

Annual Review 2024

AVOVE Annual Review 2024

Welcome to our second Annual Review

When we launched AvoVe in 2022, it was with a goal to transform the way utility infrastructure projects in the UK are delivered. We recognised that in order to achieve better outcomes for the sector, a new approach was needed.

UK utilities is a multi-million-pound industry whose services affect every single person in the UK, every day, so it deserves a specialist and dedicated construction and engineering partner, one with a different approach.

As we write our second Annual Review, we are proud to share the progress that demonstrates we are establishing AvoVe as that partner of choice, and that it is indeed possible to deliver better outcomes for the sector.

These milestones include:

- **800+** highly engaged and highly trained colleagues, including specialist engineers and a training programme that will ensure the next generation of skilled engineers will always be present
- A comprehensive and resilient supply chain of **500+** partners, including specialists in sustainability and AI technology
- Partnered with **national clients** to deliver **major projects** across the UK, achieving **client satisfaction**
- Achieved **24% revenue growth in the past year**, showing that our strategy of long-term partnerships and investing in early project engagement is being recognised by clients to bring tangible benefits to both parties

These milestones are tangible evidence of our progress, but more importantly they are testament to the hard work and dedication of our clients, colleagues, partners and stakeholders.

Thank you for your continued support and engagement, and we look forward to more progress in the coming year.

Executive Leadership Team



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About AvoVe

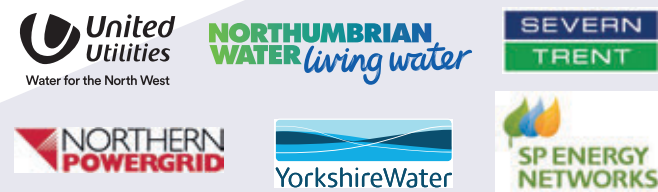
Who We Are

We are a dedicated infrastructure and engineering company that's bringing a new way of working to the sector. We deliver innovative and sustainable utility infrastructure solutions that are critical to the economy and help to transform communities and improve people's lives.

Our approach of investing in long-term partnerships and early engagement, combined with our dedicated sector focus, means that we work with our clients to improve the operational efficiency of their existing infrastructure, delivering long-lasting economic benefits and futureproofing it for the next generation and beyond.

Sustainability is central to all of this. We are continually exploring new technologies and methodologies to enhance our efficiency and environmental performance whilst protecting the planet and creating resilient infrastructure that stands the test of time.

Who we work with



What We Do

We provide engineering and construction expertise to the UK's utilities networks, helping them to address the complex challenges they face in maintaining and developing the utilities they run.

By combining our specialist capabilities and operational expertise with advanced technology, we bring a new approach that delivers better outcomes.

We design, build and deliver large-scale projects that support the Water, Wastewater and Vegetation Management sectors, enabling these essential services to function more efficiently.

Our success is built upon the strong partnerships we forge with our clients, ensuring that every aspect of each project is meticulously planned, designed, built and commissioned sustainably to meet current and future demands.

Our accreditations



Why We Do It

The utility infrastructure is part of the backbone upon which the UK is built. It affects the lives of every single one of us, every day, and is critical to our economic stability and welfare. It demands and deserves a dedicated construction and engineering partner that understands the challenges, has the knowledge and experience to overcome them and is committed to delivering the world class utilities infrastructure the UK deserves.

We are that PARTNER.

We are AVOVE.



Our Services

Our design-and-build approach, backed by early engagement and close collaboration, delivers tailored solutions for every project's unique needs. With a focus on continuous improvement, sustainability and innovation, we're always raising the bar and evolving what we offer.



Design

We deliver design-only and design-and-build services across water and sewerage networks and wastewater treatment. Our expert in-house design team ensures smooth, controlled start-up of complex new and refurbished assets. With full turnkey delivery, we guarantee seamless integration and operational readiness.



Environment and Ecology

We're a trusted partner in environmental compliance, helping clients meet legislation, standards, and best practices. We emphasise responsible practices focusing on protecting natural resources and promoting ecological balance. Through detailed Environmental Impact Assessments, we guide informed decisions, reduce risk, and minimise environmental impact.



Water

We're proven experts in delivering projects of all sizes and complexities—on time and on budget. As a trusted long-term partner, we work closely with UK water utilities and national property developers to consistently deliver results.

Concept to Commissioning

We deliver every project with a sharp focus on quality and sustainability. From infrastructure to non-infrastructure, our engineering services cover the full spectrum—offering innovative, high-quality, and eco-friendly solutions tailored to each client's needs.



Wastewater

We deliver end-to-end solutions for capital investment programmes, from major sewer diversions to wastewater asset upgrades and maintenance. Working in integrated teams with our clients, we drive performance through collaboration and smart, practical solutions.



Commissioning

Our expert in-house commissioning team ensures smooth integration and peak system performance. From build to final testing, we deliver efficient, sustainable solutions for projects of all sizes. With a focus on innovation and continuous improvement, we consistently exceed expectations and set new industry standards.



Vegetation Management

Our expert arborists proactively manage vegetation around power infrastructure to prevent outages and protect the landscape. By carefully planning and maintaining clearances, we keep power flowing reliably while supporting healthy, sustainable green spaces.



Strategic Review

Executive Chair's Statement

In 2024, we have again made great strides in delivering on our strategy and achieved significant growth. Crucially, we have done so in a manner that is consistent with our core values and long-term vision, helping to underpin our brand and enhance our reputation as the leader in our field.

Driving this growth requires a blend of active and 'touchpoint' leadership, an ambitious and supportive culture, disciplined execution and an unwavering commitment to service excellence, innovation and sustainability.

This year, we have done this and more. We have grown our existing clients and mobilised new frameworks that will give us tenure in the future. We have strategically expanded our operations and entered new geographical areas. Our growth initiatives have been underpinned by a clear vision and a focus on attention to detail, that is aligned with our values and forward-thinking approach.

We have expanded our market presence and continued to make substantial investments in our technological capabilities, delivering on a pragmatic but stretching Environment, Social and Governance (ESG) plan and established a progressive and comprehensive early careers programme that will provide exciting career opportunities for future generations.

These advancements have optimised our operations, enabled us to provide our clients with more sophisticated and efficient solutions, and supported our mission to be the broad-scale employer of choice in our sector.

In just three years we have doubled in size. Our financial performance continues to improve, with revenues increasing by 24% in the year and the quality of earnings increasing further. Today, we are firmly established as a reputable brand and a progressive organisation within the utilities sector.

Most significantly, we have continued to see the development of a like-minded team, providing a wealth of skill, expertise and passion that is delivering for our clients and demonstrating our relentless drive for constant improvement and innovation.



Delivering a strong business performance

We are developing a business that delivers expert, responsible, and agile partnerships with our clients and lives its core values. We provide essential support that keeps infrastructures running, delivering large-scale complex design-and-build capital schemes and creating progressive enterprise delivery for long term frameworks. Our technical expertise and ability to deliver and exceed expectations, even as we expand, are a testament to our team's hard work and focus.

We have over 800 colleagues across the UK. Our teams offer exceptional expertise and knowledge in every project, enabling us to create innovative solutions tailored to each project's specific requirements. Throughout 2024, we provided a comprehensive service from Concept to Commissioning, including Design Engineering, Ecology and Environmental Services, Construction, Programme Management, Customer Service and Commissioning, delivering significant value to our clients.

We're committed to operating with integrity and transparency—values our stakeholders expect and we see as essential in regulated sectors. Over the past year, we've partnered closely with clients and suppliers to cut red tape, speed up decisions, and stay agile. Our in-house teams hit major milestones ahead of schedule, delivering cost savings and cutting carbon emissions across key projects like the Strelley to Redhill pipeline, Vyrnwy Aqueduct upgrades, CSO initiatives, and vegetation management contracts. You can read more about these projects in the performance section.

Health & Safety is at the core of everything we do, keeping our people, customers and clients safe. Our strong track record earned us several prestigious accolades —SafeContractor Accreditation, 100% in the Achilles Audit, and our eleventh straight RoSPA award. It's not just a priority—it's part of our licence to operate.

We're driving forward our Technology and Digitalisation Roadmap to keep our digital infrastructure secure and future-ready. With Cyber Essentials accreditation for the second year running, we've strengthened our cyber defences and continue to streamline operations through smarter, digitised processes—making collaboration with clients faster and more efficient.

We're actively investing in bold growth, driven by a curious, solution-focused mindset. As we prepare for AMP8, early engagement with clients is already shaping smarter solutions, budgets, and outcomes. On the Strelley to Redhill pipeline, our Early Contractor Involvement cut costs by £8m (20%), slashed carbon, and met all water quality goals—delivering real value, fast.

Finally, our brand is gaining momentum as a leading contractor. At the Vyrnwy Aqueduct Modernisation Programme (VAMP), our groundbreaking pipeline work with iNPIPE PRODUCTS earned us two major wins: Groundbreaker of the Year at the 2024 Water Industry Awards and the Pipeline Industry Guild's Large Diameter Pipeline Innovation Award.



This year's highlights

24%
revenue increase

Over 800
colleagues employed

Over 200
new supply chain partners

Client support

We're building strong, forward-thinking partnerships by tackling long-standing challenges with fresh ideas and agile thinking. We've redefined client engagement and set new standards in delivery. Our innovative approach on the award-winning Vyrnwy Aqueduct Modernisation (VAMP) programme is a standout—pioneering a method to clean, inspect, and maintain large bitumen steel pipes that cut carbon by 118 tonnes, removed 1,400 tanker journeys, and kept disruption to a minimum.

