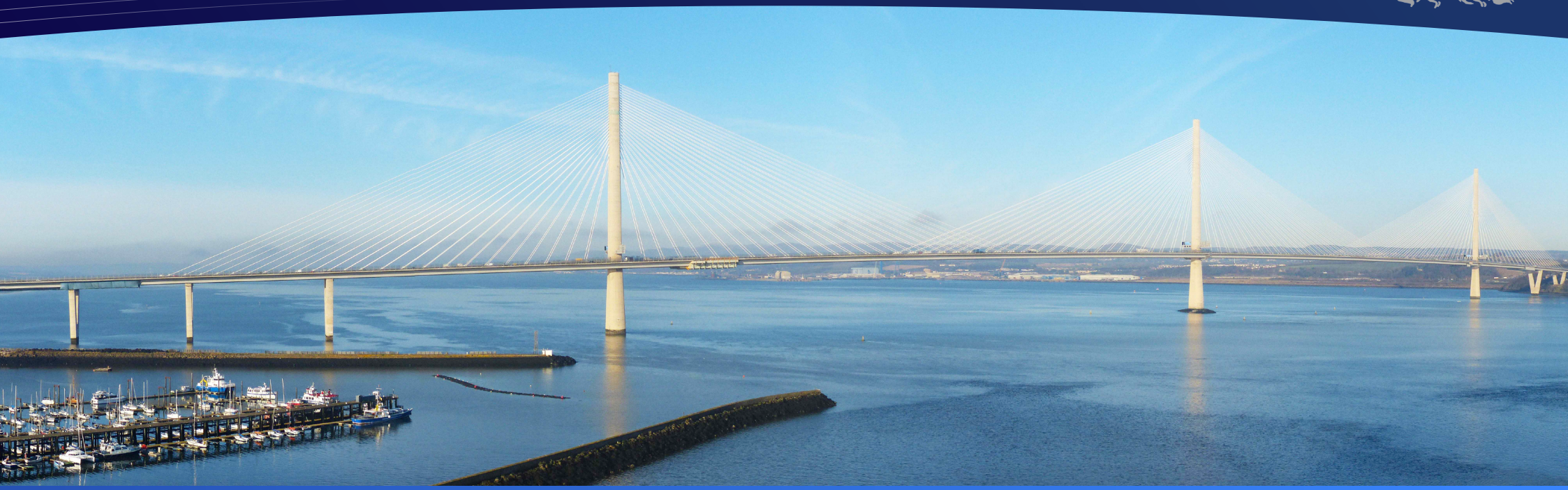


The Responsible Road Forward

NET ZERO STRATEGY (2021–45)









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A word from our Managing Director

Scotland has set ambitious and necessary targets on our journey to Net Zero, and with BEAR Scotland entrusted to ensure safe, resilient journeys on Scotland's trunk roads and bridges, we have a clear responsibility to lead by example. The network we care for is not only essential to the communities and economies it connects, but it is part of the environment we work within every day.

Our commitment to sustainability is therefore fundamental to how we operate, how we plan for the future, and how we contribute to Scotland's wider climate ambitions.

This Net Zero Strategy outlines our approach to aligning fully with Scottish Government targets while embedding sustainable practices across our organisation.

We recognise the urgent need to reduce emissions, adapt to the realities of climate change, and ensure that the assets under our care remain resilient for decades to come.

This strategy represents our pledge to continual improvement, innovation, and responsible stewardship. Together, we can help build a cleaner, more resilient transport network that supports Scotland's Net Zero future.



ANDY THOMPSON
MANAGING DIRECTOR
BEAR SCOTLAND







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Foreword

This Net Zero Strategy outlines BEAR Scotland's long-term approach to delivering responsible, resilient, and future-focused road network management from 2021 to 2045.

It responds to the environmental and operational challenges facing Scotland's transport infrastructure and sets out a clear framework for aligning our activities with national climate objectives and the United Nations Sustainable Development Goals.

The strategy is structured around **four overarching pillars:**

1. Acting for the climate
2. Delivering the Circular Economy
3. Protecting natural resources
4. Governance & Behaviour

Together, these pillars define the expectations, principles, and commitments that will guide BEAR Scotland's contribution to a low-carbon, resource-efficient, and environmentally responsible transport system in Scotland. Acting for the Climate reflects the need to reduce greenhouse gas emissions across our operations while strengthening resilience to ensure that our infrastructure is equipped to withstand the more extreme weather we are now experiencing.

