

SUSTAINABILITY REPORT 2019



▶▶ CHEVRON ▶▶

Introduction

Creating a Sustainable Business

Creating Sustainable Communities

Creating Sustainable Relationships

Creating a Sustainable Future

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OUR BUSINESS

Specialising in the provision of temporary traffic management in accordance with NHSS 12A, B, C & D, we manage all levels of contract, providing unrivalled support from the consultation and design phase, right through to work completion and sign-off. >>>

With an award winning team and utilising the latest innovations and methods of best practice, we drive for **excellence** in everything we do, placing **safety, collaboration** and **sustainability** at the heart of our success.

66 Since being founded in 1997, Chevron has grown to become the largest independent traffic management company operating throughout England and Wales. **99**

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GROWTH IN 2019

Financial year 2019 saw us record strong results as we achieved sustained growth across all areas of the business. ➤➤

Our number of depots **increased** from 10 to **23**, including the addition of new sites in Exeter, Newcastle and Warrington, while our employee number swelled to in excess of **1000** and our fleet grew to **750+** vehicles.

A series of strategic acquisitions saw us taking on Traffic Management Services Ltd based in Retford, Sun Traffic Ltd and A Cones Ltd, which has **further bolstered our capabilities** in both low and high speed traffic management. Also acquired during that time was Arborforce, which is our soft estates division. This was followed by the acquisition of R&W Traffic Management in December 2019.

We also **successfully launched** a profitable new division, Professional services division, dedicated to providing traffic management related professional services to the construction industry.

HIGHLIGHTS



£70.3 million turnover



23 depots



1000+ employees



750 vehicles in operation



7 million man hours worked without a RIDDOR accident

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A WORD FROM OUR CHIEF EXECUTIVE OFFICER

The construction industry is a major contributor to the success of the UK economy and the role we play at Chevron in supporting the efficient and safe completion of infrastructure projects, is something we're very proud of. >>>

As the largest independent traffic management company operating throughout England and Wales, we recognise we have a responsibility to lead the way in terms of **sustainability, safety and innovation.**

No one could have predicted the impact that COVID19 would have on the world, and as a result 2020 has been one of the most **challenging and uncertain periods** the UK has faced this century.»



66 But the unique issues we have faced in recent months have not distracted us from our goal to drive positive, long-term change within the organisation. **99**

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A WORD FROM OUR CHIEF EXECUTIVE OFFICER

For example, our teams have been out supporting local authorities with the **cleaning and sanitisation** of public areas, as well as the supply of signage and marshals to enforce social distancing in locations such as recycling centres.

Today, the world faces many environmental and social challenges and awareness of the impact we are having, both as an organisation and as individuals, has never been more important.

We all have a part to play in accelerating the transition to a **lower carbon future**, which is why, at Chevron, we are committed to building **sustainable** working practices for the benefit of generations to come.

We have never been afraid to set ambitious goals and to continually challenge ourselves to be better, aiming to exceed the high expectations of employees, customers and stakeholders alike.

In this, our first sustainability report, we outline the journey we are taking towards a more sustainable future.

Tim Cockayne
Chief Executive Officer

“ We all have a part to play in accelerating the transition to a lower carbon future ”

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SUSTAINABILITY OUR JOURNEY SO FAR

Contributed to UN goals



2015-17

- » Developed an Integrated Management System
- » Became the **first** traffic management business to achieve BS11000 Collaborative Working
- » RoSPA **Gold Medal** achieved for fifth consecutive year
- » Attained ISO14001 Environmental Management
- » Transitioned from BS11000 to ISO44001 Collaborative Working within 2 months of publication



- » Developed our 3 Year Sustainability Strategy
- » Launched our **Mental Health & Wellbeing Strategy** with the first Mental Health First Aiders trained within the business shortly after
- » **Achieved** Accident Frequency Rate of Zero after over 3.2 million man hours worked
- » **Achieved** LCS (Lean Competency System) accreditation for our 'Keep it Simple' programme
- » Completed transition from OHSAS18001 to ISO45001 within months of publication
- » Commenced Social Value Measures on key contracts