This year brought major strides across water, wastewater, infrastructure, non-infrastructure and vegetation management—partnering with long-standing clients and welcoming Northumbrian Water Group. A standout success is our vegetation management programme, which not only expanded and enhanced green spaces as we delivered a record number of outages—an achievement never seen in our sector.

The progress across key projects, standout vegetation management, and strong growth mark a new chapter for us—showcasing our adaptability and expertise across diverse environments. With this solid foundation, we're ready to keep building momentum and driving future success.



Adding value with our strategic partnerships

We've made strong progress through close collaboration with our strategic supply chain partners. Earning the CIPS Corporate Ethical Kitemark highlights our commitment to ethical practices and responsible procurement. With over 200 new partners onboarded, we're setting new standards in customer service, bringing innovation, expertise, and added value to every client relationship.

Engaged colleagues

Our leadership is guided by the 'touchpoint' principle—ensuring regular, meaningful, and people-focused engagement. We're building a culture that supports both performance and personal growth. From Roadshows and All Hands Calls to weekly 'Need to Know' updates and site visits, our Executive Team stays connected across the UK, sharing our vision and empowering colleagues to be part of our journey.

Our 2024 colleague survey showed strong engagement, with 88% of our team sharing feedback—a clear sign of the positive momentum across AvoVe. This energy is driving our service delivery, adding real value and expertise for our clients.

Our engagement keeps rising year after year, and in 2024, our engagement score was 82%. Our colleagues said they enjoy working at AvoVe, would recommend us to

others, and feel Health & Safety is a clear priority. They understand and live our values—'The AvoVe Way'—and feel respected. Our 'One AvoVe' approach continues to build a strong sense of unity, driving a collaborative and forward-thinking culture.

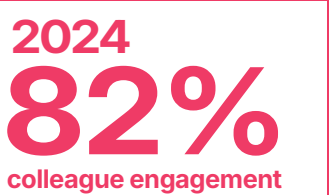


Supporting our clients through ESG

Our commitment to Environment, Social and Governance (ESG) is built into everything we do. We support our clients by embedding sustainable, responsible practices into every project—from concept to delivery, reducing greenhouse gas emissions. Aligned with global standards like SBTi and ISO 14064, we help drive real environmental impact. As we enter a new regulatory era, ESG isn't just the right thing to do—it's a business essential. That's why we're embedding it into our culture, making it central to how we think and operate.



Overall engagement levels



Investing in people

We're building a diverse, inclusive culture where everyone can thrive. With over 8,000 hours of training delivered this year, we're equipping our teams with cutting-edge tech and continuous learning to lead the industry.

Our Early Careers Strategy is shaping a sustainable future—bringing in graduates, apprentices, T-Level students, and young people through 'Earn & Learn' experience. In 2024, we proudly became a Real Living Wage employer, reinforcing our commitment to colleague wellbeing and financial security.

To celebrate exceptional contributions, our 'One Above' awards honoured standout performance of our colleagues and teams at our winter roadshows—recognising those who go above and beyond every day.

8,000
hours of training provided



Community in action

We've made great strides in creating social value and supporting the communities where we live and work. From marathons and mountain climbs to cake sales and step challenges, our colleagues raised over £38,000 for charities—including our partners Mind and SAMH—boosted by our matched funding initiative.

Driven by passion and purpose, our teams used their paid volunteering days to give back—improving green spaces, school playgrounds, hospital grounds, and supporting local charities and food banks.

These also provided a welcome opportunity for team building and having fun together, which is an important part of the collegiate culture we are building at AvoVe.

**Over
£38,000**
raised to support local charities



> Looking ahead

We're entering 2025 ready to support our clients meet regulatory targets, advance toward Net Zero, and deliver reliable water, wastewater, and vegetation management services. Our focus on efficient delivery, expertise, and agility is key to driving growth and positive impact.

Looking ahead, we're strengthening our position as a forward-thinking contractor in the utilities sector while expanding our footprint in vegetation management. We're also exploring new opportunities aligned with our strategic goals and broad expertise.

Our Diversity & Inclusion and Wellbeing strategy remains a top priority—because building a stronger, safer, more inclusive business starts with our people. We've delivered on standout initiatives like the STEM Returners and Armed Forces programmes, opening up opportunities for talented individuals from all walks of life and broadening our talent pool with fresh skills and perspectives.

But it's not just about who we bring in—it's how we support them. We're proud to deliver on our promises by creating a culture where everyone feels valued, respected and safe. We're relentless in our commitment to protecting our people, partners and communities, making sure everyone goes home safe, every single day.

As we move forward, we'll continue to champion wellbeing, drive inclusion, and deliver our projects with the safety, care and integrity our people and clients can count on.



With our Early Careers Strategy gaining momentum, 2025 will see a step change in graduate and apprentice recruitment in all areas of the business. Digitisation is central to our evolution. By embracing smart technologies and innovative methods, we're boosting efficiency and adding even more value for our clients. Innovation is not a goal—it's how we operate.

We're also gearing up to deliver in new areas like renewables, keeping pace with an evolving landscape and supporting clients' future needs while unlocking new workstreams.

None of this progress would be possible without our incredible team. Their passion, dedication, and drive are shaping the future of AvoVe. Thank you to every colleague helping us grow, lead, and deliver with purpose.

Mark Perkins

Mark Perkins
Executive Chair

Business Operations Director's Review

We've delivered a standout year—working closely with clients to build trust, deliver smart solutions, and complete high-quality projects on time and on budget.

We get involved early, helping clients shape smarter, more efficient solutions from the start. Our collaborative approach challenges traditional methods, drives environmental benefits, and builds strong partnerships through integrated project teams.

Our Work Together > Safe Together ethos is central to our culture—empowering our people, protecting their wellbeing, and keeping safety at the heart of everything we do.

We're building a responsible, sustainable business—driven by in-house experts across design, environment, construction, and commissioning. Through innovation and strong performance, we're shaping smarter ways to work with clients and partners, unlocking future growth and opportunity.



Health, safety and wellbeing priorities



We put health, safety, and wellbeing first—for our colleagues, clients, customers and supply chain partners. Our Work Together > Safe Together culture ensures everyone feels safe, supported, and empowered at work through strong safety protocols, wellbeing resources, and a positive, inclusive environment.

We've seen an increase in positive interventions which is made up of good calls, close call, near-miss reporting and environmental calls,, giving us valuable insights to strengthen prevention measures and keep safety standards high across the business.

Quality remains a top priority. In 2024, we passed all BSI audits with no major non-conformances, maintaining ISO9001, 14001, and 45001 certifications.

We're also leading the way on mental health, building resilient teams—through open conversations, supporting resilience in our teams, and support from our Mental Health Heroes. Our work with Mates in Mind, Mind, and SAMH is helping change the culture and keep wellbeing front and centre.

Growth

We saw strong growth across all frameworks, maintained top-tier Health & Safety standards, and cut utility strikes by over 50%.



Commitment

Health & Safety remains a core focus—protecting our colleagues, clients, and communities.



High standards

Our track record reflects full compliance and consistently high performance.



100% score

We scored 100% in the Achilles Health & Safety Audit and earned our 11th consecutive RoSPA award.



Dedication

Earning the SafeContractor Accreditation reflects our commitment to safety—it's the foundation of how we operate and essential to our licence to deliver.



Client centric

Our collaborative approach continues to deliver real results across a wide range of projects—highlighted in our performance section:

Our strong track record in service delivery continues to drive growth across water, wastewater, and vegetation management—and now with Northumbrian Water Group, as part of the Living Water Enterprise Framework. These strategic partnerships reflect our commitment to innovation, quality, and strengthening relationships across the industry.

Through our Framework Management model, we have worked closely with clients to get ahead of AMP8. Early engagement helps us understand programmes, anticipate challenges, and scale resources to meet demand effectively.

Our design team has doubled expanding our specialist expertise, boosting capacity and enabling smarter, value-driven engineering. By working closely with in-house teams from the start, we help clients cut costs and deliver right-first-time results.



Expertise

We've showcased our strength in non-infrastructure projects, using proven models—like those at Fazakerley Wastewater Treatment Works, we rectified flow imbalance issues, allowing the site to meet its full capacity of 1,620 l/s. We designed new flow paths, installed control valves, upgraded pumps, and implemented a new control system, enhancing compliance and operational resilience.



Growth

Significant growth in vegetation management came from investing in advanced equipment, boosting service delivery, productivity, and outage support. Through exceptional delivery we have secured five new regions working for Scottish Power Energy Network.



Efficiency

We delivered a record year of vegetation-related outages, underscoring our operational efficiency.

In 2024, we have driven greater early contractor involvement, integrated project teams, and open collaboration to deliver the best outcomes. We face challenges head-on, solve them together, and always prioritise trust and quality because we know it leads to better sustainable solutions, saving time, costs and reducing carbon.

It's been a year of strong growth and standout delivery—reflected in the positive feedback we've received from clients and partners alike.



Analysis & collaboration

Our central street works team reduces risks and costs through early analysis and strong engagement with local authorities.



Agility

We swiftly pivoted to a new workstream, upskilling our team and showcasing rapid, effective mobilisation. This not only allowed us to retain our people but also delivered an outstanding outcome for our clients.



Mobilisation

We supported clients including work with Northumbrian Water Group to help shape methods and mobilise for AMP8.



Innovation

We have delivered innovation through a number of key strategic partnerships—with iNPIPE PRODUCTS for pipeline maintenance, Ecofill for soil reuse, and Aqua for design engineering. Embracing digitisation, we're also integrating AI to boost performance and stay ahead in tech-led innovation.

Driving a sustainable business

We strive to offer innovative solutions tailored to their unique challenges. We are dedicated to meeting our SBTi targets for carbon reduction and assisting our clients in their journey toward Net Zero, prioritising sustainable solutions in all our endeavours.