Delivering a circular economy will be central to this transition. We will prioritise resource efficiency, embrace reused and recycled materials, and work with our supply chain partners to identify innovative products and technologies that reduce waste and lower carbon impacts. Sustainable procurement and ethical sourcing are no longer optional but are fundamental to driving positive change throughout our industry.

Protecting natural resources is integral to our environmental responsibility. As we maintain and improve Scotland's roads, we must do so in a way that safeguards biodiversity, minimises pollution, and enhances the landscapes and habitats that surround our network. This underpins our responsibility to support the long-term health of Scotland's natural assets.

None of this can be achieved in isolation. Collaboration with our supply chain, engaging with our stakeholders, and open communication with the communities we serve will shape how effectively we deliver on our commitments. Education and awareness across our workforce, in turn supported by strong governance and positive behavioural change, will ensure that sustainability becomes embedded across our business.

By bringing these priorities together, the BEAR Scotland Net Zero Strategy 2021–2045 sets the direction for how we will operate, invest, and collaborate over the next two decades, ensuring that sustainability is embedded in every aspect of our work and that the road network is managed in a way that supports Scotland's environmental, social, and economic ambitions.

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Definition of concepts

"Net Zero"

Balancing out emissions produced with emissions removed from the atmosphere. This means that the total emissions released are equal to the total emissions taken out.

Measures to **lower** emissions + Measures to **remove** emissions = **Net Zero**

"Scope Emissions"

Scope 1: Direct emissions from owned or controlled sources by the company.

Scope 2: Indirect emissions from the generation of purchased energy, such as electricity, steam, heating and cooling consumed by the company.

Scope 3: Indirect emissions that occur in the value chain of the company, including both upstream and downstream emissions, which are not owned or controlled by the company.

"Embodied Carbon"

Embodied carbon refers to the total greenhouse gas emissions associated with the production, transportation, installation, maintenance and disposal of materials.

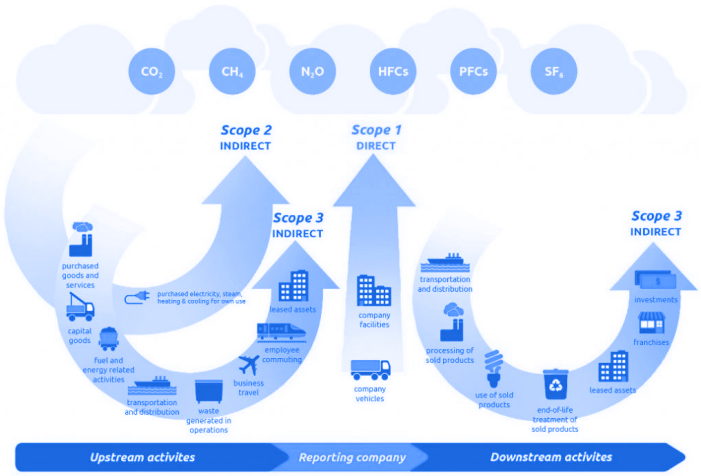


Figure 1: Scopes and emissions across the value chain

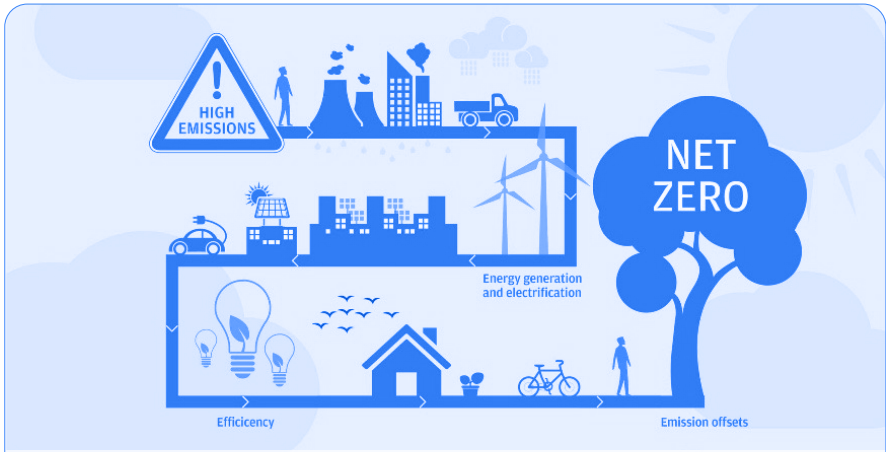


Figure 2: Concept of Net Zero

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4 Pillars

4 Pillars

There are **four priority areas** in our strategy:



Each of these priority areas have their own ambitions and objectives. We believe these areas will have the most meaningful impact on our footprint and allowing us to make a significant step forward on our journey to Net Zero.