2018

2019

- » Rainwater Harvesting Project achieves **20% reduction** in water usage and cost
- » Began upgrading our fleet to **electric** vehicles
- » Became the **first** TM business to achieve ISO50001 Energy Management standard
- » **Highly commended** at the Mates in Mind Impact Awards in recognition of our approach to mental health and wellbeing
- » 7 million man hours worked across the Group **without a RIDDOR accident**



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CREATING A SUSTAINABLE BUSINESS

Effective risk and opportunity management in relation to the financial, social, and environmental aspects of our business, is something we believe is crucial for the ongoing success of Chevron. >>>



CREATING A SUSTAINABLE BUSINESS

From bolstering our financial stability and profitability, to motivating and engaging our workforce, we see this as vital to building a strong, ethical and responsible organisation.

In creating a sustainable business, we are committing to providing both a **safe and healthy** working environment for our people, and to operating in a way that limits our impact on the world around us.

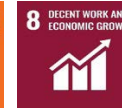


Our people

Mental Health

- » We've invested in training **25 mental health first aiders** and **3 mental health champions**
- » **Mental health** is now included in our monthly depot meetings, to **raise awareness** and encourage staff to talk openly about these issues
- » **Highly commended** by judges at the Mates in Mind Impact Awards
- » We actively support the Talk More Campaign, highlighting the importance of raising awareness for **mental health** within the traffic management industry

Contributed to UN goals / Awards **achieved**



7 million

man hours worked without a RIDDOR accident



Achieved our

8th consecutive

RoSPA Gold Award

Safety

- » LTIFR (Lost Time Incident Frequency Rate) **reduced** from 18 in 2014 to 0 in 2019
- » **Awarded** an International Safety Award with Distinction from the British Safety Council
- » In partnership with Highway Resource Solutions (HRS), we deliver the latest digital **work zone safety solutions** for road and rail infrastructure projects
- » Invested in **best practice** Intellicone Smart Closure System, which instantly warns workforce of vehicle incursion using PSAs.
- » Implemented **real-time monitoring** across all sites using Geozones

CREATING A SUSTAINABLE BUSINESS



Environment

Standards

- » **Accredited** to ISO50001 and ISO14001 for environmental management
- » FORS (Fleet Operator Recognition Scheme) Toolbox Talks used to promote fuel efficient driving
- » Our potential impact on biodiversity is constantly monitored to ensure the **safety** of protected species and wildlife