We are proud that we are an ethical company who engages with supply chain partners by treating suppliers as partners and understanding their needs, successfully onboarding more than 200 new partners. We leverage our expertise in collaboration with our strategic supply chain partners, generating added value, capacity, and capability essential for delivering services and continuously enhancing our environmental initiatives. We work closely with our suppliers and conduct an annual supplier engagement forum where we exchange best practices, discuss sustainability initiatives, and attend Constructiononline's Meet the Buyer events.

We are committed to developing strategic partnerships and continually listening to our clients' challenges to provide supportive, sustainable solutions. Our collaborations with strategic partners including iNPIPE PRODUCTS, Ecofill and Aqua exemplify this approach. We are committed to integrating Artificial Intelligence (AI) to enhance our capabilities as we embrace digitisation and lead technological advancements.

We are expanding our business by developing our colleagues, which will create more opportunities for growth and advancement within the company. We are attracting new colleagues and returners to the business, including those from outside the sector.



> Looking ahead

As we head into 2025, strengthening our Project Management Office (PMO) remains a top priority. We're focused on quality assurance, using audits, evaluations, and performance metrics to streamline processes, uphold high standards, and deliver on our promises.

We're enhancing quality control through robust frameworks that ensure compliance with industry standards and client expectations, all while driving continuous improvement.

Supply chain performance is key to our success. In 2025, we'll deepen collaboration with key partners, develop transparent engagement plans, and adopt tech-driven solutions to boost efficiency and cut lead times.

Our growth continues to be powered by our people. We're investing in talent, welcoming returners and new recruits—including those from outside the sector—to build a stronger, more capable team for 2025 and beyond.

Our focus for 2025 is continue to raise the bar on quality, build a stronger, more resilient supply chain, and empower our people every step of the way. By investing in our teams, maintaining exceptional service standards, and keeping safety front and centre, we're staying true to our values—delivering outstanding results for our clients and stakeholders, every time.

Patrick Rafferty

Patrick Rafferty
Business Operations Director

Finance Director's Statement

For the second year running, we've delivered strong, sustainable growth—revenue is up over 24%, profitability has improved, and cashflow remains robust. This consistent performance reflects the strength of our business and gives us the confidence to invest in future growth.

Our success is rooted in outstanding client delivery, driven by high-performing teams who continue to exceed expectations. Growth has been broad-based across all clients, highlighting the trust we're building and the value we bring.

In the water and wastewater sector, we've expanded existing services and entered new areas—especially in non-infrastructure—using our concept-to-commissioning model to add early value through smart engineering and agile responses to client needs. The same flexibility has powered growth in vegetation management, where we've gone beyond scope to support our clients.

As we scale, we're strengthening internal controls to ensure profitable, sustainable growth. We're investing in digitisation to create a stronger data environment, standardising processes, and enhancing contract efficiency and transparency.

Our overhead investment is targeted and strategic, focused on supporting long-term development. At the same time, reduced reinvestment rates are helping to boost profitability through scale.

Cash remains a priority—especially during rapid growth. This year, we generated cash ahead of profit by tightening work-in-progress controls whilst improving supplier payments. We've simplified processes, improved invoicing, and continued to lead on payment-to-terms performance—supporting both our business and our supply chain.



Building a sustainable business

Significant advancements

We achieve major progress in our ESG efforts throughout 2024, engaging with clients on collaborative opportunities to address the environmental challenges and social impact opportunities ahead.



Social impact

We have surpassed our fundraising targets in collaboration with Mind and SAMH. Additionally, we have enhanced our efforts regarding volunteering and accelerated early career initiatives to develop our next-generation workforce.



Net Zero commitment

We submitted our Net Zero targets to SBTi ahead of schedule, including short-term GHG reduction goals and a 2049 Net Zero target—backed by a clear action plan. We also achieved ISO14064 certification, strengthening our credibility in GHG reporting and scaling our sustainability efforts.



This year's highlights

£28.3m
net assets

£14m
cashholding

£1m
capital re-invested

Investing in our future

In 2024, strong cash generation allowed us to invest over £1 million in property, technology, fleet, plant, and people—positioning us for continued growth and innovation.

We upgraded key offices in Glasgow, Telford, Coventry, and Chorley with long-term leases which are sustainable, aligning to our environment commitments. These are branded, accessible spaces that create and inspire collaboration and boost innovative productivity.

Our technology investments focused on streamlining operations and commercial functions—cutting out paper, introducing digital workflows, and integrating systems to drive efficiency and deliver valuable insights for clients.

We continue to listen to feedback from our delivery teams responding to proposals and recommendations, investing in specialist plant and equipment to support more self-delivery—lifting team morale and enhancing client outcomes.



Developing a professional and engaged supply chain



Our supply chain is a vital part of our business, often providing specialist skills for the complex projects that we deliver for our clients but always forming a key partnership with us in delivering great outcomes.

This year we selected and onboarded over 200 multi-disciplinary suppliers across regions to enhance our network of local partners that prepare us to deliver the increased activity demanded in AMP8 whilst also contributing to local economies. The adoption of e-tendering systems streamlined the process for both ourselves and the participating suppliers and improved the flow of information.

Furthermore, in our efforts to ensure that we foster positive and productive relationships, streamlining of payment processes were delivered and all those involved in the procurement of contracts were trained in managing suppliers responsibly and ethically, earning AVOVE the CIPS Ethical Procurement Kitemark.

> Looking ahead

With strong momentum and smart investments, we're headed into the new year with confidence—aiming for continued growth, improved profitability, and strong cash performance. Our commitment to delivering excellence will drive success across both new and established frameworks.

We'll keep investing in efficiency through technology, equipment, and targeted initiatives that support our Net Zero and social impact goals.

Thanks to the dedication and ambition of our colleagues, we're proud of how far we've come—and excited for what's next.

Darren Jones
Darren Jones
Finance Director





Our Performance

Driving Operational Excellence

We deliver high-quality design, infrastructure, non-infrastructure, and vegetation management solutions across the utilities sector. Our teams are committed to service excellence, focused on innovation, sustainability, and building strong, outcome-driven partnerships based on trust, agility, and shared goals.

Strong delivery

Our success is built on effective management and our reputation as an expert, responsible and agile partner. We've secured multi-year contracts with water and power providers across the UK, expanded into new regions with existing clients, and won major new projects. Targeted engagement, continuous process improvement, and system upgrades have powered our strong growth throughout the year.

- Severn Trent – extended into AMP8
- Yorkshire Water – 13-year Developer Services Framework
- Scottish Power Energy Network – Six year vegetation management contract in four new regions
- United Utilities – Build-Only AMP8 Framework
- Northumbrian Water Group – 13 year Living Water Enterprise Framework



Award-winning innovation

We've been recognised by top industry awards for our groundbreaking work with INPIPE PRODUCTS—pioneering a smarter, more sustainable way to clean and maintain large-scale water pipelines. Using advanced smart pigging technology, we set new standards in efficiency, cutting CO2 emissions, costs, time, and water used compared to traditional methods.

Our efforts earned us the **Groundbreaker of the Year** at the 2024 Water Industry Awards and the **Large Diameter Pipeline Innovation Award** from the Pipeline Industry Guild.

Judges commended our approach for enhancing asset management's resilience and lowering its environmental impact.

From Concept to Commissioning

Driving our clients through our end-to-end delivery model covers every stage of the project lifecycle—from initial design to final commissioning—built on trust, transparency, and shared goals.

Through Early Contractor Involvement (ECI), we gain a deep understanding of our clients' needs, delivering tailored, high-value solutions. We combine detailed feasibility studies with smart engineering to tackle complex challenges head-on. Early contractor engagement involvement in a number of key strategic projects enabling us to gain deeper understanding of our clients requirements.

One example of our concept to commissioning approach is the Strelley to Redhill project where our early contractor involvement enabled us to understand our clients needs and provide innovative and sustainable solutions—reducing costs, delivering against the regulatory carbon output whilst delivering excellent service.

By engaging early and consulting closely, we created sustainable, efficient, and cost-effective designs that met both client objectives and regulatory demands—significantly reducing costs, delivering against the regulatory timelines, and improving the environmental impact.

Our streamlined procurement, combined with rigorous construction and commissioning, ensures high-quality, sustainable outcomes every time.

Driving innovation through value engineering

Value design is at the heart of how we deliver smarter, high-impact solutions—combining performance, reliability, and cost-efficiency to exceed client expectations.

Customer-centric approach

By involving clients early in the design process, we tailor every solution to their needs. This collaborative approach is central to AMP8, ensuring outcomes that align with their goals.



Cost efficiency

Our approach identifies cost-saving opportunities at every stage—maximising value while maintaining quality. Our digital strategy is key to unlocking even greater efficiency.



Innovation and creativity

We challenge convention and harness the latest technologies to craft creative, practical solutions that set us apart and deliver real value.



Sustainability

Sustainability is a core principle. From materials to methods, we design with the future in mind—reducing environmental impact and supporting a greener tomorrow.



| 2024 Achievements

Leading the way in framework management with Northumbrian Water



Our fast, effective collaboration across technical, delivery, and commercial teams—paired with clear, open communication—has firmly established us as a key partner in Northumbrian Water Group's (NWG) Living Water Enterprise (LWE), supporting their ambitious AMP8 plans.

We're leading on major projects, including tackling Combined Sewer Overflows (CSOs) and delivering both infrastructure and non-infrastructure services like Bran Sands. As the first partner to sign an AMP8 contract, we've earned NWG's trust and recognition.

