks installed in disadvantaged communities.

#### 2. Safe Water & Entrepreneurs

Asset: Pacifico 2

Action: 250 families provided with access to safe water through funding for water filters.

### ACCESS TO HOUSING

#### 3. Habitat for Humanity (US)

Asset: Denver Eagle

Action: Contributed funding for eight homes for disadvantaged families in Wheat Ridge; employees also volunteered to help build the houses.

#### 4. Habitat for Humanity (UK)

Asset: John Laing HQ

Action: Four new homes funded for vulnerable young care leavers.

### ACCESS TO SOCIAL SERVICES

#### 5. St Francis House

Asset: MBTA

Action: Financial support and volunteering at the largest day shelter in Massachusetts, which, annually, helps over 7,000 people experiencing homelessness.

#### 6. Humanitarian Program

Asset: Ruta del Cacao

Action: Emergency support for 60 people.

#### 7. CREW

Asset: East Rockingham

Action: Ongoing funding to support in-need individuals and families in Rockingham.

#### 8. Rosie's Friends on the Street

Asset: Sydney Light Rail

Action: One van purchased to deliver meals, blankets, and hygiene products, as well as employee volunteering time, to support those experiencing homelessness, hardship, or social isolation.

### ACCESS TO EDUCATION AND TRAINING

#### 9. Elevate Orlando

Asset: I-4

Action: 407 students from disadvantaged backgrounds supported to graduate from high school through the funding of a full-time teacher.

#### 10. Achēv

Asset: Hazel McCallion

Action: Six young people who identify as Black, Indigenous, or people of colour funded to enrol in the Achēv Skilled Workers Programme.

#### 11. Social Support Program

Asset: Ruta del Cacao

Action: Funding for the Colombian Red Cross to help improve living conditions and enhance social and economic inclusion for low-income communities.

#### 12. IMC Weekend School

Asset: A15 & A16

Action: Funded 42 laptops to support education for children from low-income families aged 10–14 in major Dutch cities.

#### 13. Alder Hey Youth Voice

Asset: Alder Hey

Action: 25 young people who have had serious illnesses funded to learn skills that improve employment prospects.

#### 14. Clontarf Foundation

Asset: Sydney Light Rail

Action: 20 places funded to improve education, life skills, self-esteem, and employment prospects for Aboriginal and Torres Strait Islander young men.

#### 15. Stars Foundation

Asset: John Laing Sydney

Action: 22 places funded to improve education, life skills, self-esteem, and employment prospects for Aboriginal and Torres Strait Island young women.

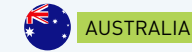
### 3 Supporting sustainable livelihoods and land rights

Our stakeholder engagement activities are key to delivering locally relevant services and to ensuring those services work for, and are respectful of, all communities. Wherever we have assets, we strive to respect local livelihoods and land rights, engaging community members throughout development, providing employment opportunities, and gathering feedback on plans.

Many of our assets represent standout examples of community-driven developments, from local group involvement in design decisions for NEL to tree species selection for A16. In Australia, all our assets recognise First Nations heritage. This includes projects such as Melbourne Metro and its Connection to Country initiative, NEL's social and sustainable procurement strategy, and Sydney Light Rail's stakeholder and community engagement plan.

#### Our progress

100% of Australian assets recognise First Nations heritage.



## Prioritising opportunities for Aboriginal Australians

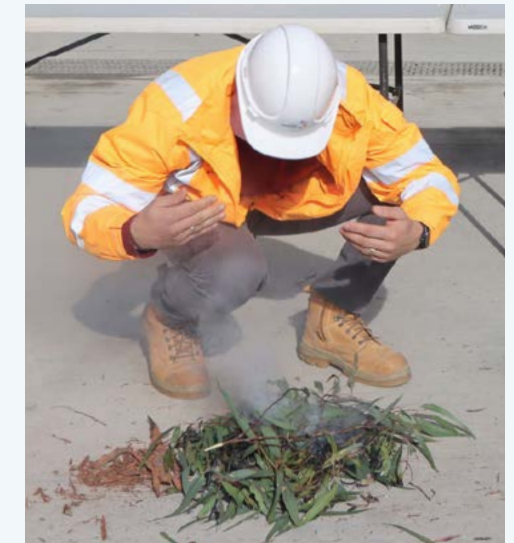
NEL is Victoria's largest road project, completing Melbourne's freeway network. As a PPP project for Victoria's communities, we believe we must engage community members in its development. NEL is the world's first road project to use the award-winning International Indigenous Design Charter principles, setting a benchmark for First Nations engagement.