We are committed to adopting new ways of working to ensure we adapt to the climate crisis and transition to a more sustainable world. We strive to become a leader by delivering sustainable and Net Zero solutions on our networks and depots, offering innovative solutions to our clients and supporting our communities in the areas we work in.

Collaborative working with our staff, clients, partners and communities is something we will do and promote across all areas of the business so that we take the responsible road forward together and make a lasting difference in each of our key areas.

Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are the world's best plan to deliver a better future for all by 2030.

The SDGs are integrated in that they recognise that action in one area will create successful outcomes in others, and that development must balance social, economic and environmental sustainability.

Alignment with the SDG in this strategy will demonstrate commitment to addressing global challenges and help provide best practice to support our ambitions.
Allowing us to think about the way we work and the service we provide. Through this we can act for the climate, deliver a circular economy, protect natural resources and make better informed decisions for the environment.

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How the strategy contributes to sustainable practice

1 Acting for the climate

Why are we doing this?

It is clear that human activities have lead to an increase in global temperatures. Research has shown that the average temperature of Earth's surface has risen by about 1.42°C since the pre-industrial period. Each of the last three decades have been hotter than the previous and the last 10 years were the warmest on record. Scotland's climate is changing faster than expected. With the impact of rainfall, hotter temperatures, flooding and extreme weather events set to increase over the next decade we will need to adapt and change the way we maintain and manage our networks and depots.

The Intergovernmental Panel on Climate Change (IPCC) makes the threat of climate change clear, with the aim to limit global temperatures below 1.5°C in line with the 2015 Paris Agreement, delivering lasting action towards a resilient Net Zero future. The Scottish Government set a target to reduce all greenhouse gas emissions to Net Zero by 2045. Our approach is to ensure we align to the target set by the Scottish Government.

Environmental ambitions

- Net Zero **Fleet & Plant**
- Net Zero **Depots**

Where will we focus our efforts?

Carbon reduction

Reducing our emissions across our scope 1, 2, and 3 activities, implementing energy efficiency solutions across our offices, depots and networks, ensure we are in alignment with Carbon Neutral standards and explore options for renewable energy installation.

Pollution prevention

Responsibly using resources that reduces environmental impacts and ensure our operational staff are trained to respond to environmental incidents.

Fleet and plant

Roll out the transition to HVO fuel, monitor sustainable use of vehicles, implement trials of low carbon alternatives and utilise when suitable technology becomes available, and the promotion of active travel options.

Depots and assets

Implement and upgrade energy efficiency measures across our offices and depots, explore options for renewable energy installation and consider the use of offsets.

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How the strategy contributes to sustainable practice

2 Delivering the Circular Economy

Why are we doing this?

Everything we do in our daily lives has an impact on our planet. 80% of Scotland's carbon footprint comes from consumption. As a society we must strive to reduce the amount of waste material being produced by minimising the amount of single use items and ensuring that waste is recycled to prolong its useful life.

By reducing waste and maximising the value of our resources, we can create a business network that is part of the climate solution. Delivering a circular approach to waste management will help us reduce, reuse and recycle. We want to change how we think about waste and mitigate a single use approach.



Environmental ambitions

Zero to ***landfill***

Where will we focus our efforts?

Improving resource efficiency

Ensure our waste management supply chain fully aligns with a circular economy approach and minimise embodied carbon in our products and services.

Maximising the use of recycled materials

Shifting away from using finite materials to recyclable and incorporating this into the design of schemes and the network. Increase the recycling of asphalt in situ and ex situ and continue to carry out filter stone recycling across our networks.

Zero to landfill

Aim to divert all our waste away from landfill in accordance with the waste hierarchy, and working with our supply chain on effective waste disposal and education.

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How the strategy contributes to sustainable practice

3 Protecting Natural Resources

Why are we doing this?

Our landscape and natural environment is one of our greatest national assets, contributing hugely to our economy and society. We are facing nature loss on a catastrophic scale. Globally, one million species are threatened with extinction, with the UK alone set to lose one in six species from our shores. Climate change also presents a fundamental threat to people, impacting the way we live and the availability of resources. Furthermore, the built environment negatively impacts the supply of resources and materials, which highlights the importance of embedding this into Sustainability and Net Zero strategies.