Our early focus on mobilisation, enterprise culture, and strategic leadership has driven major progress. We've secured a 13-year framework for long-cycle projects, with our teams already in place and commercial and operational models fully established.

13 year
framework secured

Ensuring excellence in water services for Severn Trent



Exceeding client expectations takes more than just delivery—it demands innovation, sustainability, and a relentless focus on quality and customer satisfaction.

In 2024, we grew our framework delivery by 30%, expanding infrastructure and non-infrastructure projects across the water and wastewater sectors. We continue to deliver high-quality work, on time and on budget, while shaping early contractor involvement and solution-focused approaches for AMP8.

We're also investing in our people—through leadership development, technical training, and career growth opportunities. And we're giving back: during the Strelley to Redhill pipeline project, our teams supported local schools and causes, showing our ongoing commitment to the communities we serve.

30% increase in growth

Delivering efficient infrastructure for Developer Services



Developer Services plays a vital role in delivering efficient infrastructure for residential and commercial projects. From site assessments to final utility connections, we manage every step to ensure smooth, compliant execution.

We work closely with developers, contractors, and local authorities to handle everything from mains, meters, and sewer diversions to new supply connections—so developers can focus on building while we take care of the groundwork.

To enhance our service for residential and commercial developers, we built a performance-tracking app on our E20 platform—giving us real-time insights to drive improvements and elevate the Developer Services Measure of Experience (D-MeX). The result? A standout 92.2% D-MeX score across our Severn Trent framework, reflecting consistently high-quality delivery and strong collaboration with developers.

High performance level
D-MeX

Building on our partnership with United Utilities



Our United Utilities' Framework grew by 21% in 2024, driven by innovative, sustainable design and smart project delivery.

We continued our industry-leading work on the Vyrnwy Aqueduct Modernisation Programme, showcasing award-winning smart airpiggings technology. We also expanded into non-infrastructure with the successful Fazakerley Wastewater Treatment Works project.

The year was capped off with multiple industry awards and a major win—the AMP8 Detailed Build Framework with United Utilities, securing our partnership for the next five years and setting the stage for even greater success in 2025.

21% increase in growth

Transforming the planning of Streetworks



In 2024, our Streetworks team played a key role in working with local authorities to plan, manage, and deliver essential water and wastewater projects.

We work towards regulatory standards by securing permits, managing traffic flow, and upholding health, safety, and environmental compliance.

Our team raised 11,400 permits and handled over 46,000 permit transactions, hitting a 96.1% compliance rate. Of 6,683 charges, 79% were resolved through expert use of legislation. Plus, 16,568 safe dig searches helped significantly reduce utility strikes—highlighting our commitment to safety and precision.

11,400 permits raised

Delivering service excellence for Yorkshire Water



This year, we completed around 45,000 jobs with a 99.8% defect-free rate, thanks to our skilled teams and strong on-site presence. We also reused 99% of backfill material, cutting demand for new resources, and achieved a 98.28% HSE audit pass rate. We delivered services using CCTV and acoustic monitoring to spot leaks and blockages before they become problems.

Our teams carried out 1,700 CSO inspections, preventing up to 90 pollution events and resolving 28 third-party issues. We also identified over 250 targeted maintenance plans—delivering smarter, cost-effective solutions that keep infrastructure running safely and efficiently.

99.8% defect-free rate



Setting the standard in Vegetation Management

We're a leading national provider of vegetation management, combining safety, sustainability, and efficiency to protect and enhance our clients' networks. Working with Northern Powergrid and Scottish Power Energy Networks across the UK, we deliver smart, eco-conscious solutions that support both reliability and environmental management.

In 2024, we hit a major milestone—managing over 2,037 outages across all voltage levels, the highest ever under a single contract. We delivered 1,949 projects, cleared 27,000 spans, and responded to 476 emergency call-outs, including 24/7 support during six named storm events.

We expanded our teams and onboarded Trainee Surveyors and Arborists to build our future workforce. We upgraded 45% of our fleet—adding spider MEWPs, Mulchers, Amaroks, and ARB Tippers—and enhanced tools and PPE to boost safety and performance.

By using drones, Geographic Information System mapping, and targeted pruning, we've drastically reduced vegetation-related outages. Our blend of advanced tech, sustainable practices, and 24/7 response has made us a trusted leader in vegetation management—delivering reliability for clients and long-term benefits for local communities.

2,037+ outages managed

Environment and ecology services



Our in-house environmental and ecology team delivers innovative, sustainable solutions that protect natural resources and promote ecological balance. We support a wide range of industries and communities with services designed to meet their evolving needs.

We carry out detailed Environmental Impact Assessments (EIAs) to help clients understand project risks, ensure compliance, and minimise environmental impact. Our process includes site surveys, data analysis, and reporting to provide a clear picture of environmental conditions.

Through comprehensive ecological surveys and ongoing monitoring, we identify protected species and habitats, guiding conservation and mitigation efforts. We track changes over time to ensure these strategies remain effective and adaptable.

Using advanced tools like Geographic Information System, remote sensing, and data analytics, we deliver accurate, efficient environmental assessments. Our expert teams also provide strategic advice to help clients navigate regulations and meet their sustainability goals—setting the standard for responsible development.

Putting Health, Safety, Environment & Quality First

At Above, safety isn't just a priority—it's part of who we are. It shapes how we work with our people, clients, and communities, with a strong focus on wellbeing, environmental responsibility, and compliance.

Despite significant growth across our frameworks, we maintained high Health & Safety standards without any major incidents. Through targeted training and coaching, we cut utility strikes by over 50% and introduced real-time incident reporting to drive continuous improvement for our clients.

over
50%
reduction in utility strikes

100%
achieved in Achilles Audit

Work Together > Safe Together: Safety in Action

Our Work Together > Safe Together (WTST) ethos is core to how we operate—driving a culture of collaboration, safety, health, and empowerment across every part of the business.

Built on three principles—**Be Protected**, **Stay Healthy**, and **Feel Empowered**—this approach ensures everyone goes home safe, every day.

In 2024, 89% of colleagues said they feel safe and supported at work—proof that WTST is making a real impact. Our leadership team reinforces this commitment through regular site tours, identifying best practices, areas to improve, and ways to better support our teams.

89%
of colleagues feel safe and supported at work



Improving safety in our workplace

We made major strides in Health & Safety this year—cutting utility strikes by over 50%. Our service avoidance champions delivered hands-on training to colleagues and supply chain partners, promoting safe digging practices and reducing incidents. Damages are followed up with our advisor to ensure lessons are learned and improvements are made.

Innovation played a key role. We introduced a real-time incident reporting and inspection system, giving us live insights into trends and risks. With monthly reviews and ongoing adjustments, we're committed to raising the bar on safety and delivering excellence for our clients.

Stay healthy

We support the Health & Safety of our colleagues with a thorough occupational health programme, focusing on manual handling, dust, and mental health.



Environmental compliance

Adherence to legal and ethical standards is of the utmost importance. Given our significant work on water infrastructure, pollution prevention will be crucial this year, with rising water levels.



A Trusted, Accredited Business



We achieved a perfect 100% in our Achilles Audit—confirming our commitment to the highest standards in quality, safety, and sustainability. This recognition reflects the dedication and hard work of our teams.

The audit evaluated our:

- Health & Safety systems
- Environmental and quality management
- Sustainability practices
- On-site HSEQ performance



We're also proud to have received the **RoSPA Award for the 11th consecutive year**, highlighting the strength of our safety culture, and the **SafeContractor Accreditation**, further reinforcing our reputation for safe, compliant, and efficient operations across the sector.



Quality assurance

Our projects strongly emphasise quality assurance by implementing comprehensive inspection and testing protocols, where meticulous record-keeping plays a crucial role.





Colleague engagement stand-downs

We hold regular stand-downs where all colleagues pause to take part in seasonal safety briefings. In 2024, we focused on specific framework risks, across all areas. These sessions equip our teams with the knowledge and tools they need to stay safe and healthy during higher-risk winter and summer months. It's a powerful way to reinforce our safety culture and keep everyone aligned, informed, and protected, such as vehicle accidents, temporary works and avoiding underground surfaces



Leading the way with sustainable female PPE

In 2024, after listening to colleague feedback, we introduced female-specific gear—including PPE for our pregnant colleagues—tailored jackets, polos, trousers, and boots—designed for comfort, protection, and performance. This initiative reflects our broader commitment to equality, ensuring every team member has the right kit to work safely and confidently. This initiative was recognised by our clients and the team were rewarded with an award.



Prioritising our colleague's mental health and wellbeing

Mental health matters. Guided by our Work Together > Safe Together ethos, we're creating a culture that supports openness, reduces stigma, and prioritises wellbeing.

We partner with Mates in Mind, Salary Finance, Mind, and SAMH to offer resources for mental health and financial wellbeing. As part of Men's Mental Health Month, our Winter Roadshows featured an inspiring session with guest speaker Sean Toon, who shared his powerful personal journey with mental health. His honest, moving story offered colleagues a meaningful look into resilience, vulnerability, and the importance of mental wellbeing.

Our mental health & wellbeing plan focuses on five key outcomes:

Together, we're building a healthier, more supportive workplace for everyone.



Good engagement and positive feedback regarding mental health support



Increased use of the Employee Assistance Programme



Increased Colleague retention - exit interviews assessed for wellbeing feedback



We've increased productivity through supporting our colleagues' mental health



Reduction in accidents / incidents

> Looking ahead

Raising the Bar

In 2025, we're targeting WIRS accreditation for Design, Project Management, and Construction—demonstrating our commitment to top-tier technical, quality, and safety standards. This recognition will position us as an approved provider across all UK water utilities.