Marking the project's commitment, a smoking ceremony was held as construction began on the first NEL tunnel. The ceremony, a custom among some Aboriginal Australians, involved burning native plants to produce smoke believed to have spiritual and physical cleansing properties, as well as the ability to ward off bad spirits.

In 2023, NEL provided 1.1 million employment hours for priority job seekers including refugees, individuals experiencing long-term unemployment, and people with disabilities; Aboriginal Australians contributed 118,000 hours across the entire project. Additionally,

career opportunities were created for the next generation of construction workers, with apprentices, trainees, and cadets accounting for 311,000 employment hours.

By prioritising employment opportunities and cultural integration, NEL enhances infrastructure, but it also supports a workforce that truly represents the communities it will serve.



# Pillar 5: Diversity, Equity, and Inclusion

## Empowering diverse talent

Inclusive infrastructure helps people overcome barriers. Providing on-the-job learning to underserved populations, promoting work-life balance, championing gender balance in a male-dominated sector – these are just some of the ways our projects advance DEI.

As a company that champions DEI both internally and externally, we are:

- 1 **Building inclusive workplaces**
- 2 **Promoting DEI across our portfolio**
- 3 **Supporting local employment**

### OUR ACHIEVEMENTS

**64% of assets** have dedicated DEI policies.

**77% of assets** undertook employee surveys in 2023.

**Over 105 million employment hours** across assets under construction.

### 1 Building inclusive workplaces

We are dedicated to ensuring everyone associated with John Laing is treated fairly and has equal opportunities to grow. To do this we need to understand current employee sentiment. In 2023, 16 assets undertook employee engagement surveys, with feedback informing new training and wellbeing initiatives.

Additionally, 100 per cent of employees completed the 2023 employee engagement survey. Feedback inspired our new company values as outlined in [Pillar 6](#) and the creation of John Laing, a platform for colleagues to connect and share ideas. Through the platform we are also driving diversity at the decision-making level, with broad ethnic representation and 60 per cent of Shadow Board participants being women.

### Our progress

77% of assets conducted employee engagement surveys in 2023 and 100% of employees completed the 2023 employee engagement survey.

Throughout the year, we took various other actions to enhance workplace inclusivity:

- **Continued encouraging employee participation** in our HR campaign, Count me in;
- **Introduced a US internship** to help local students gain valuable skills and industry experience;
- **Hosted Alder Hey Youth Careers Days** for individuals from underserved communities;
- **Maintained a flexible working policy** to help accommodate diverse employee needs, including caregiver responsibilities and employees with disabilities;
- **Launched a Brew & Brainstorm initiative** to gather employee feedback on how to nurture a collaborative workplace over coffee with senior management; and
- **Celebrated diversity** through company-wide events, awareness campaigns, and recognition events.





IRELAND

# Fostering excellence in inclusivity



In July 2023, John Laing completed the acquisition of Towercom, Ireland’s longest established, independent wireless infrastructure provider that keeps people connected and drives industry through digital access and connectivity.

Towercom is recognised as one of Ireland’s Best Small Workplaces through its Great Places to Work certification. It aims for employees to excel in an inclusive workplace, maintaining initiatives such as THRIVE (Towercom’s Health and Recognition Initiative for Value Employees). Through THRIVE, all employees take part in engagement events, from Biodiversity Month and Safety in Construction Week to monthly steps challenges and dedicated team days. The company also goes beyond legal requirements to offer competitive parental leave and a REFLEX (Remote and Flexible) working policy.

Across Towercom, 60 per cent of senior leadership roles are held by women. It is an achievement worth celebrating and – recognising DEI is an ongoing journey – something Towercom is committed to building on. It is on track to ensure all employees receive DEI training by 2025, with a company-wide DEI library being developed to support ongoing education and awareness.