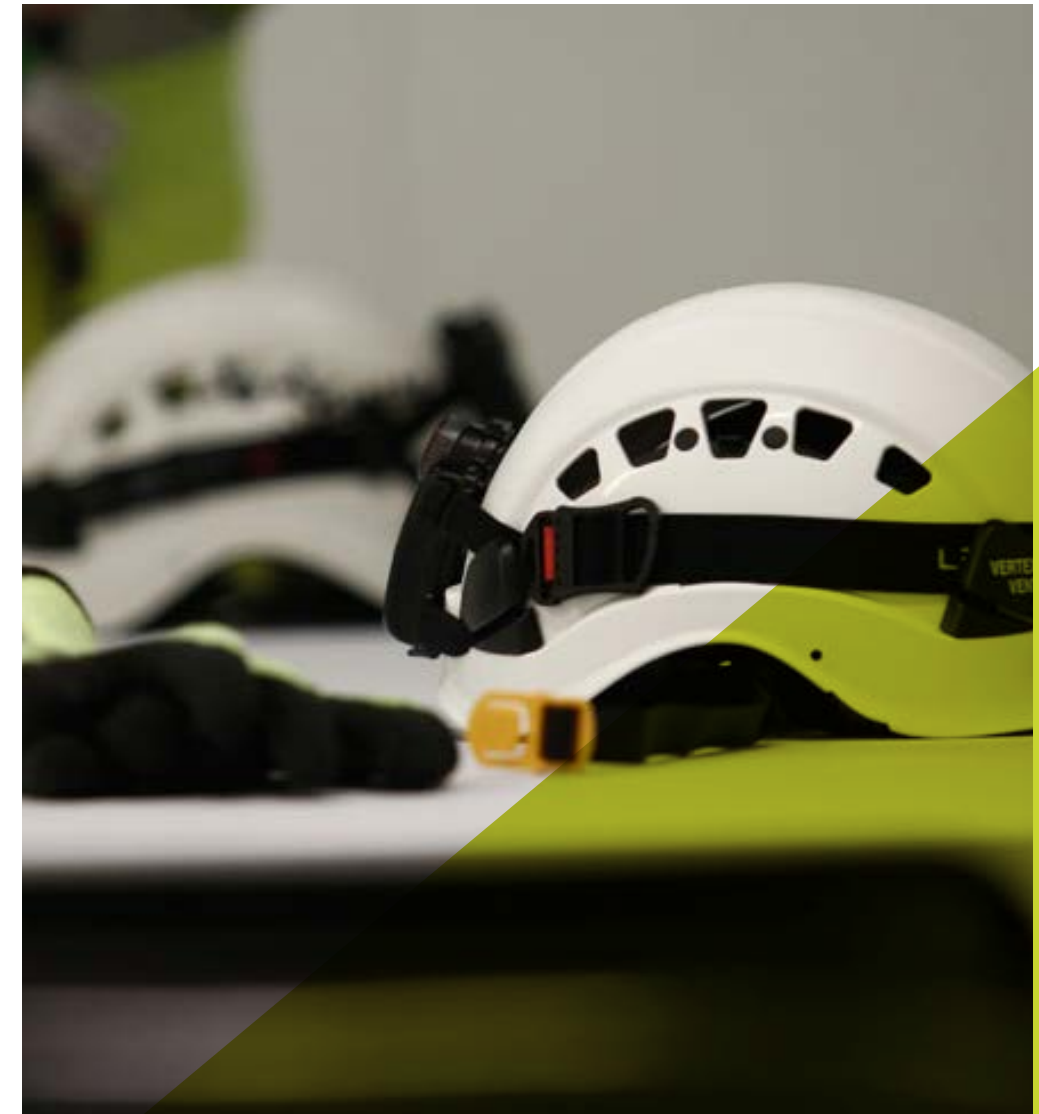
Impact

- » We are investing in solar panels to generate clean renewable energy for our depots
- » The carbon footprint of our employees has **reduced** by more than **16%**
- » Energy consumption per employee has **reduced** by more than **13%**
- » Fuel consumption per employee has **reduced** by **14%**
- » Currently working towards Zero Waste to Landfill certification



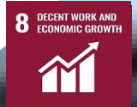
43% of our electricity comes from renewable sources

Contributed to UN goals / Awards **achieved**



CREATING A SUSTAINABLE BUSINESS

Contributed to UN goals / Awards **achieved**



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Business development

Our fleet

- » We continually invest in **developing** our fleet and drivers
- » We have **developed** a driver's induction e-learning course
- » FORS (Fleet Operator Recognition Scheme) **accredited** Bronze members, demonstrating our commitment to providing quality fleet operations
- » Our IMS is built to meet ISO39001 Road Traffic Safety, ensuring that we are looking after road users as well as our own employees

Service delivery

- » Our ERP ensures that only operatives with **sufficient** training are deployed to work in areas appropriate to their training records
- » We are fully compliant with all GDPR requirements and have **developed** an e-learning module focused on the regulation
- » Our IMS meets ISO22301 Business Continuity Standard
- » Currently working towards ISO27001 Information Security

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CREATING SUSTAINABLE COMMUNITIES

Chevron is a people-centred organisation and at our heart sits a commitment to building and nurturing sustainable communities. »»



CREATING SUSTAINABLE COMMUNITIES

Contributed to UN goals / Awards **achieved**



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As an employer, we actively champion fairness, inclusion and respect, understanding that a diverse workforce enhances our performance, productivity and innovation, while providing a significant competitive advantage.

We also take great **pride** in supporting the local communities in which we live and operate, providing employment, stimulating economic activity and building our business on principles of excellence and best practice.