Driving Digital Excellence

We're advancing our digital journey with enhanced management systems, streamlining RAMS processes, and rolling out a digital document control system to ensure consistent, accessible information. These improvements will boost performance, quality assurance, and audit readiness.

Building a Safer Workplace

Positive intervention reporting remains a priority, and we will continue to achieve our target of 1:150 target. We're working with supply chain partners to encourage reporting and drive a proactive safety culture that helps us improve procedures and reduce risks.

Supporting Mental Health Year-Round

We'll continue to 'Continue the Conversation' on mental health—engaging both colleagues and partners in open dialogue, awareness campaigns, and targeted support to promote wellbeing throughout the year. Our Mental Health Heroes lead the charge, offering peer support and delivering toolbox talks to keep mental wellbeing top of mind across the business.

The Power Of Our People

A great place to work

We are building a workplace where people thrive. Our values—**fairness, support, respect, and accountability**—are at the heart of everything we do. In 2024, we grew significantly whilst staying focused on developing and maintaining our culture, client delivery and insutry-leading service.

Inclusive, Engaged, and Growing

We've set the bar high with an inclusive, innovative workforce and strong colleague engagement. Our culture—The AvoVe Way—sets us apart, helping us attract diverse talent, grow leadership, and tackle industry skills gaps. As a Real Living Wage employer, we remain committed to fairness and competitiveness.

We launched the One AvoVe Awards to celebrate our people and performance, and reinforce our culture of excellence and recognition.

Developing Future Leaders

Our people power our success. That's why developing an expert, responsible and agile workforce is central to our strategy. We equip teams with the tools they need while strengthening our social impact across the communities we serve.

To close skills gaps, we upskilled managers, welcomed STEM returners, and advanced our Early Careers Strategy, putting the foundations in place. Earning Silver accreditation from The 5% Club—highlights our pledge in apprentices, graduates and placements. We're committed to being an employer of choice by building future leaders and creating a great place where everyone can thrive.



Creating an Inclusive, Engaged Workplace

THE
AVOVE
WAY

We're building a culture where everyone can thrive. Our Diversity & Inclusion (D&I) strategy is fully aligned with our business goals—promoting respect, fairness, support, and accountability while ensuring our workforce reflects the communities we serve. Our Executive Leadership Team attended a number of D&I workshops to further develop our strategy and delivery. The results speak for themselves: 97% of colleagues say they understand and live our values. We're constantly evolving our approach to inclusion, supporting professional growth and empowering every individual to make a meaningful impact.



We act with Respect

- We are considerate in every way that we communicate
- We listen to each other and value different opinions



We treat people Fairly

- We are open-minded and flexible, giving everyone opportunity to succeed
- We are transparent and consistent in our decision-making



We give each other Support

- We care about our colleagues and look after our health and wellbeing
- We take time to understand how people are feeling and lift each other up



We are Accountable

- We take ownership and pride in delivering great service
- We set clear targets and regularly communicate progress



Strengthening workforce engagement

We're committed to keeping communication clear and two-way—through Colleague Roadshows, Engagement Forums, and our annual Colleague Survey.

Our Roadshows are all about bringing teams and our Executive Leadership Team together through dynamic, two-way communication. The energy and engagement from our colleagues has been incredible, thanks to a format that brings our strategic plans to life through ELT insights, Framework highlights, and inspiring guest speakers like former Olympic athlete Roger Black and mental health advocate Sean Toon. Every session is carefully crafted to inform, involve, and inspire. Beyond the Roadshows, our monthly board site visits offer a hands-on opportunity for real-time feedback and updates, while our Lunch & Learns keep knowledge flowing and support continuous growth across the business.

Our Colleague Survey saw an excellent response with 88% participation and an 82% engagement score—showing steady, year-on-year progress. By listening, learning, and equipping our teams, we're building a motivated, high-performing workforce.

Recognising and rewarding high-performance

We're proud to celebrate the impact our people make. At our winter Colleague Roadshows, we launched the One Above Awards to recognise standout performance in expertise, innovation, customer service, and community. At the end of the year, our ELT travelled across the business to surprise our colleagues with the annual colleague awards.



Team of the Year, Planner Richard, said **“In my 18 years in Utility Arb, I have never encountered such recognition for our work. It is truly heartening to feel appreciated and valued, knowing that the management is engaged and supportive up to the Executive level.”**



Colleague of the Year, Principal Project Manager Nick, said: **“I am overwhelmed to be given this award! I am personally very lucky to have a fantastic team of great professional hard-working people around me.”**

We are building a dynamic and future-focused workplace that supports individual and organisational success through our commitment to engagement, inclusivity, and professional development.



Recruitment, retention and talent development

We're rethinking recruitment to bring in talent from beyond traditional sectors, backed by a strong Early Careers strategy and focus on STEM professionals. In 2024, we recruited 256 colleagues.

In 2024, we delivered over 8,000 hours of training, including essential E-Learning, to grow our workforce. With STEM Ambassadors and our partnership with The Early Careers Foundation, we're mentoring the next generation. And with 33% of hires coming from referrals, it's clear our people believe in what we're building. Our Talent & Attraction team has doubled in size to ensure that the candidates personalised Above experience from recruitment to hire is exceptional.



Looking ahead

Investing in Our People, Building Future Leaders

We're committed to growing talent from within. In 2025, we'll launch the Above Academy to develop skills, strengthen our leadership pipeline, and support career growth.

Structured for Success

To support our growth and maintain transparency, we introduced a new job family matrix—ensuring equity, structure, and governance as we continue to lead in our sector.

We're bridging the skills gap through Early Careers programmes and partnerships with The 5% Club, STEM Returners, and STEM Ambassadors—bringing fresh, diverse talent into the industry. The foundations are set and we are looking to recruit around 50 Early Career roles in 2025 and enhancing our work experience placements, T-Levels and interns.

We are also supporting our leaders of the future and have invested in their professional and personal development through the Institute of Leadership Management with 27% of People Managers taking part in ILM Level 3, 5 and 7 courses.

We're also collaborating with clients to tackle wider sector challenges and promote inclusivity. To fuel innovation, we'll introduce Think Space—dedicated time for teams to reflect, challenge the norm, and drive continuous improvement.

By embedding these initiatives into our culture, we're shaping a resilient, future-ready workforce and reinforcing our role as a top employer and industry leader.

Becky Kimber
Becky Kimber
People Director

Sustainability at Our Core



We're committed to reducing our carbon footprint and helping clients do the same. Sustainability, social impact, and Diversity & Inclusion (D&I) are central to how we work—creating an innovative, inclusive culture that drives success and fosters belonging.

We've strengthened our capabilities, expanded our sustainability team, and worked closely with internal and external partners to deliver our sustainability strategy and make a real impact.

The road to Net Zero - collaborating with clients and supply chain partners

In December 2024, we submitted our Net Zero targets to the Science Based Targets initiative, for them to be reviewed and validated. These targets were formulated following a thorough assessment of AvoVe's baseline greenhouse gas emissions (GHG) and the plans that we will need to put in place over the ensuing period in order to deliver the reductions targets. This marked a major step in our Net Zero journey setting the business on a path that will drive cuts in GHG emissions across our operations and supply chain and aligning all our partners with our decarbonisation goals.

We also secured the ISO 14064 certification, which sets the standards for quantifying, monitoring, reporting and verifying GHG removals, thereby providing our stakeholders with the confidence behind our reporting against our targets.

We're already taking action—switching to low-emission vehicles, cutting idling, using low-carbon fuels, and committing to 100% renewable electricity by 2030. Collaboration with clients and partners remains key as we push towards a lower-carbon future.

Our Net Zero targets

We're taking action across all emission scopes, using 2023 data to set clear reduction targets and develop a robust sustainability strategy with input from external partners



Our goals

- Scope 1 & 2 emissions reduced to Net Zero by 2039
- Scope 3 emissions reduced to Net Zero by 2049

Scope 1: Direct emissions

We aim to cut fuel emissions by over 60% by 2033 through a three-part plan:

- **Switching to low and zero-emission vehicles and plant:** We began rolling out Electric Vehicles (EVs) in 2024, starting with low-mileage and lightly loaded vehicles, and will expand to larger vans and HGVs as technology allows
- **Using low-carbon fuels:** We've introduced HVO fuel at key sites, cutting emissions by up to 90% and supporting a circular economy
- **Reducing idling:** Telematics data has helped us cut idling by 2.8% in 2024 through in-cab power solutions, driver training, and smarter fuel use

We have worked with our key plant supplier on implementing a "green first" hire policy and in 2024 were successful in transitioning the entire category of breakers we use from fossil fuel to battery.



Scope 2: Indirect emissions from electricity

Where we control building operations, we're committed to using 100% renewable electricity by 2030. For leased spaces, we continue to push for greener energy options.



Scope 3: Supply chain emissions

In 2024 we identified and are working with 30 core suppliers and have engaged over 500 to align with our Net Zero goals. By 2029, two-thirds of our supply chain (by spend) will have science-based decarbonisation targets in place.



Cutting carbon emissions through smarter design

Our experienced in-house design teams are also driving sustainability by reducing embodied carbon from the start. We have increased our engagement with clients to challenge some of the traditional standards in our industry and help them in lowering their carbon impact by:

- Eliminating unnecessary construction
- Using low-carbon materials
- Adopting greener methods

By getting involved early, our designers shape low-impact solutions for both construction and maintenance. We're also partnering with clients to create carbon calculators and standardise data-driven approaches to carbon reduction.



Leading the way in environmental and ecological management

Our expert in-house environmental and ecology team ensures full compliance with all regulations and best practices—helping clients stay credible with stakeholders and communities.