## 2 Promoting DEI across our portfolio

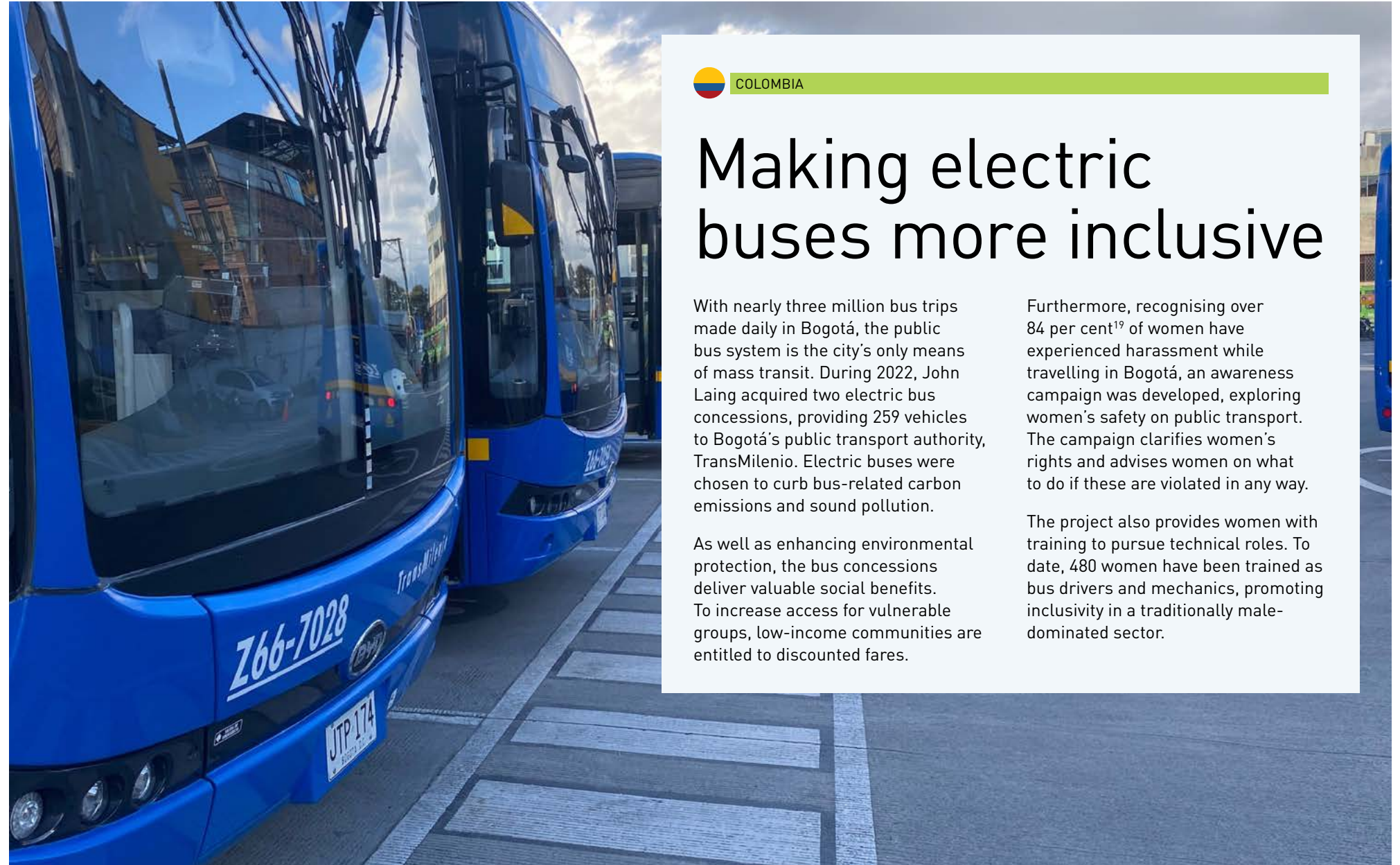
As well as advancing inclusion within John Laing, we support our assets to foster a culture of welcoming for everyone. As of 2023, 16 assets had a defined DEI policy. Furthermore, across our portfolio, we continued to collect annual diversity metrics to understand our progress and identify improvement opportunities.

To drive forwards a culture of shared responsibility, we provide ongoing DEI training for all employees, covering topics like recruitment, leadership, conscious/unconscious bias, cultural differences and awareness, and creating an inclusive workplace. By the end of 2024, all hiring managers will have completed this training. We have also introduced global recruitment training to promote inclusive practice that eliminates bias and ensures diverse candidate pools.

### Our progress

Average asset Board gender diversity increased to 21% in 2023, from 12% in 2022.

Assets with a DEI policy increased to 64% in 2023, from 61% in 2022.



## Making electric buses more inclusive

With nearly three million bus trips made daily in Bogotá, the public bus system is the city's only means of mass transit. During 2022, John Laing acquired two electric bus concessions, providing 259 vehicles to Bogotá's public transport authority, TransMilenio. Electric buses were chosen to curb bus-related carbon emissions and sound pollution.