Action is needed to protect our natural resources, as the impacts of climate change will lead to detrimental consequences. We will ensure our contracts protect and respect the natural and built environment, responsible site management is delivered across the whole business, sustainability is embedded into planning, design and construction and that we source and use the most natural and low impact materials.

Environmental ambitions

- *Preventing **pollution***
- *Protecting the **local environment***
- *Enhancing the **natural environment***

Where will we focus our efforts?

Minimising water consumption

Monitoring our consumption and reduce.

Protecting Biodiversity

Engagement with our communities and agencies to protect the local biodiversity on our networks. Preventing environmental incidents and ensuring our teams and supply chain are competent on pollution response.

Responsible use and sourcing of materials

Procuring materials using responsible suppliers.

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4 Governance & Behaviour

Why are we doing this?

Delivering and achieving our Sustainability and Net Zero ambitions can not be done on our own.

We need a collaborative approach across our whole business, and we need to build sustainability into our wider governance structure and business practices.

Increasing awareness and education will be a key part of delivering our strategy. Incentivising and empowering the workforce will encourage better behaviours across all levels of the business.

The journey towards a better future should involve everyone, and we would like everyone to play an active part in developing their knowledge and understanding of the challenge and how to apply best practice.

Environmental ambitions

*Empowering our teams to deliver **positive environmental impacts.***

Where will we focus our efforts?

Training & Development

Delivering training to all employees through a combination of in person and online training to support the delivery of our actions and objectives.

Sustainable Procurement

Working with our supply chain to ensure materials and products are sourced in the most sustainable way.

Leadership

Inclusion of sustainability and Net Zero in business meetings and visible sustainability reporting.

Collaboration

Working with our teams, contractors, suppliers and partners to collaboratively work on solutions to achieve goals and actions together.

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Vision and Values

EXCELLENCE



We will surpass ***industry benchmarks*** *by excelling in* ***health and safety***, ***environmental sustainability***, ***learning & development***, *and* ***stakeholder relations***

COLLABORATION



We will foster a ***collaborative approach*** *which encourages* ***dialogue***, ***freedom***, ***flexibility***, *and* ***autonomy***, *creating a culture of* ***shared success***

INNOVATION



We will challenge the way we work by instilling a culture of ***innovation***, ***knowledge sharing*** *and support of* ***developmental behaviour***

INTEGRITY



We will ***value*** *and* ***respect*** *our work colleagues and business partners*

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Sustainability and Net Zero objectives