What sets us apart is our responsible, responsive and practical approach. Whether working solo or alongside project teams, we deliver trusted, tailored solutions that drive both compliance and success. Agile and innovative, we challenge the norm to achieve stronger environmental outcomes every time.



Continuing our journey to Net Zero

Two years in, we've laid out clear principles that are enabling us to build momentum and support our teams to operate in a way which actively drives progress against our Net Zero targets. In 2025, we will be scaling up our low and zero emission initiatives and increasing our collaboration with both clients and supply chain to drive achievement of Net Zero.



Making A Positive Impact

Creating lasting social value is at the heart of what we do. Our decisions are shaped by a commitment to making a difference—supporting communities, tackling social challenges, and aligning with the UN's 17 Sustainable Development Goals (SDGs).

Driving change through action

Our enhanced Social Impact Strategy—Moving Life Forward—focuses on real, measurable change. From volunteering to fundraising, our people are the driving force behind it all.

Supporting charitable causes

We continued our partnerships with Mind and SAMH, raising awareness and supporting mental wellbeing across our workforce. Through cake sales, step challenges, marathons, and more—including a Peak District half-marathon hike led by our Exec Team raising over £8,000—and our colleagues raised £38,000 this year for charitable causes. With matched funding in place, we back the causes our people care about—amplifying their impact and ensuring we keep making a real difference, together.



Thank you to our colleagues for their fundraising endeavours throughout 2024!

In support of our charity partners Mind and SAMH, our Executive Leadership Team (ELT) successfully raised over £8,000 for Mind by trading their hard hats for hiking boots to complete a half-marathon trek around the Peak District.

Additionally, graduates from our Design Engineering Team based in Glasgow participated in the Great Scottish Run to benefit SAMH.



Supporting WaterAid

WaterAid is the water industry's global charity, working to bring clean water, decent toilets, and hygiene to everyone, everywhere. In 2024, we proudly supported their mission—partnering with clients, sponsoring key events, and backing Yorkshire Water's annual WaterAid run for the third year in a row. We have also sponsored and supported Northumbrian Water and Severn Trent's WaterAid Balls. Together, we're helping change lives around the world.



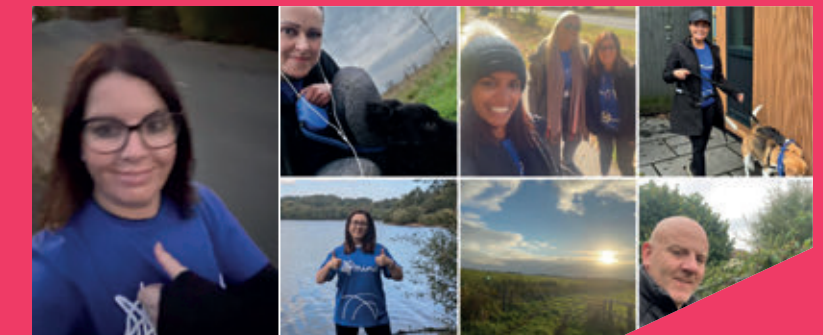
Running the London Marathon

Colleague, Ben Hawkins, who ran the London Marathon, said: "Homelessness has risen in the UK over the last 10 years, a shocking statistic that ultimately means thousands will sleep rough every night. Running the London Marathon will be my toughest physical and mental test yet, but it is nothing compared to what so many go through daily. I am extremely grateful for the support received so far, and your donations really do make a difference."



Community giving

This year, our colleagues stepped up to support local communities. During our winter Roadshows, we partnered with community-focused venues and collected hundreds of food, clothing, and gift donations for food banks and local charities—spreading warmth and support where it was needed most.



Walking 10,000 daily steps

Colleague, Michelle Brookes, shared her experience taking part in the 10,000 Steps Daily Challenge: "The team's goal was 10,000 steps daily in October, but I aimed for 500,000 steps for the month, averaging 16,000 steps a day. After losing a friend to suicide, Mind became a cause close to my heart. Walking early in the morning improved my mental health, making me happier and more motivated. Despite some tough days, the team spirit kept us going, and I completed 542,493 steps. I'm so proud of myself with the steps I walked for a great cause."

| Volunteering

Giving back to our communities

We're proud to support the communities where we live and work. Every colleague receives a paid volunteer day each year to give back—whether supporting local causes, teaming up with clients, or working alongside peers.

This year, our teams gave over 800 hours to local schools, women's refuges, hospitals, food banks, and more—positively impacting 2,000+ people. From writing Christmas cards for those alone during the holidays to helping at train stations and food banks like The Brick and Help the Homeless, the impact was real.

We've also created accessible volunteering opportunities so all colleagues—regardless of ability—can make a meaningful difference. This is part of our wider commitment to community, inclusion, wellbeing, and environmental responsibility.



Paving the way at Sneinton Community Club

Colleagues working on our Severn Trent Framework's Senior Leadership Team (SLT) and Strelley to Redhill Project Team spent their volunteer day at Sneinton Community CIC in Nottingham. They were tasked with two key areas for improvement: planning and clearing a pathway behind a building that will allow access to a growing space for the local community and the centre's nursery children, and repainting the fence around the children's play area.

Trevor Coker, Sneinton Community CIC Caretaker, expressed his gratitude: "The volunteers from AvoVe were wonderful. They completed some essential preparations at the back of our building to allow access to a new growing space for all members of the local community and our nursery children. The fence was also repainted and made to look fantastic in our nursery and outside classroom areas. We look forward to welcoming the team back anytime—and the kettle will always be on!"

Framework Director, Stephen Delaney, said: "It's important for us to recognise the positive impact we can have in the areas we work in. Volunteering like this allows us to give something back to the community and it's rewarding for me and the teams. It's a great reminder that our work can make a real difference in the areas where we work through our volunteering days!"



Helping Oswestry Hospital bloom

Colleagues from our Scottish Power Energy Networks (SPEN) Vegetation Management team volunteered at the Robert Jones and Agnes Hunt Orthopaedic Hospital, taking on the task of preparing the ground for a flower-lined nature trail and planting seeds to uplift patients in their recovery and encourage them to spend some time in the great outdoors.

The hospital had signed up for Operation Pollination in 2022, so the team contributed to an already established commitment to improving the local environment.

Our team cleared overgrown grass and weeds, prepared the ground, and sowed wildflower seeds to create a beautiful and calming environment for all to enjoy.

Victoria Sugden, Charity Director, said, "We would like to congratulate and celebrate the incredible efforts of the dedicated team from AvoVe. It was incredible what they were able to achieve in just one day! Their enthusiasm, diligence, and readiness to go the extra mile, even to unforeseen tasks, exemplify the best of community spirit and generosity. Their kindness and hard work epitomise what good volunteering is all about. Thank you!"



Painting a brighter future at Chorley Women's Centre

Our People & Culture Team supported Chorley Women's Centre, an independent organisation run by dedicated volunteers committed to helping women of all ages.

The team took on the task of clearing and painting two upstairs rooms.

Emma Simpson, Centre Manager, was over the moon with the help from the team. Emma said: "The team from AvoVe were brilliant and so willing to help and to crack on with what needed doing. Our lovely Women's Centre, a community hub for the last 40 years, was well overdue for some love and attention, and the team helped us achieve that. We couldn't have completed this without their efforts, all done with smiles on faces!"

Jo Betts, Head of People Services, said: "As a growing team spread across the country, it gave us a chance to bond and get to know our newest team member, Laura. It was great to hear about their amazing work to support local women, a cause closely aligned with our strategic objective to support women at work."



Lending a hand at local community foodbank

Members of our Finance Team supported the vital work of Accrington Community Foodbank, providing an opportunity to assist individuals and families in need.

They spent the day sorting, organising, and distributing food supplies while gaining a deeper understanding of the Foodbank's operations. Their efforts highlighted food banks' essential role in offering a community safety net during challenging times.

Reflecting on the experience, Shahima Begum, said: "We've come away with a much deeper insight into how food banks are run, and the struggles people face. It's inspired us to do more to support our local communities."

Paul Gabriel, the Foodbank's Treasurer, expressed his gratitude: "Your enthusiasm and willingness to help made a huge difference. You took a significant weight off our volunteers and enabled us to serve the community better."



Festive cheer and IT expertise for a North Manchester charity

Our Business Technology Group team volunteered at The Chatterbox Project, a charity located in Blackley, North Manchester, dedicated to supporting the local community through a range of activities and services, including a food bank, addiction support sessions, free community meals, peer support, informal financial advice, and more.

The team took along food items and packed food parcels for the charity's food bank. They also decorated the hall for a toddlers' Christmas party, spreading festive cheer, and used their IT expertise to set up laptops that had been donated to the charity to ensure they were ready for use. Debbie Whiteley, the volunteering liaison for the charity, said: "The team from AvoVe were the best we've ever had. Friendly and sociable. The toddlers will love the decorations on Monday, and our clients will be grateful for food parcels."

Jo Lewis, our Head of Solution Delivery, added, "We had such a lovely day—not only was it so rewarding to help others, but also time to reflect on life, get to know each other on a personal level, share stories of the past, and hope for the future."



> Looking ahead

We're focused on creating a better, more sustainable future - both for our clients and the communities we serve. We understand that ESG isn't a buzzword - it's a business imperative. That's why we actively support our clients' environmental goals through smart value engineering, innovative low-carbon solutions, and a relentless drive to reduce environmental impact across every project.

But we're not stopping there. We're investing in long-term social value through our bold Early Careers strategy—opening doors, developing future talent, and building a workforce that reflects the communities we work in. Through our commitment to Themes, Outcomes and Measures (TOMs), we're setting measurable goals and delivering tangible, lasting impact.