As well as enhancing environmental protection, the bus concessions deliver valuable social benefits. To increase access for vulnerable groups, low-income communities are entitled to discounted fares.

Furthermore, recognising over 84 per cent<sup>19</sup> of women have experienced harassment while travelling in Bogotá, an awareness campaign was developed, exploring women's safety on public transport. The campaign clarifies women's rights and advises women on what to do if these are violated in any way.

The project also provides women with training to pursue technical roles. To date, 480 women have been trained as bus drivers and mechanics, promoting inclusivity in a traditionally male-dominated sector.

<sup>19</sup> Lina Marcela Quinones, 2020, *Sexual harassment in public transport in Bogotá*, Transportation Research Part A: Policy and Practice, Volume 139.

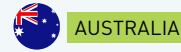
### 3 Supporting local employment

Our dedication to DEI expands into our communities too and, when it comes to fostering social inclusion, creating local job opportunities is an important lever. By their nature, many of our assets support local employment directly – as workplaces such as hospitals, PCCs, or large civil engineering projects. They also deliver indirect support as roads, buses, and railways that expand access to workplaces.

Many assets also provide skills development and training opportunities. For example, in Canada, the Hazel McCallion light railway's Community Benefits and Liaison Plan is designed to drive employment opportunities, local business support, and community and public realm improvements.

#### Our progress

84% of assets have identified opportunities to support local employment.



AUSTRALIA

### Accelerating social value and impact

As Melbourne's population grows and demand for public transport soars, so too has pressure on existing transport systems. The Metro Tunnel Project aims to relieve some of this pressure, taking three of the city's busiest train lines and redirecting them through a new, underground tunnel. One of Australia's largest transport infrastructure projects ever, the project will create a new end-to-end train line, with twin 9km tunnels and five underground stations.

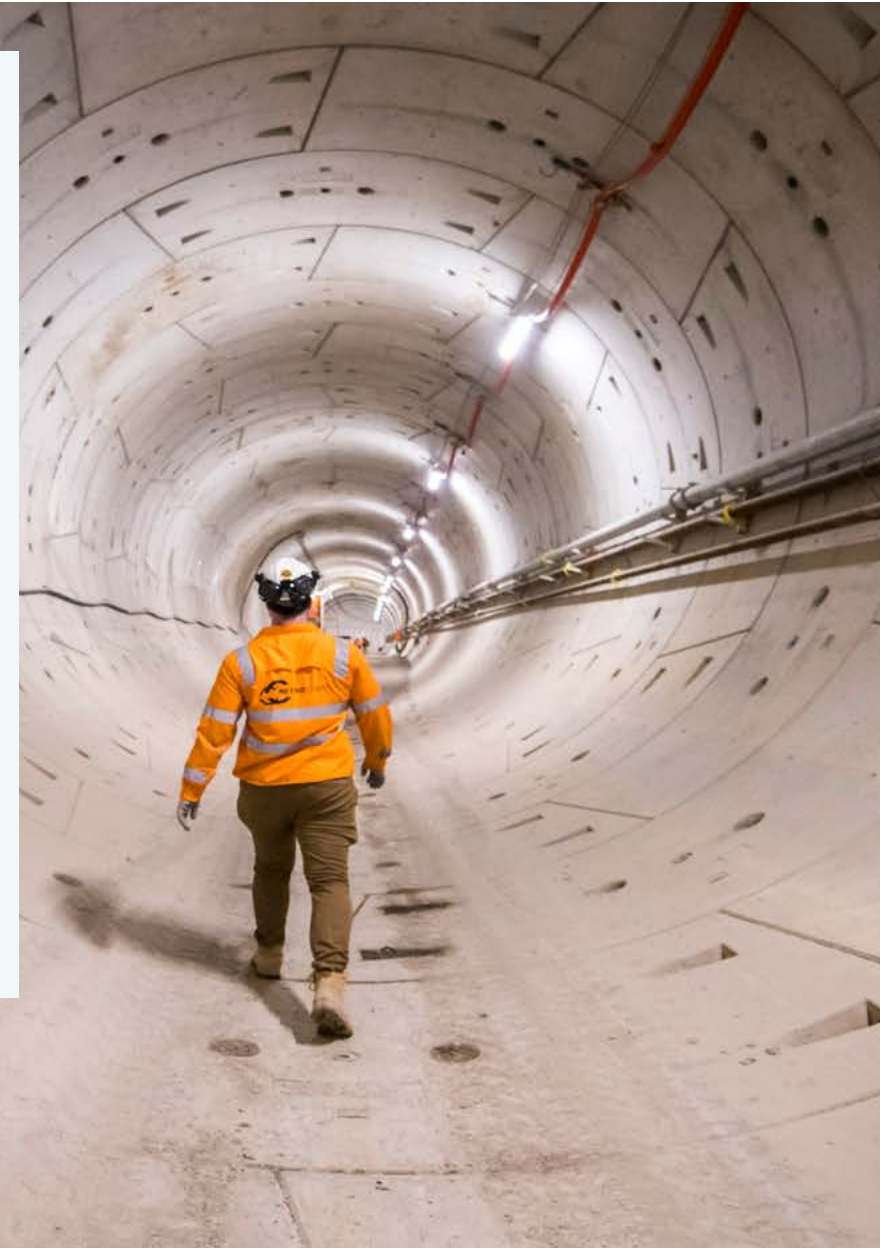
A social procurement study identified that every AUS\$100,000 spent with social enterprises supports 1.5 jobs for disadvantaged people<sup>20</sup>; in 2023, the asset spent AUS\$1.2 million on social enterprises. It is also leveraging its buying power to deliver quality employment and development opportunities to local underserved communities.