4 Pillars

1 Acting for the climate

2 Delivering the Circular Economy

3 Protecting Natural Resources

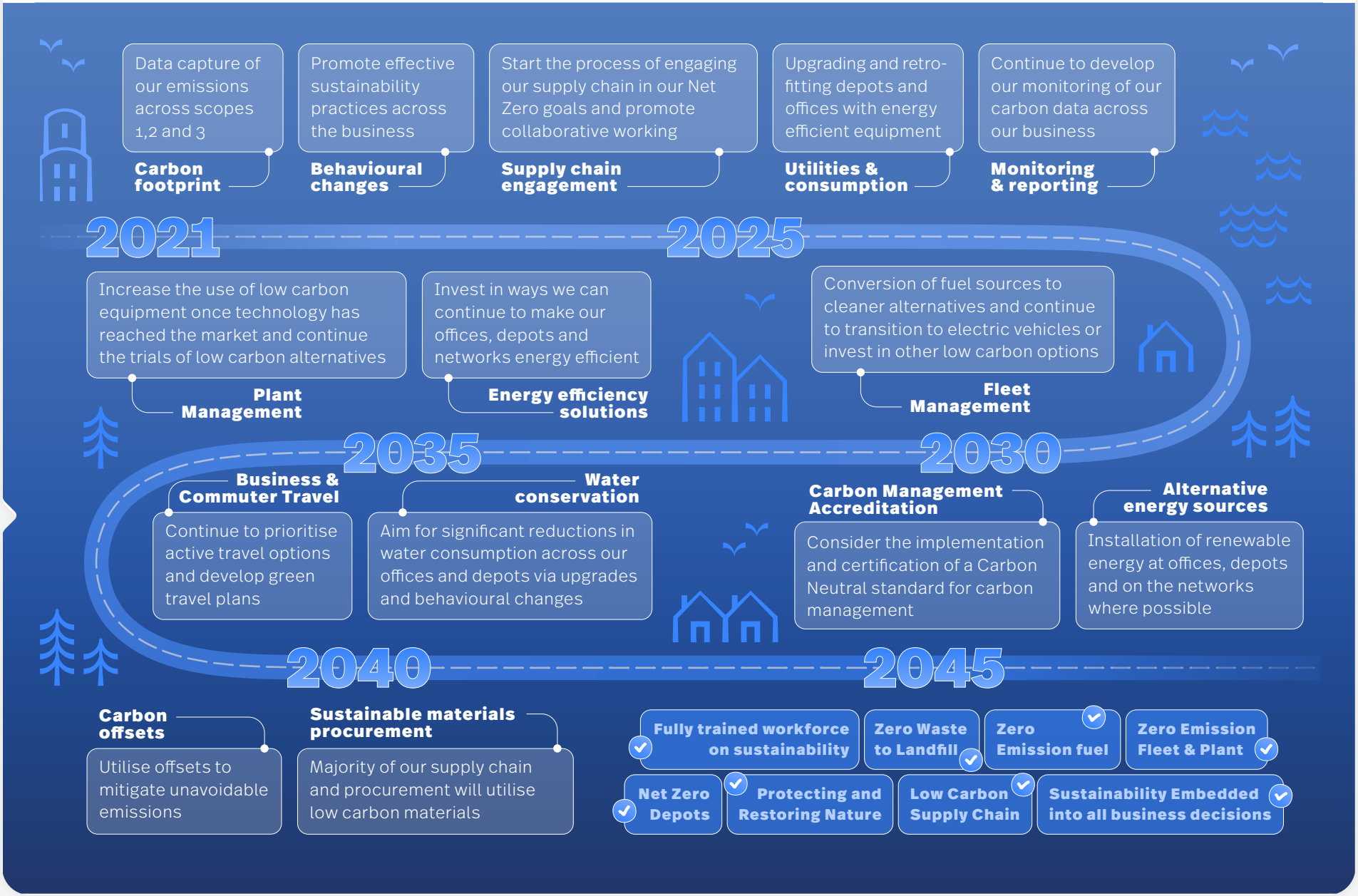
4 Governance & Behaviour

Net Zero objectives

- Net Zero Depots
- Zero Emission Plant & Fleet
- Zero Emission Fuel
- Zero to Landfill
- Low Carbon Supply Chain
- Low Carbon Material Procurement
- Protecting and Restoring Nature
- Fully competent workforce on sustainability
- Sustainability embedded into all business decisions

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Roadmap to Zero



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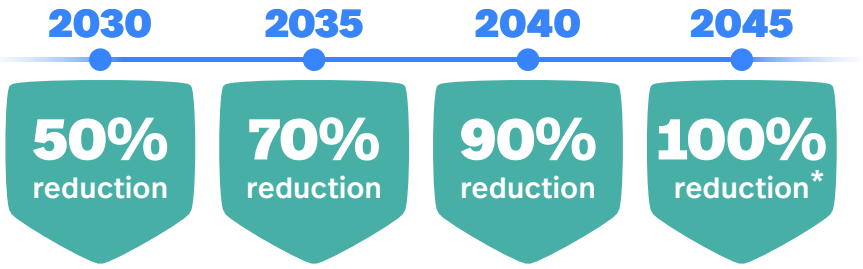
Measuring our progress

By 2045, we want to see emissions significantly reduced to the point where we will start considering the use of offsets to mitigate our hard to eliminate emissions that we cannot otherwise do by other means.

Reducing our emissions will allow us to make a crucial step forward in decarbonising our operations, minimising environmental risk, improving employee health and well-being and increased organisational resilience.

*This requires us to **continually improve** how we do things at BEAR.*

While we have been tracking our emissions for some time, the development in technology, data collection and use of metrics offer scope to develop a more comprehensive overview of our environmental performance.



*with offsets

Over the next period and the years to come we will continue to work collaboratively with our teams, stakeholders and shareholders to advance ideas and plans to ensure we continue to make progress and meet our targets.

We currently track and record our carbon emissions and our online platform Work Wallet is utilised for environmental compliance reporting across our business.

We will continue to look at other ways we can improve our reporting and recording methods to ensure we capture all data as accurately as possible.



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Decarbonisation pathway

Carbon footprint

Our carbon footprint is made up of various sources of emissions, categorised in scope 1, 2 and 3.

We have worked to develop a comprehensive inventory of our emissions. Figure 3 summarises these emissions and breaks down our emissions per source. Our baseline reflects our 2021 emission levels and sits as our baseline year.

We will aim to see gradual reductions in our emissions overthe years to come which will allow us to transition to Net Zero sensibly with positive results.