Looking ahead, we're excited to push boundaries, lead with purpose, and work side-by-side with our clients to create meaningful change - today, tomorrow, and well into the future





Performance Case Studies

Case Study

Sustainable innovation delivered in North Nottinghamshire

We took a multi-disciplinary approach to this project, bringing synergy between our Vegetation Management, Design, Ecological, and Customer Service teams, who provided a holistic approach to project management, ensuring effective risk management and optimised project design and execution.



The challenge

Construct a 16km pipeline connecting the Derwent Valley Aqueduct to the Strelley and Redhill Reservoirs. This pipeline provides up to 25 million extra litres of water daily for 180,000 customers in North Nottinghamshire. The project had to meet strict deadlines and budgets despite procurement delays from abroad. Environmental priorities included avoiding local wildlife disturbance, protecting the Waxcap mushrooms, minimising public disruption, managing the risk of Japanese Knotweed, and ensuring sustainable execution.

The solution

Value engineering

Despite the project's complexities, our innovative and collaborative approach through early contractor engagement enabled significant cost savings, carbon reduction, and early project completion.

Vegetation management

Our expert team completed all vegetation clearance in eight weeks, keeping the pipeline construction on schedule. By working with Severn Trent, we suggested alternative routes and used in-house expertise to manage risks and avoid commercial issues.

Environment and ecology

Waxcap grasslands are rare UK ecosystems sensitive to construction. Our environment team developed a strategy to protect them by excavating, storing, and reinstating the organic surface layer containing mycelia.

The approach

To incorporate innovation and value engineering to propose an alternative approach that reduces costs and carbon emissions while maintaining performance and integrity. Essential collaboration with Severn Trent included:

- Early Contractor Engagement: Reviewed initial design to optimise processes, reducing costs and time
- Early Procurement Strategy: Secured 6km of pipe and fittings before the project started, with a phased delivery of an additional 10km
- Competitive Tenders: Leveraged competitive tenders to achieve significant cost savings
- Enabling Works: A streamlined project timeline
- Integrated Teamwork and Strategic Partnerships: Collaborated effectively with AVOVE's vegetation management for sustainable clearance activities
- Innovative Crossing Solutions: Reduced pipe sizes at critical crossings, minimising tunnel requirements and cutting down carbon emissions and costs



The benefits

Despite procurement delays, the project met the strict deadlines and budgets, emphasising environmental priorities such as local wildlife protection and sustainable execution. The innovative and collaborative approach led to significant cost savings, carbon reduction, and early completion. Key strategies included Early Contractor Engagement for optimised design, early procurement for cost and time efficiency, and competitive tenders. The team's powerful collaboration ensured efficient project timeline management, achieving early completion and successful land access through a reversed EIA decision, all while maintaining sustainability and minimising environmental disruption.

- The power of our team, with expert knowledge and an innovative approach offered a range of benefits, including improved sustainability, and reduced costs
- The optimisations in pipe size, fittings and tunnel dimensions led to a substantial reduction in carbon emissions
- The project's design maintained the performance and integrity of the pipeline whilst reducing its environmental impact
- Our approach resulted in £8 million in cost savings, making the project more cost-effective
- Streamlined the project timeline, allowing for quicker delivery without compromising quality

This project exemplifies the benefits of early management, expert planning, innovative processes, and a sustainable focus, resulting in substantial advantages for both the client and the environment. The integrated partnership of teams and suppliers, alongside a sustainable and innovative design proposal, played a crucial role.

Case Study

Scunthorpe wastewater flooding defence programme

We were awarded three schemes as part of Severn Trent's Capital Delivery Framework Design & Build for the Scunthorpe Wastewater Flooding Defence (WFD) Programme. The outcome of the project was to reduce storm discharges to local watercourses using large off-line holding tanks to retain stormwater, later release it back to the sewer system, and improve Biological Oxygen Demand (BOD) concentration in Bottesford Beck.

Our approach

We effectively managed complex programme requirements by addressing Combined Sewer Overflows (CSO) at South Grange, Brigg Road, and Grange Lane North, with storage improvements to reduce spills. Our teams played a crucial role through early contractor involvement, especially in design, as we relocated the Brigg Road shaft tank to avoid key assets, i.e., a restaurant, hotel, and mature trees. We engaged specialist sub-contractors, placed early orders for long lead-time items, and proposed an innovative vac flush system, resulting in carbon savings and reduced maintenance. This strategic planning ensured delivery within regulatory deadlines and environmental compliance.

The programme involved constructing off-line shaft tanks to manage stormwater flows from existing CSOs. The tanks were connected to the sewer system, and a twin-pumped return system was activated by telemetry from Yaddletorpe Sewage Treatment Works. Additional infrastructure included MCC kiosks, flushing systems, vent stacks, rising mains, and sewers.

The tanks included the South Grange Shaft Tank, 25m x 12m deep; Brigg Road Shaft Tank, 12.5m x 14m deep; and Grange Lane North Shaft Tank, 20m x 15m deep, plus additional infrastructure.



The solution

Our projects will significantly improve the BOD concentration in Bottesford Beck, meeting the Environment Agency's 'Good' standard.

- South Grange Shaft Tank: Reduced BOD levels in Bottesford Beck supporting environmental goals
- Brigg Road Shaft Tank: Supported reduction of storm discharges and BOD levels
- Grange Lane North Shaft Tank: Improved water quality and resilience to pollution in Bottesford Beck

The programme involved multiple CSO improvements across Scunthorpe, working within tight timelines.

Our teams have worked hard to achieve an expedited programme on the three projects. We effectively managed the complex programme requirements to improve BOD concentration in Bottlesford Beck. We focused on storage improvements to reduce spills within regulatory deadlines set for December 2024 and March 2025 for South Grange and Brigg Road.



Case Study

Groundbreaking innovation to inspecting, cleaning and maintaining pipelines

Maintaining the Vyrnwy Aqueduct is paramount to ensuring a continuous clean water supply. We delivered a groundbreaking approach, 'air pigging', for inspecting, cleaning, and maintaining large-bitumen steel pipes spanning approximately 19km.



Our approach

We undertook Early Contractor Engagement with United Utilities (UU), establishing opportunities to deliver the programme differently through key collaborations and innovations. Following this, we collaborated with INPIPE PRODUCTS, designing, constructing, promoting, testing, and using air-pigging technology to clean water pipelines. The partnership has introduced innovative and sustainable design and delivery techniques, which are now being applied across other projects. This methodology allowed the project to be completed with minimal disruption to the community and environment. It also reduced carbon output by 118 tonnes and removed more than 2,208 tanker movements from the roads.

Working with our smart-pig partner INPIPE, we brought a bespoke design and manufacture of foam pigs to make them fully trackable, incorporating advanced video technology. We used air as the propulsion medium to control the passage of the cleaning tool 'air-pig', through a 1m diameter water pipeline, which has never been done before to this size and scale in the industry or globally.

The introduction of air pigging technology at the Vyrnwy Aqueduct represents a significant leap forward in maintaining water supply infrastructure. By combining efficiency, environmental sustainability, and cost-effectiveness, air pigging has proven invaluable in ensuring the reliability and cleanliness of water delivery systems. As this innovative approach continues to gain traction, the future of aqueduct maintenance looks promising, with cleaner pipelines and improved water quality for all.

The success of air pigging at the Vyrnwy Aqueduct has paved the way for its adoption in other water supply systems nationwide. As technology continues to evolve, further enhancements in pig design and propulsion methods are expected, making air pigging an even more robust and versatile solution for pipeline maintenance.

The benefits

We have brought advanced technology to the industry. Using air pigging provided a high-quality cleaning method and a host of other benefits for the project and environment, including:

- 118 tonnes of CO2 saved across the whole project
- An improved method by using close fit full contact cleaning technique
- The air pig technique cleans the pipes significantly faster, reducing the time from weeks to days example: section 1 – 2,542m completed in 4 days
- Air pigging only requires a launch and reception pit for each section – reducing the number of pits required
- Due to the speed of air pigging, defects can be assessed and repaired quickly, delivering efficiencies
- Over 15m litres of water saved compared to using traditional high pressure jetting techniques; across the whole six sections of the aqueduct
- 2,208 tanker journeys saved



Case Study

Vegetation management

The Strelley to Redhill pipeline project is a testament to our expertise in managing complex infrastructure projects while addressing environmental, community, and client needs. Despite significant challenges, such as crossing major UK infrastructure and dealing with invasive species, the project was completed on time, within budget, and to the highest quality and safety standards.

Our multi-disciplinary approach, integrating vegetation management, design, and environmental sustainability, was key to the project's success. Innovative solutions, such as route diversions to protect local heritage and ecological sites and community consultations, ensured minimal disruption and cost savings.

The challenge

The Strelley to Redhill pipeline project faced significant challenges that required our vegetation management team to survey the land for potential issues. The route had to cross major UK infrastructure, such as a Network Rail line and the A610, which demanded meticulous planning to avoid local disruption.

Clearing vegetation on agricultural sites posed ecological risks, including invasive Japanese Knotweed, which must be addressed before nesting season to protect local wildlife. Quick redesigns were necessary when land surveys identified risks with the original plans. Preservation of heritage sites and mature wildlife, like a 150-year-old oak tree, also had to be considered.

Community consultation was vital to ensuring minimal disruption to residents' daily lives. Collaboration across our teams and Severn Trent ensured we developed innovative, cost-effective solutions that balanced project goals and preservation needs.

Our approach

Our team, in collaboration with our in-house design and ecological functions, successfully delivered the work according to Severn Trent's requirements, providing cost-effective design amendments that rectified the challenging planned route.