This is supported with training delivered by registered training organisations.

#### During 2023, project hours worked included:

- **1,847,141** apprentice, trainee, and cadet hours;
- **919,907** Aboriginal employee hours; and
- **965,260** priority job seeker hours.

The Metro Tunnel Project is harnessing sustainable procurement practices that empower businesses owned by marginalised groups. A separate study identified that for, every AUS\$1 spent with Aboriginal businesses, AUS\$4.41 is generated in social return<sup>21</sup>. During 2023, the asset spent AUS\$8.7 million with Aboriginal businesses.



<sup>20</sup> Training for the Future.

<sup>21</sup> Supply Nation.

# Pillar 6: Responsible Business

## Upholding best-in-class standards

A responsible business is one that delivers long-term value for all stakeholders. For John Laing, this isn't a new focus; as custodians of public infrastructure and services, we differentiate ourselves through long-term care and active stewardship.

We support assets to cascade our responsible business commitment throughout the portfolio, focusing on:

- 1 Ensuring** health and safety for all
- 2 Prioritising** respect for human rights and workers' rights in the value chain
- 3 Preventing and detecting** corruption and bribery

### OUR ACHIEVEMENTS

- 100% of assets** have communicated health and safety plans to all workers.
- 100% of asset construction or operating partners** have health and safety management systems.
- 88% of assets** have a formal health and safety compliance assurance programme.
- All assets** must have business continuity and crisis management plans to respond to major incidents and limit incident outcomes.

### Our North Star

Our culture is a key driver for our growth. It helps us attract and retain the best industry talent, which, in turn, fuels greater innovation. To continuously enhance our culture, we recognise the importance of uniting everyone around a set of clear, strong, unified values that guide how we operate as an individual, as a company, and as an asset operator.

Each value is sponsored by a Senior Management Group member, supported by dedicated employee representatives to champion and deliver organisational improvements.

### We are authentic and open to best care for:



Our people



Our projects



Our communities

#### Care

We look out for each other as individuals and help each other to grow.

We are authentic and speak openly to encourage discussion and diversity.

We succeed as one global team to deliver meaningful projects for local communities.

#### Transparency

We share what we know with our colleagues and are honest in asking for help – so we can challenge processes and assumptions to make the best decisions.

#### Creativity

We create opportunity through honest discussion with an open mind.

We seek other perspectives and develop trust across teams to innovate at pace.

#### Excellence

We're the best at what we do. We deliver unique expertise, bring new ideas to the table, and seek external perspectives to improve our approach.

## 1 Ensuring health and safety for all

Part of being a responsible business – and a responsible employer – means ensuring every employee goes home safely every day, and we support our assets to provide safe, healthy workspaces. Each asset must have a bespoke health and safety plan that details risks and how they are managed.

Health and safety is an utmost priority for our teams and assets, with performance remaining strong throughout 2023. This included continuing to have no worker or contractor fatalities during the year.

All incidents are followed up and investigated and we proactively encourage continuous improvement. As a result, near miss reporting significantly improved over the past year both in terms of number of assets reporting but also the increased documentation at asset level.