Our reductions will reflect the availability and readiness of technology on the market and availability of low carbon materials that can be utilised within our operations.

Fuel usage in our fleet and plant is the biggest contributor of our baseline emissions and we will expect significant reductions to be made as and when the technology and infrastructure advances and becomes available to allow us to deliver change.

We will expect further improvements in other areas such as gas and electricity and will continue to explore ways that will reduce emissions from this.

Our Carbon Baseline

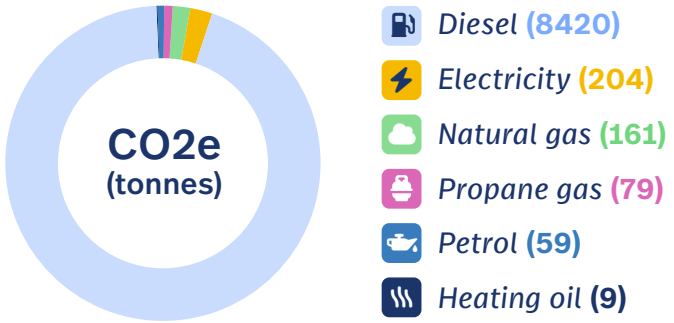


Figure 3: 2021 Emission Sources

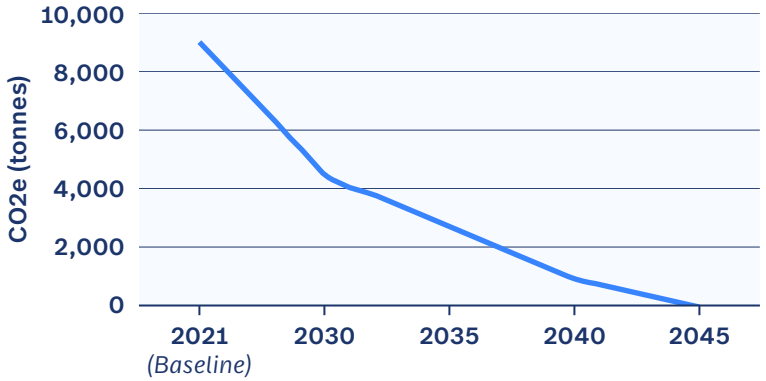


Figure 4: Projected Pathway to Net Zero

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Governance and Assurance

Governance is essential to create shared value, meeting our environmental and social commitments, helping us to fulfil our due diligence and reporting obligations.

Our Net Zero strategy is key to our decision making to ensure we meet our aim of long-term, sustainable value creation and our commitment and passion to act comes from leadership and our employees. It is our vision to empower our entire workforce to ensure we deliver positive changes across the networks and places we operate.

To achieve this, we need:

1. *Clear & committed leadership*
2. *A people-centred approach*
3. *Public support*
4. *Transparency*





These are our **four main drivers** to help us deliver a robust and achievable strategy with the objectives set out within this.

Credible assurance will also support us in helping reach our targets on time and within budget. Net Zero is a long-term commitment, and success also depends on what happens in the short to medium term, this includes the data we disclose and the actions we take. Assurance in our Net Zero journey is crucial to make our sustainability strategy is reliable and achievable, ensuring that information is accurate, we adhere to mandatory disclosure requirements, build trust with key stakeholders and prepare for future requirements.

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What we have achieved so far

We have already made progress on **reducing our emissions** and implementing **sustainability initiatives...**

- Offering cycle to work scheme benefits & flexible working to reduce emissions and promote active travel
- Increased the volume of company electric vehicles
- Rainwater harvesting system installed at Bonnyrigg, Burghmuir & Eyemouth depots which collects water from salt barn roofs to provide a steady and readily available water supply for brine production.
- Utilising Warm Mix Asphalt (WMA) usage across all contracts.
- Lighting upgrades at our depots from fluorescent to LED saving energy and carbon emissions
- Monitoring driver behaviour & fuel consumption
- Improving material usage by carrying out ex-situ cold recycling process. This allows us to recycle tar bound arisings which would traditionally have been sent to landfill
- Replacement of the lights that illuminate the Queensferry Crossing towers delivering energy savings of 80%
- Using the Simon Moos Dewatering System for recycling Gully Waste
- Electric landscaping machinery were successfully trialled on the A92DBFO
- Filter stone recycling involves in-situ recycling of existing materials used in roadside filter drains
- Refurbishment of Perth depot with energy efficient materials


BEAR
SCOTLAND