Our people

Diversity and inclusion

- » Since 2018, our number of **female** operatives has **tripled** and across the business as a **whole** there has been a **28% increase** in female employees
- » We actively work to **recruit ex-armed forces personnel**, who bring immediate transferable and technical skills and considerable unrivalled experience from high pressure situations to the highways sector



- » We engage with ex-offenders to provide them with **training** and the **potential** to enjoy a long-term career. Such routes to employment are vital, as statistics from the Ministry of Justice show that the re-offending rate is **significantly lower** for ex-offenders who enter employment compared with those who do not
- » Our Head of HR is a FIR (Fairness, Inclusion and Respect) Ambassador
- » We have **developed e-learning** modules on corporate governance and fairness, inclusion and respect, to further foster an **inclusive** workplace environment



CREATING SUSTAINABLE COMMUNITIES

Contributed to UN goals / Awards achieved



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Creating a Sustainable Business

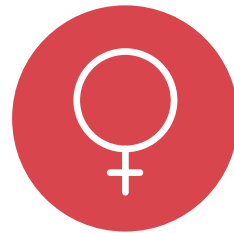
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Recruitment

- » We strive to attract, retain and **develop** the **best** people
- » We are committed to **employing locally** based team members and regularly attend regional careers events to attract **new talent**
- » Following a successful **award-winning** collaboration with Chance 2013 Ltd, we have continued to build on our work with ex-offenders, through a **new partnership** with Novus
- » We were **awarded the Taylor Woodrow Fairness, Inclusion and Respect Award 2018** for our success in identifying capacity/skills gaps and then using employment and **development** solutions to deliver a skilled, sustainable and diverse workforce



28% increase in female employees across the business



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CREATING SUSTAINABLE COMMUNITIES

Training & mentoring

- » We actively **invest** in our people through our LANTRA training and mentoring programmes, with an annual spend of **£350,000** per annum
- » ClearTrack Performance Coaching – Leadership programme set over **24 months**
- » Through our Foreman Mentor Programme, we have introduced **16 newly appointed mentors** across the business
- » We are partnering with the **Supply Chain Sustainability School** to promote opportunities for upskilling among the work force

Promoting in-house skills & innovation

Developing the skills of our team members and encouraging **innovative thinking**, is one way we are strengthening our business for the future.

At the heart of this lies our **Keep It Simple Lean Improvement programme**, which – in an industry first – was successfully **accredited** to the Lean Competency System framework. The programme now forms a **vital part** of our business and ensures we protect existing value by reducing risk, but also creating value through operational efficiency.

Contributed to UN goals / Awards **achieved**



SUPPLY CHAIN SUSTAINABILITY
SCHOL



CREATING SUSTAINABLE COMMUNITIES



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Charitable links

- » Giving back to the local **community** is very important to us. Our nominated charity is the **Rainbow Trust**, which **supports** the families of seriously ill children
- » We were proud to work with the **Royal British Legion** on Remembrance Day parades and services held in more than 25 locations across the UK. As part of this partnership, we **developed** bespoke **donation signs**, based on our **Smart Intercom Signs**, with **branding**, information and a **QR code** that directed users straight to a donation page when scanned
- » Our Leeds, Finedon, Manchester and Stafford depots collected hundreds of **tins, packets** and **other food donations** for the **Trussell Trust**, which provides emergency food and support to people locked in poverty.



CREATING SUSTAINABLE COMMUNITIES

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Driving best practice

Communication

- » We have monthly depot meetings with our employees, which cover the **key issues** that affect them, including the business as a **whole, workloads, health and safety** and **mental health**
- » Our **Health and Safety** representative committee are consulted on any changes to the business that may affect **health and safety**
- » **Technology** has been deployed to **enhance** customer satisfaction and aid those operatives in the field who are in regular contact with the general public
- » **Social Value KPIs** are agreed on all key contracts

Procurement

- » We ensure our products and services comply with all new and **existing legislation**
- » **Increased due diligence** processes have been brought in for new and existing members of our supply chain to **mitigate the risk** of potential Human Rights abuses
- » We have signed up to the **Gang Masters** and **Labour Abuse** Authority Construction Protocol

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CREATING SUSTAINABLE RELATIONSHIPS

Forging sustainable relationships with our team members, our customers and our supply chain, is something we are very passionate about. »»



CREATING SUSTAINABLE RELATIONSHIPS



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Collaborative working has been part of Chevron's DNA since the company first began trading, more than 20 years ago. We work hard to build long-lasting and mutually beneficial relationships that are based on the values of trust, respect, fairness and integrity.