### Our progress

32 assets have an Occupational Health and Safety (OHS) management system aligned to a recognised standard (19 of those are ISO 45001).

HEALTH AND SAFETY PERFORMANCE	2023	2022
Assets with a health and safety policy	100%	100%
Lost time injuries (days lost)	578 <sup>22</sup>	375
Worker fatalities	0	0
Assets that track near-miss incidents	72%	64%

<sup>22</sup> The increase in lost time injuries reflects increased construction activity, but the proportion of days lost vs days worked was six times lower than last year.



## Enhancing road safety

We have invested in Pacifico 2, part of the Colombian government’s \$15 billion, fourth-generation programme to improve road connectivity, safety, and regional economic growth. The project includes constructing a 96km dual carriageway, two tunnels, 42 viaducts and bridges, and upgrading 54km of existing road.

Alongside OHS certification, the asset has externally certified management systems, aligned with ISO 39001 for Road Traffic Safety, a sector-leading standard that drives reduced accidents through:

- **Safe road planning**, design, operation, and use;
- **Safe entry and exit of vehicles** and road users to the road; and
- **Recovery and rehabilitation** of road traffic crash victims.

Pacifico 2’s management systems are internally audited, with additional external audits for ISO certifications and insurance. The number and nature of incidents are recorded weekly, with trends analysed monthly.

This culture of reporting safety observations led to the avoidance of 30 potential incidents during 2023, as employees or contractors identified unsafe conditions that were then corrected. Additionally, all employees participate in annual safety training where they analyse common scenarios, identifying risks and mitigation measures, before presenting on the topic to management.

## 2 Prioritising respect for human rights and workers’ rights in the value chain

We have a responsibility to protect human rights in our supply chain and project relations. We prioritise trading ethically, sourcing responsibly, and working to prevent modern slavery and human trafficking throughout our value chain.

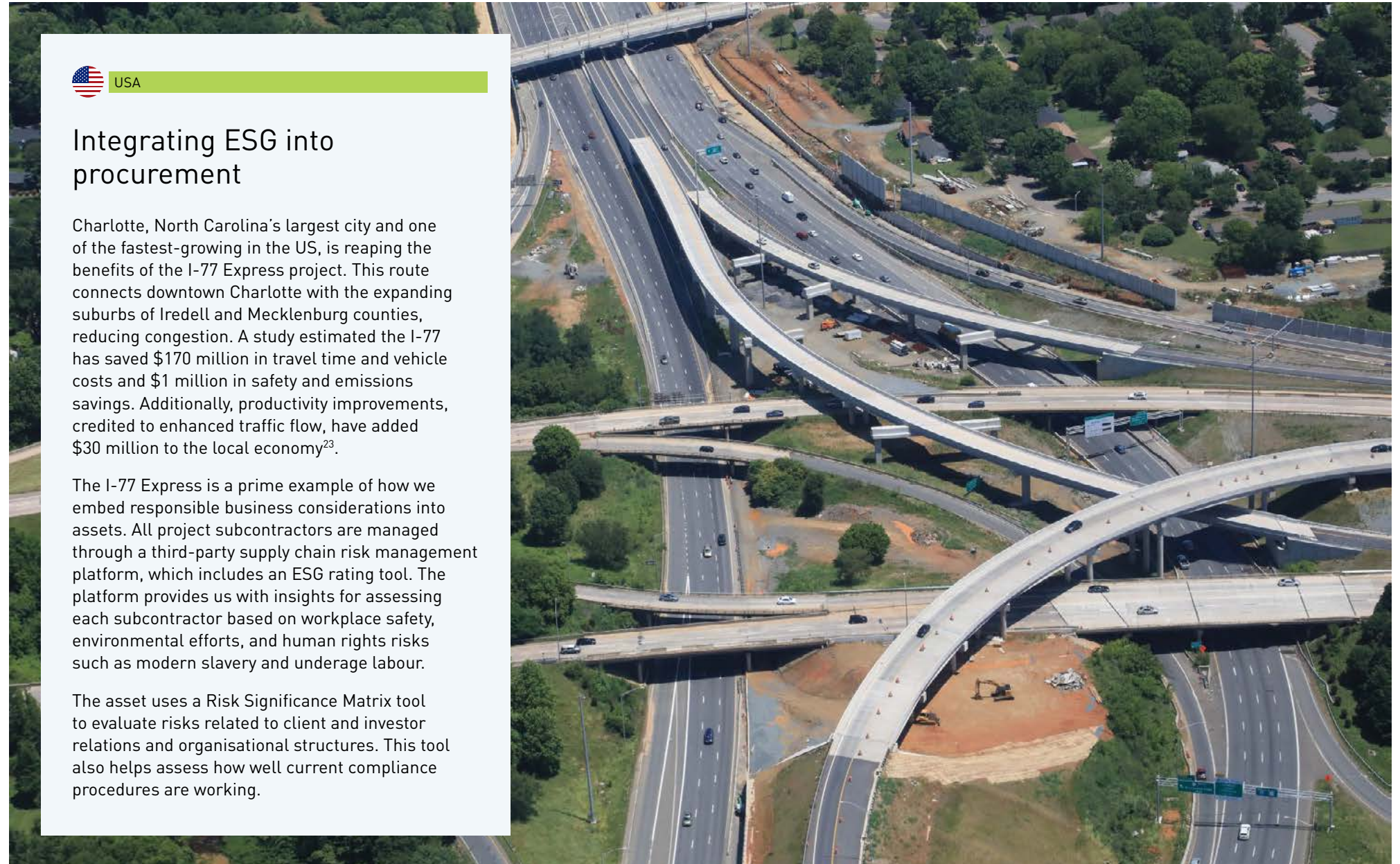
During 2023, 91 per cent of assets included an explicit commitment to human rights in policies and procedures, engraining a culture of respect throughout their operations.