Our team identified operational risks and suggested route diversions, including a small diversion to avoid uprooting Japanese Knotweed, an invasive species that grows rapidly. This solution mitigated the risk and provided a cost efficiency of approximately £250,000. The team protected local heritage sites and mature trees, implementing excavation techniques that preserved the root systems of protected lime trees and also designed a route diversion to protect a 150-year-old oak tree. Our team collaborated with the local community to develop replanting initiatives, holding forums and consultations to address their needs and concerns.

Environment and Ecology

Adapting our operations to protect hazel dormice

The hazel dormouse is a protected species in the UK. It is known to live in fragmented populations in Welsh forests, including some of the forestry areas managed by our Vegetation Management. We established the potential presence of this species within the areas of Welsh forest, where we operate through local biological records, existing dormouse nestbox schemes, and the assessment of existing vegetation types. A habitat suitability assessment was then carried out by a licenced dormouse ecologist, which confirmed that the habitat surrounding the powerlines was suitable for dormice. We used what we had learned about the dormice population in this area to adapt our ways of working to prevent any danger posed to the species.

Our operations were scheduled for the Autumn/Winter season when the species hibernate and are less likely to be active, and we used equipment that prevented the risk of dormice being injured or killed. Hazel dormice hibernate at ground level; therefore, the cutting of vegetation was to take place no lower than 1ft from the forest floor, and no chipping was to take place anywhere within the area to prevent the dormice from being injured by machinery and to avoid the hibernating mice being covered in wood chippings. Finally, we facilitated the movement of the dormice through the area by improving habitat connectivity. This involved using the cleared vegetation to form 'bridges' between tree canopies and beneath the powerlines to enhance the habitat for the present population of dormice.



Safeguarding waxcap grasslands

Waxcap grasslands are a priority habitat within the UK, as they are rare and diverse ecosystems. However, the grasslands are extremely sensitive, and construction activities, such as topsoil stripping and ploughing, can detrimentally affect the biodiversity in these areas.

While planning our Strelley to Redhill project in Nottingham, our environment team identified waxcap grasslands. A mitigation strategy needed to be devised to minimise the negative impact on these areas. This strategy aimed to excavate, store, and preserve the organic surface layer, where the sensitive mycelial (fungal) layer is present. Following the installation of the pipeline, this layer will be reinstated, protecting the waxcaps at this site and ensuring their long-term presence in the area.



| Governance

Meet AvoVe's Executive Leadership Team

Leading with purpose

Our Executive Leadership Team (ELT) sets AvoVe's strategy and drives long-term success—ensuring we have the right resources to meet our goals and deliver for our clients.

Guided by our principles and culture, the ELT leads on ESG, managing risks and opportunities across the business. Chaired by our Executive Chair, the team brings deep experience from a wide range of sectors.



Mark Perkins, Executive Chair

With over 40 years of experience, Mark brings expert leadership in delivering complex capital and service programmes. A chartered director, he's spent the last nine years leading portfolio businesses and partnering with Rubicon Partners on transactions and restructuring. In 2024, Mark is especially proud of our team's expertise and AvoVe's forward-thinking approach to sustainability and innovation in the water sector.



Becky Kimber, People Director

With 20+ years in senior HR roles, Becky leads our People & Culture strategy—fostering a workplace where everyone can thrive. In 2024, her team boosted colleague engagement, earned Real Living Wage Employer status, and advanced our Early Careers strategy, all reflected in strong colleague survey results.



David Holmes, General Counsel

With 30+ years in the construction industry and dual qualifications as a chartered engineer and solicitor, David leads our legal, property, and corporate governance functions. In 2024, he reshaped our risk management approach and strengthened business continuity planning. David is proud of our continued focus on getting it right first time and consistently exceeding customer expectations.



Sandy Dalziel, Commercial Director

With over 40 years of experience in construction-related organisations, focussing on performance improvement in commercial functions. He integrates operations and finance teams to promote process and behavioural change within the company.



Darren Jones, Finance Director

With over 20 years of senior finance experience across services and consumer goods, Darren leads our Finance, IT, Fleet & Plant, and Procurement strategy. He also champions ESG at the executive level. In 2024, Darren credits AvoVe's growth to an engaged workforce—where every colleague knows their impact and drives the business forward.



Jeff Hart, IT Director

With 30 years in IT, governance, finance, and process improvement, Jeff excels at bridging business and tech to drive real value. He leads our IT and Cyber Security strategy—overseeing platforms, data, and support while ensuring technology delivers across the board.



Patrick Rafferty, Business Operations Director

With nearly 40 years in utility operations, Patrick leads AvoVe's Health, Safety, Quality, Commercial, and overall business operations—backed by a strong team of Framework Directors and Managers. In 2024, Patrick is proud of the team's continued drive for efficiency and consistent delivery of service excellence across every framework.

Ensuring Stakeholder Confidence

Driving growth with strong governance

Above is pushing forward with bold growth plans, backed by strong governance, allowing us to expand in existing markets and unlock new opportunities confidently whilst staying agile for clients and empowering our people.

By striking the right balance between structure and agility, we ensure transparent and compliant delivery combined with the right focus on strategic execution, laying the foundation for long-term, sustainable growth.

Oversight over our business

The Executive Leadership Committee met 11 times during 2024 to review the performance and progress of the business against its plans as well as its ongoing strategic development. The full Executive Leadership Team were joined by the Non Executive Directors four times over the course of the year.

We put in place a new subcommittee of the Executive Leadership Team to oversee the development of our strategy and delivery across Environment, Social Impact and Governance (ESG). Membership includes our Executive Chair, Finance Director, Business Operations Director, People Director and General Counsel, along with our Head of Sustainability, meeting quarterly to agree on focus areas for the business, ensure the right resources are made available to drive these forward and review progress.

The subcommittee met twice to agree on its role and membership as well as to align key objectives into 2025. Our aim is to ensure that Above can make a noticeable and positive impact across each of the areas, including our drive to Net Zero, developing our culture and Diversity & Inclusion initiatives, the contribution we make in the communities we operate within and the ongoing controls we need to assure our delivery in all aspects.

All other subcommittees continued to operate in line with their constitutions, including the Risk and Audit committee, which includes non-executive directorship membership and is also attended by Forvis Mazars our external auditors, the Approvals committee, which met weekly to consider key bid submissions along with proposals for strategic investments and our Remuneration Committee.

Our policies

We regularly review and update our policies to stay aligned with client needs, legal requirements, and industry standards. At the heart of this is the Above Code—our blueprint for ethical business conduct. It links directly to key policies, including Anti-Bribery, Modern Slavery, and Risk Management, ensuring our actions reflect our values and strategic goals.

We strengthened a number of these policy areas, particularly within risk management and business continuity planning in the year.

We established a Risk Management community with a clear remit to undertake regular assessments of our risks at both a contract and a total business level, ensuring that appropriate mitigation actions are in place, owned and being driven forward. Large and key business level risks are reviewed at both the Executive Leadership team meetings and in the Risk and Audit committee meetings. This tightening of our risk management process was rolled out to all framework team leaders and commercial teams to support them in the implementation in their particular areas of the business.

2024 also saw an end-to-end review of our Business Continuity Planning policy. This was developed by a working group pulled together under the guidance of our General Counsel to ensure that the policy was relevant and set out clear requirements and responsibilities across our business for ensuring that contingency plans are in place. Business continuity plans have been refreshed for all frameworks.

Compliance training and audit

Our E-Learning platform delivers vital compliance training across the business, ensuring that our entire colleague population is made aware and receives training on key topics, including our suite of company policies like Modern Slavery, Bribery, Whistleblowing and GDPR. E-learning courses require participants to complete questions to ensure the appropriate level of understanding of the particular topic. Successful completion of these training policies is monitored and actively driven across the business.

Eleven E-learning courses were deployed covering topic areas such as diversity and inclusion in the workplace, mental health awareness, safety and cyber security, particularly in relation to phishing. Through this programme we have been able to ensure that new policies and other key compliance topic areas are communicated and rolled out right across our business in an agile and timely manner. This year the training programme achieved a 96% completion rate.

We have also instigated an audit programme with a designated team to ensure compliance across the business.

Ethical and compliant supply chain

Our supply chain partners are a critical aspect of our delivery model in providing a safe and high-quality service. Our professional and qualified procurement team take pride in ensuring that we continually develop our supply chain options with robust and thorough selection and onboarding processes, executed efficiently, as well as high levels of engagement to ensure alignment with our delivery approach.

In the year Above successfully gained the CIPS Corporate Ethical Procurement and Supply Kitemark, demonstrating the integrity and commitment to ethics in our procurement processes and safeguarding our supply chain. In achieving this, our colleagues responsible for sourcing and managing suppliers were made aware and trained in international standards for procuring ethically.



Other initiatives to strengthen the governance around our procurement activity and make Above a positive company to do business with have included the deployment of an optimised E-tendering solution, a balanced set of terms and conditions and engagement with suppliers on invoicing processes which have driven a further improvement in our payment to terms, to 90%. This supported efforts in on-boarding over 200 suppliers in the year, developing local supply chains and preparing the business for AMP8 and further growth.

Whistleblowing

In 2024, no whistleblowing incidents were reported via our independent hotline, which remains open to colleagues, suppliers, subcontractors, clients, and customers. We boosted awareness through mandatory E-learning to ensure everyone knows how to raise concerns confidentially.

> Looking ahead

The Executive Leadership Team will continue to strengthen our governance, striking the right balance between robust controls, empowered decision-making, and agility. As we grow, we're focused on staying adaptable while building a business that consistently delivers an excellent safety record and a high-quality standout service-underpinned by integrity, accountability, and a commitments to doing things the right way.



AVOVE[®]
UTILITIES
MOVING LIFE FORWARD

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