Further demonstrating our commitment in this area, we continue to **lead the way** when it comes to **quality standards, systems and processes** that support and strengthen what we do and how we do it.



Our customers

Awards

- » Named **winner** of the **CIHT Collaboration Award 2019**, which recognises those that have shown dedication to working in **collaboration** with other teams, organisations and/or sectors to deliver real solutions.
- » Chevron and the EMAD team scored a **double win** at the Highways Magazine Awards. The team were out on force to celebrate alongside fellow members of the EMAD community after scooping the **Highways Partnership and Judges Special Merit Awards**.
- » Chief operating officer **Matt Morphet** was **awarded** the **Balfour Beatty Highways Joint Venture Partner Award**, in recognition of his fresh ideas and work with other partners to deliver the best solutions for all.

CREATING SUSTAINABLE RELATIONSHIPS

Contributed to UN goals / Awards achieved



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Our supply chain

Standards

- » One of the first UK companies to be **awarded** the new International Standard ISO44001 for collaborative working relationships and as such we continue to **develop** strong relationships with members of our supply chain
- » Our ERP ensures that only operatives in our supply chain with **sufficient** training are deployed to work in areas appropriate to their training records



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CREATING A SUSTAINABLE FUTURE

At Chevron, we have a long history in supporting the construction industry to deliver infrastructure projects both safely and efficiently. In the past decade, the industry has evolved significantly and as the UK transitions towards a low carbon economy, this transformation is accelerating yet further. »»



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▶ **Creating a Sustainable Future**

CREATING A SUSTAINABLE FUTURE

Operating at the forefront of our sector, we believe we have a responsibility to lead and inspire - not just with what we do, but how we do it. Addressing the economic, environmental and social impacts of our business and being transparent about the challenges and opportunities we face, is a vital first step.

Alongside the many ways we are investing in building a **sustainable** business, communities and relationships, here are some **additional actions** we have taken towards our vision of a sustainable future.



A future to be proud of

Chevron has taken pride in our ability to drive innovation in processes and health & safety within our sector, using the latest digital technology from our partner HRS we're trialling the Enhanced Mobile Carriageway Closure (EMCC) technique which could lead to a significant step change in safety and automation in our sector.

Investing in industry-leading technology

We have invested in the **development** and use of **technology** and automation that can help deliver an **enhanced service** to those coming into contact with our layouts. Our interactive Smart Closure system enables clients to provide either pre-recorded messages or two-way contact with the site team at key works interfaces.

We also continue to invest in **cutting-edge** safety **technology**, to further **enhance** the safety of our team members on site.

Contributed to UN goals / Awards **achieved**



Our use of innovative smart signage saw us named a winner in the Innovation and Technology category at the Balfour Beatty supply chain awards.



CREATING A SUSTAINABLE FUTURE

Contributed to UN goals / Awards **achieved**



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Improving our environmental impact

We are committed to **conserving natural resources** and limiting our impact on the world around us. In 2018, we set 3-year targets based on our sustainability strategy and we're pleased to report we have exceeded our goals.

