

**Infrastructure Leadership Group**  
**Meeting Notes and Actions – Wednesday 26<sup>th</sup> March 1000h-1100h**

**Attended:**

|                     |                                    |
|---------------------|------------------------------------|
| Poppy Harrington    | Supply Chain Sustainability School |
| Andrew Wilson       | Supply Chain Sustainability School |
| Jenny Simpson       | Supply Chain Sustainability School |
| Adam Cane           | Aco                                |
| Ajit Rai            | Menfor Group                       |
| Warren Lynes        | Onsite Support                     |
| Daniel Tipper       | Prolectric                         |
| Emer Murnaghan      | Graham                             |
| Arden, Graham       | Skanska                            |
| Lukasz Kondratowicz | Reliable Contractors               |
| Warren Kingham      | McGinley                           |
| Graham Edgell       | Morgan Sindall (CHAIR)             |
| Lee Heykoop         | Homes England                      |
| Robert McCarthy     | BAM                                |
| Donna Barber        | Nationwide Platforms               |
| Simon Diggle        | National Highways                  |
| Stef Jastak         | National Highways                  |
| Lorna Stork         | SIG Plc                            |
| Helen Kowe          | UU Plc                             |
| Suzanne Cunningham  | Murphy Group                       |
| Zuta Marmon-Halm    | Nationwide Platforms               |
| Phoebe Butler       | GRS Roadstone                      |
| Ben Rowe            | Volkerwessels                      |
| Liban Ahmed         | Action Sustainability              |

**Notes and Actions**

**1. Welcome and Introductions**

Graham welcomed members of the Group and invited input from members on the discussion and reminded Group members their proactive participation was important to shape the right support activities required by the sector which the School can develop and provide.

The agenda had been changed to include a presentation by National Highways on their Supplier Development System (SDS) – a strategic approach to benchmarking and improving individual and collective supplier performance.

## 2. National Highways Supplier Development System (SDS)

Simon Diggie & Stef Jastak (National Highways) presented the SDS available free of charge through the School. <https://www.supplychainschool.co.uk/partners/national-highways/>

Over the last few years, National Highways has been helping suppliers develop their capabilities to prepare for upcoming procurement and to improve delivery on the ground.

Looking forward to RIS3, NH has reviewed their supplier development focus and content to ensure it is reflective of where they are heading as a business as we continue connecting the country, efficiently delivering a significant investment programme, improving customer service, safety performance and environmental outcomes.

This refresh has been created in collaboration with suppliers, large and small, and with subject matter experts in their businesses.

The supplier development system is part of our broader supplier development approach supporting better enterprise maturity, better leadership maturity through Roads Academy and developing / sharing leading practices through Engagement Council / Collaboration Board.

To complete the SDS, suppliers are encourage to take the National Highways company assessment and then generate/complete a bespoke action plan.

**ACTION: National Highways to speak to United Utilities about their similar work on supply chain engagement and development.**

## 3. Hydrogen – Focussed Discussion

Speaker information for the forthcoming conference on Hydrogen were shared. This event will focus on stationary power and transport / plant applications:

[Colin Evison](#), Innovation Technical Lead, [BAM UK & Ireland](#) - Presenting on how BAM, through the Element 1 Project to lead the construction industry towards a zero emissions future

[Simon Leek](#), Company Carbon Manager, [Sir Robert McAlpine](#) - Presenting on trialling a Hydrogen Power Unit (HPU) to power workshops and plant yard – part of Sir Robert McAlpine’s Net Zero action plan

[Ben Lindley](#), COO and Co-founder, [Hydrologiq](#) - Presenting Hydrologiq’s new breed of off-grid hydrogen powered solutions for construction

[Ruairi Coffey](#), Head of Skills and Sustainability, [L Lynch](#) - Presenting on L Lynch use of Ultimate Cell hydrogen technology to reduces fuel costs, lower emissions and enhance performance

[Andrew Kidd](#), Director of Environmental Sustainability, [Lower Thames Crossing](#) - Presenting on how widescale hydrogen use will be a key element of Lower Thames Crossing’s policy and strategy for making the "greenest road ever built"

#### 4. **Business Planning – Looking Ahead to 2025/2026**

The main activity areas and outcomes required for financial year 25/26 were now confirmed:

##### **Sustainability Reporting**

- Address lack of standardisation and build skills / knowledge especially within the supply chain so companies can assist their clients with accurate and timely ESG reporting
- Run training sessions on Sustainability Reporting and review online learning on this issue

##### **Embodied Carbon**

- All organisations need to do more to reduce embodied carbon and Scope 3 carbon more generally within the supply chain
- Share knowledge on use of EPDs and ensure Embodied Carbon features in School Training Programme, plus review online learning.
- Promote and increase adoption of the Embodied Carbon version of the Reporting Tool

##### **Nature Based Solutions**

- Increase knowledge and opportunities for supply chain to contribute to better outcomes on both green and blue infrastructure.
- Run more sessions on nature / BNG, to ensure supply chain understand the new legislation and can move beyond compliance

##### **Social Value Measurement and Reporting**

- Partners use different approaches and consultancies to assist with Social Value reporting. The Group agree we need to share more knowledge of different platforms and methods for quantifying social value.
- Include in Training Programme and review / create more learning resources on this during 25/26