### Our progress

During 2023, there were no instances of human rights breaches across the portfolio.

OUR HUMAN RIGHTS PERFORMANCE	2023	2022
Violations of UN Global Compact principles and OECD Guidelines for Multinational Enterprises	0	0
Processes and compliance mechanisms to monitor compliance with UN Global Compact principles and OECD Guidelines for Multinational Enterprises	74%	60%

23 [Charlotte Business Journal](#).




USA

### Integrating ESG into procurement

Charlotte, North Carolina’s largest city and one of the fastest-growing in the US, is reaping the benefits of the I-77 Express project. This route connects downtown Charlotte with the expanding suburbs of Iredell and Mecklenburg counties, reducing congestion. A study estimated the I-77 has saved \$170 million in travel time and vehicle costs and \$1 million in safety and emissions savings. Additionally, productivity improvements, credited to enhanced traffic flow, have added \$30 million to the local economy<sup>23</sup>.

The I-77 Express is a prime example of how we embed responsible business considerations into assets. All project subcontractors are managed through a third-party supply chain risk management platform, which includes an ESG rating tool. The platform provides us with insights for assessing each subcontractor based on workplace safety, environmental efforts, and human rights risks such as modern slavery and underage labour.

The asset uses a Risk Significance Matrix tool to evaluate risks related to client and investor relations and organisational structures. This tool also helps assess how well current compliance procedures are working.

### 3 Preventing and detecting corruption and bribery

As a responsible business, we have zero tolerance for bribery, corruption, and anti-competitive, discriminatory, or unethical behaviour. Across our portfolio, 97 per cent of assets have an Anti-Bribery and Corruption (ABC) Policy while 85 per cent have regular training on ABC matters.

#### Our progress

In 2023, there were no instances of bribery or corruption in our portfolio.

All asset Boards have oversight of the anti-corruption programme.

ABC PERFORMANCE	2023	2022
Percentage of assets with an ABC policy in place	97%	93%
Percentage of assets providing training on ABC	85%	79%
Number of bribery or corruption incidents	0	0

### Our sanctions and compliance risk management process

We must take appropriate steps to ensure those we deal with are reputable and legitimate. Where we engage partners, contractors, agents, suppliers, or advisers, we undertake due diligence through a third-party platform. The searches include:

- Regulatory risks;
- Sanctions;
- Anti-money laundering;
- Adverse news;
- Criminal activity; and
- High-risk activities.

When additional due diligence is required, a specialist advisor is retained to evaluate potential compliance and reputational risks. The scope of work reflects the risk level already identified and the nature of the engagement.



# Sustainability governance

Ultimate ESG performance responsibility sits with our Board, including considering sustainability-related risks and opportunities as part of our strategy and risk management.

The Board oversees sustainability-related target setting and monitors goal progress, including whether and how related performance metrics are included in remuneration policies.