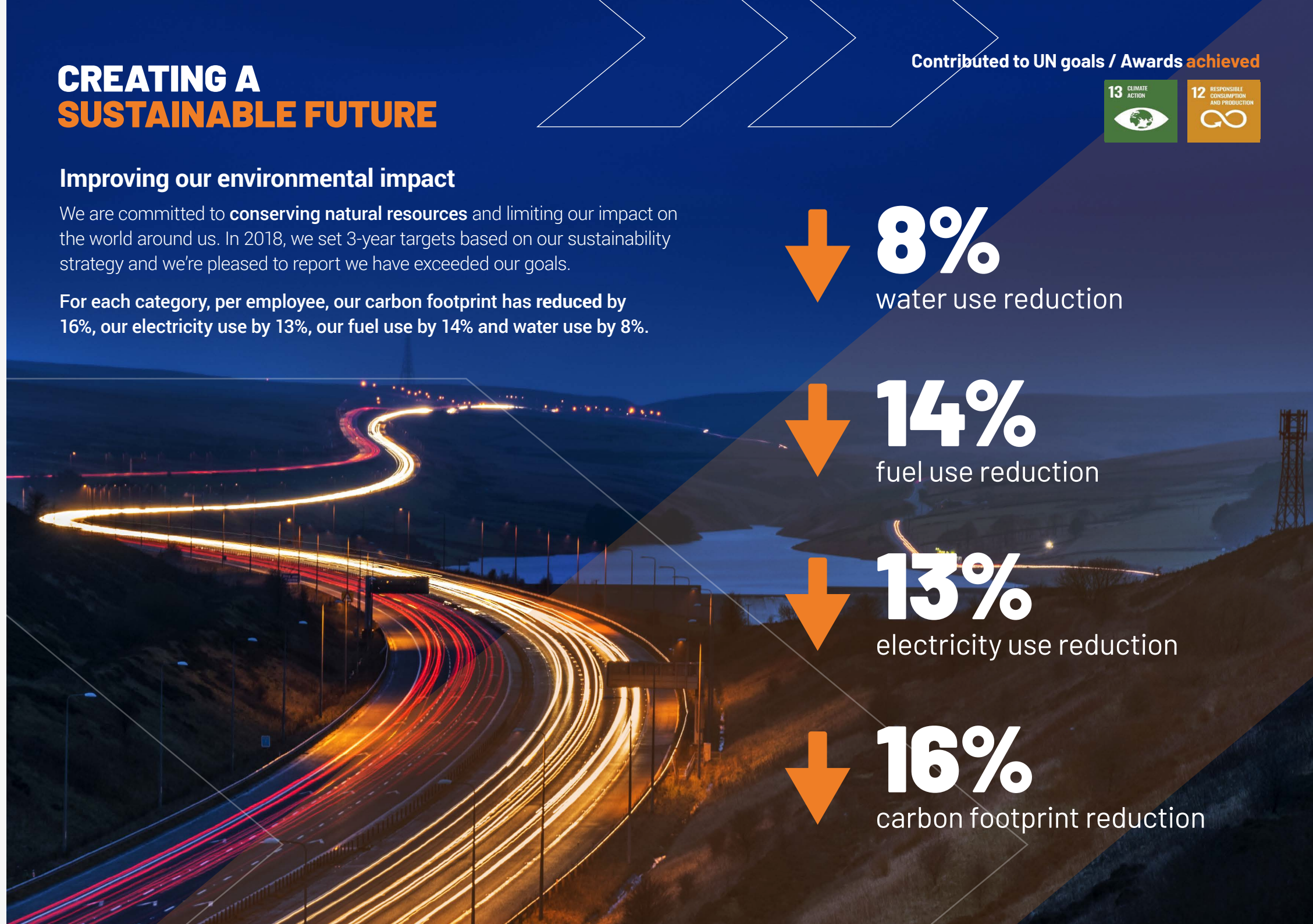
For each category, per employee, our carbon footprint has **reduced by 16%**, our electricity use by 13%, our fuel use by 14% and water use by 8%.