##### **Hydrogen**

- Run a conference / more training on increasing potential for hydrogen (especially green H2) for power generation and fuel for plant/equipment.
- Consider Industry Guidance (using similar funding model and approach to HVO and PV Guidance recently published by the School)

##### **Rail Working Group**

- Now established and developing specific Learning Pathways to support key strategies by Network Rail, the RSSB and RISF

| Topic / learning priority                    | Challenge   | Solution / Planned Activity / Output   | Type                     | Is there a gap in the market for this?   | What is the reasoning behind why we should do this?   | Priority (1 – 5) | Who is the audience?   | What other Leadership Groups could this involve                    |
|--|---|--|--------------------------|--|---|------------------|--|--|
| Sustainability Reporting                     | Standardisation (or lack of it!).<br><br>Plus skills / knowledge                  | Sustainability Reporting Training  | Workshop                 | We have new E-Learning Module in Ireland but can do more training (wshop / webinar) on this topic in UK  | Many Partners are finding this topic challenging with new legislation etc placing new demands on them for information | 1                | Partners and immediate key suppliers   | Construction / Social Value / Homes etc                            |
| Carbon and Embodied Carbon                   | Reporting on Carbon but also responsible sourcing to select low embodied products | Embodied Carbon Training Sessions  | Workshop                 | Growing interest in embodied carbon - link to the new product calculator tool  | Companies need to better understand EPDs and embodied carbon to make more informed procurement decisions              | 2                | Partners and other large companies   | Construction / Procurement / Scotland / Homes                      |
| Nature Based Solutions                       | Increase awareness and use of nature based solutions                              | Training / learning resources on nature based solutions?                                 | Workshop                 | Environment Agency have created a Nature Literacy Course – School can potentially use it?  | Projects are now more responsible for demonstrating positive nature impact / BNG                                      | 3                | All School - espeically project delivery companies (Partners)                | Construction / Nature / Procurement / Scotland / Homes / Wellbeing |
| Demand Planning / Predictability             | Big issue for National Highways and Rail Infrastructure projects / HS2            | Balfour Beatty are launching an app to track and improve demand planning on big projects | Resource                 | I don't think the School does a lot on this topic?   | Seems to be important for clients and contractors / supply chains alike   | 3                | Supply Chain (or clients and partners to share best-practise and innovation) | Construction / Procurement   |
| Common Measures / Approaches to Social Value | Range of different approaches to measuring and reporting Social Value             | Push Social Value Tool / ESG Tool to Partners?   | Webinar                  | A lot of provisoion in this space but we need to push our own solutions maybe more proactively to Partners?  | School can help Tool team and vice versa  | 3                | Supply Chain   | Construction / Homes / Social Value                                |
| Hydrogen                                     | Awareness Raising of supplier capacity and applications for H2                    | Training sessions - possible report / industry guidance (together with Ireland??)        | VC / Training and Report | The H2 VC was very well attended - we are doing a follow up and the H2 industry continues to develop at pace so could be worth further attention on 2025 | Partners have identified it as one of their key issues to discuss - on their agenda for next meeting (Jan 25)         | 2                | Supply Chain and Partners  | Homes / Plant / Scotland / Wales / Construction                    |

**5. The Group had agreed the following list of meeting topics.**

The Group were presented with a revised timetable for focused discussions around industry sector or topic (shown below).

The next discussion in May will be led by Sizewell C and colleagues from Action Sustainability who are working with Sizewell to track ESG / supply chain performance.

| Issue   | Proposed Timing |
|---|-----------------|
| Productivity / Operational Excellence                     | September 24    |
| Heat Mapping  | November 24     |
| Hydrogen  | January 25      |
| <i>National Highways SDS / Performance Measurement</i>    | <i>March 25</i> |
| <b>Nuclear / Sizewell C &amp; Performance Measurement</b> | <b>May 25</b>   |
| Nature Recovery and Biodiversity                          | July 25         |
| Energy / Renewables                                       | Sept 25         |
| AMP8  | Nov 25          |
| Aviation / Airports                                       | Jan 26          |
| tbc   | Mar 26          |

**6. Rail Infrastructure Working Group**

“Learning Pathways” have now been developed – and will soon be available - to support individual learning & corporate competence around the Greener Railway Strategy and the Sustainable Rail Blueprint. They will be found under the Infrastructure Market page(s).

A single organisation level pathway – will cover key information and policies, such as the strategy documents themselves but also key compliance information and requirements such as the Railway Industry Supplier Qualification Scheme (RISQS)

8 x individual Learning Pathways which correlate to the 8 key areas of the Greener Railway Strategy:

- *Net Zero Delivery*
- *Circular Economy*
- *Climate Adaptation*
- *Protecting Land, Air and Water*
- *Nature Recovery*
- *Inclusive and Accessible Railway*
- *Supporting Local Economies*
- *Community Wellbeing*

These pathways will contain a variety of resources (most are already on the School’s platform) Important: the learner would NOT be required to complete all the resources to finish a pathway (this would take too much time).

Any learner can complete any 3 resources depending on prior knowledge and individual preference.

## **7. Any Other Business**

All information and regular updates on School activity:

[Supply Chain Sustainability School - Partner News \(supplychainschool.co.uk\)](https://supplychainschool.co.uk)

NB – for access to Partner Pack (in Partner area of School’s website) or the Partner News itself, please use password SCSS\_Partner.

Next Meeting Date:

28 May 2025

1000h-1100h