## Management oversight

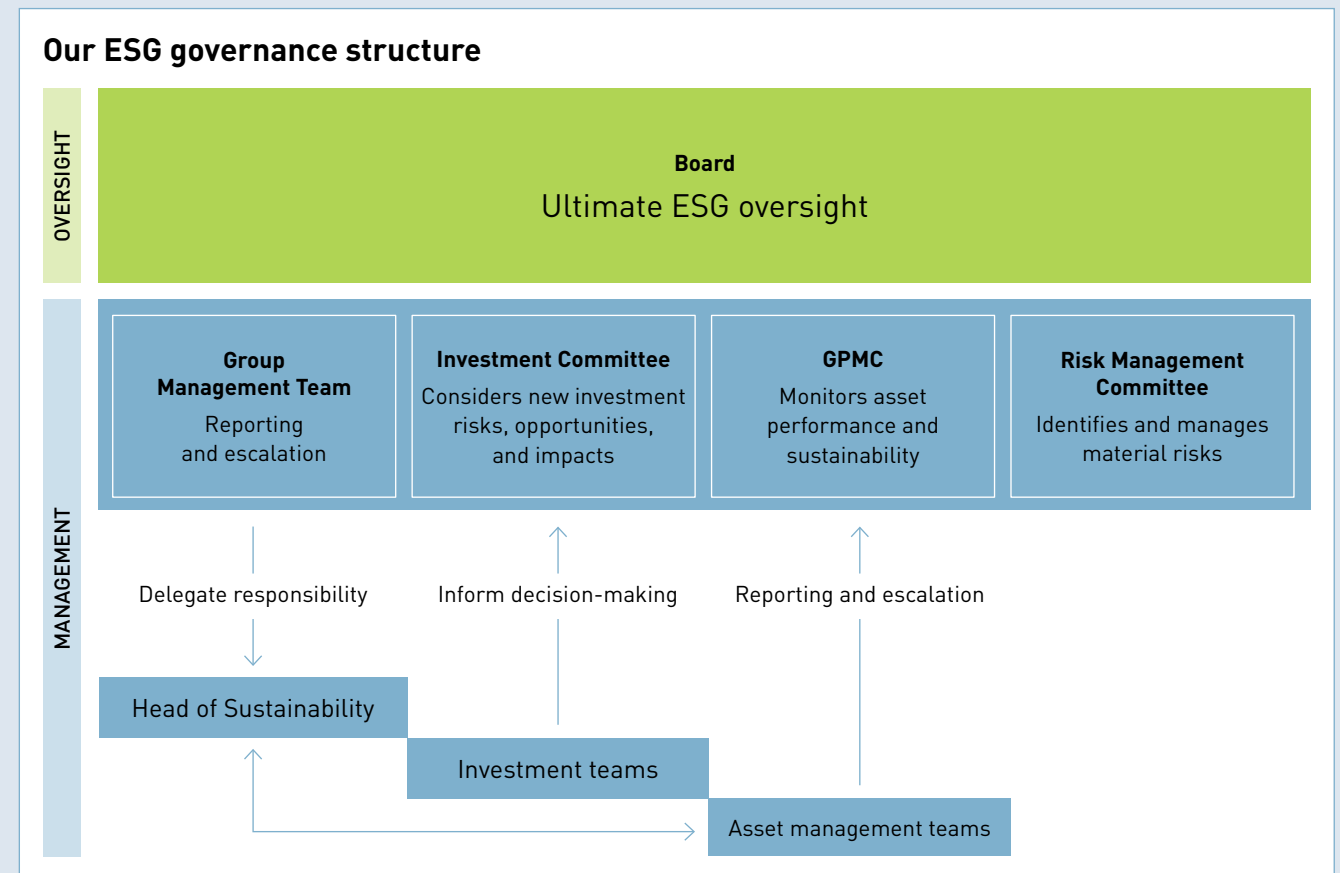
Our Group Management Team, including the CEO, CFO, COO, and Global Head of PPP, is responsible for company operations and implementation of our strategic objectives, risk strategy, and progress against goals and targets, including those on sustainability.

It may delegate or act through our Head of Sustainability, who provides updates and advice to committees such as:

- **Investment Committee;**
- **Global Portfolio Management Committee (GPMC);** and
- **Risk Management Committee.**

## Sustainability-linked compensation

To embed ESG deep into our company culture, we include sustainability-related objectives in company-wide goals that form part of management’s performance review and remuneration. These include objectives around the development of John Laing’s ESG incorporation approach and stewardship tools, the integration of ESG in investments, portfolio management, and the development of ESG action plans for our assets.



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