8%
water use reduction

14%
fuel use reduction

13%
electricity use reduction

16%
carbon footprint reduction



CREATING A SUSTAINABLE FUTURE

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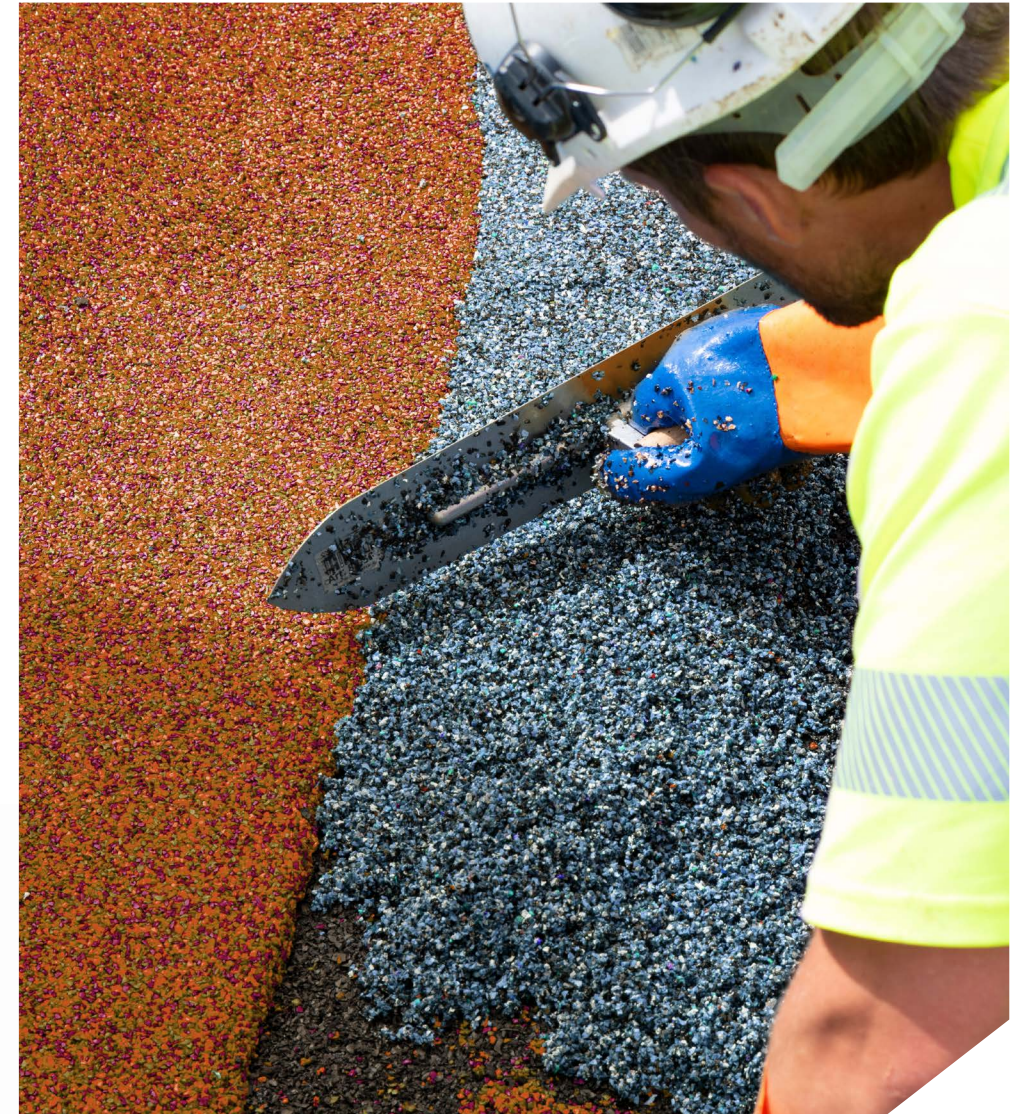
Reducing the environmental impact of our tyres

Another way we are building a sustainable future is through our management of tyres. In 2019, 570 car and van **tyres were recycled** by Chevron for use as **playground** and **road surfacing**.

In addition, 89 HGV tyres were also **re-treaded** – a process that generates **considerably less** greenhouse gas than the production of new tyres, while using less natural resources and energy.



Together, these initiatives helped reduce our carbon emissions by around 4.5 tonnes.



CASE STUDY: THE ENVIRONMENTAL VALUE OF COLLABORATION

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Here is an example of how our commitment to collaboration and sustainability led to a significant reduction in emissions, as well as costs.

Our Leeds depot is located approximately **60 miles** from Area 12 Highways England M180 near Scunthorpe. Within a **24hour period**, no less than **six journeys** would need to be made to the site, seeing the impact protection vehicles covering approximately **360 miles**.
By partnering with **Aone+** and its nearby depot we managed to reduce this to just **36 miles per 24hour period**. For the four month duration of the works and based on a **5-day working week**, this achieved:



The total miles travelled was **reduced** by:

27,216



A cost **saving** of more than

£10,500

A significant saving to the organisation's SEU (significant energy use)