Climate resilience and adaptation plan

Delivering low-carbon, nature-positive, and climate-resilient Assets

BAM UK and Ireland | September 2026

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BAM sustainability strategy

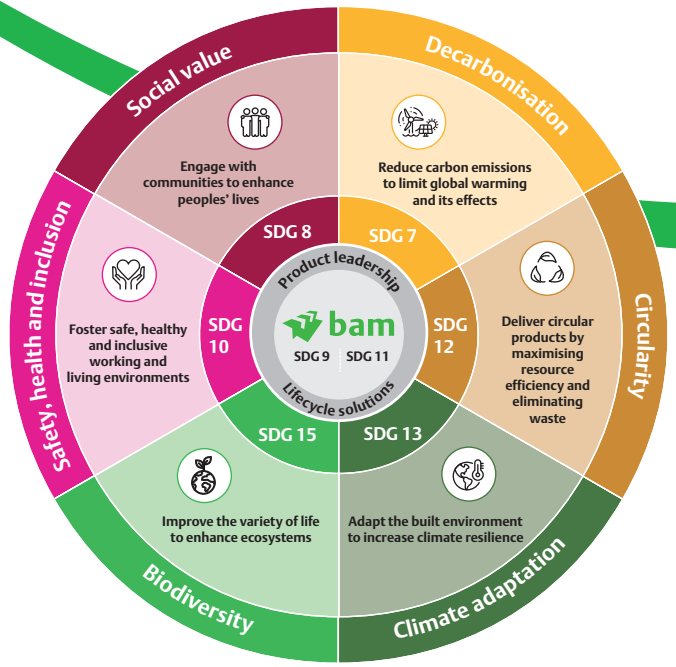
Delivering low-carbon, nature-positive, and climate-resilient assets

BAM's Sustainability Strategy sets out a clear delivery framework to meet its 2030 targets, built around decarbonisation, Nature, and climate adaptation, alongside supporting themes of circularity, safety, health and inclusion, and social value.

We have formed four plans detailing our approach to carbon reduction, nature, Water, climate resilience and adaptation

- Achieve net zero operations by 2030
- Deliver Nature Positive outcomes
- Climate-resilience of our operations and the assets we deliver
- Improving water resilience of our operations and assets we deliver

These plans are interdependent and embedded across project lifecycle stages – design, construction, and operation.



Together, these plans support integrated business planning by aligning decarbonisation, biodiversity water and climate resilience with enterprise risk management, business continuity and long-term organisational performance.

Carbon reduction plan

The **Carbon reduction plan** defines BAM's pathway to net zero carbon by 2030, focusing on reducing operational and embodied carbon through low-carbon design and construction, while supporting clients and supply chain to decarbonise.

Nature Positive plan

The **Nature Positive Plan** defines how BAM will deliver nature-positive outcomes recognising nature as an integral part of the built environment and using our influence across the value chain to drive better outcomes for nature.

Water reduction and protection plan

The **Water Reduction and Protection Plan** sets out how BAM will reduce water demand, protect water resources, and prevent pollution through a consistent, EMS-aligned approach across the asset lifecycle.

Climate resilience and adaptation plan

The **Climate Resilience and Adaptation Plan** sets out how BAM will embed climate resilience into business planning, risk management, and project delivery, ensuring climate risks and opportunities are managed across the asset lifecycle.

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Purpose

To safeguard BAM's people, projects, operations and long-term business performance from the impacts of climate change by embedding resilience into decision-making, governance and project delivery. The Climate Resilience and Adaptation Plan provides that framework by linking governance, capability, value chain impacts and operational resilience into a consistent approach across the business. BAM's influence on climate resilience extends beyond its direct operations and includes suppliers, partners, clients, assets and includes it's supply chain, clients and their assets.

Climate adaptation is becoming increasingly important in construction and infrastructure as assets are exposed to rising risks from flooding, overheating, drought, storms and sea-level rise. These hazards can disrupt delivery, increase costs, reduce productivity and undermine long-term asset performance. As climate conditions continue to change, infrastructure designed to historic assumptions may no longer be sufficient, making resilient design and operation essential.

The main risks for BAM and its clients fall into four areas:

- Physical risks to assets from extreme weather; operational risks affecting delivery, safety and productivity; strategic and financial risks influencing investment and long-term value; and compliance and disclosure risks linked to growing reporting expectations, including the Task Force on Climate-related Financial Disclosures (TCFD) and Corporate Sustainability Reporting Directive (CSRD). This strategy aims to improve organisational resilience across BAM's operations, supply chain and project portfolio while supporting clients in delivering resilient infrastructure.
- This includes enhancing resilience across critical suppliers, subcontractors, key materials, logistics networks and asset operators to reduce exposure to climate-related disruption throughout the value chain.
- For clients, a strong Climate Resilience and Adaptation Plan reduces disruption and cost exposure, supports compliance and improves long-term asset reliability and value. It enables earlier, better-informed decisions by bringing climate risk assessment, scenario planning and resilience measures into design and delivery, while also demonstrating leadership on sustainability and climate resilience.
- The plan is closely aligned with BAM Group's sustainability strategy, which places climate adaptation alongside decarbonisation, circularity and biodiversity as a core priority. It translates BAM's commitment to "build a sustainable tomorrow" into a practical framework for governance, capability and operational resilience, helping BAM meet evolving expectations.

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Climate resilience and adaptation plan overview

Purpose	To embed climate resilience and adaptation into BAM's governance, operations and decision-making through a structured, auditable and value-chain-wide approach.			
Theme	**Governance, accountability and assurance**	**Capability and culture**	**Climate intelligence and value chain impacts**	**Operational and business continuity resilience**
Goal	To ensure climate adaptation is governed, auditable and aligned with reporting and compliance requirements	To embed climate resilience into organisational behaviours, capability and communication	To manage climate risks and opportunities across the full value chain	To ensure projects and operations can withstand and respond to climate impacts
Objectives	▸ Define governance responsibilities and executive accountability ▸ Establish a BAM Climate Adaptation Framework ▸ Integrate adaptation into governance, EMS and risk management ▸ Strengthen assurance, reporting and continual improvement	▸ Build organisational climate resilience capability ▸ Embed adaptation into decision-making processes ▸ Strengthen communication and engagement ▸ Develop competence across teams and leadership	▸ Improve understanding of climate risks and opportunities ▸ Strengthen climate intelligence and scenario planning ▸ Improve value-chain resilience ▸ Align with evolving disclosure and client requirements	▸ Embed adaptation within operations and projects ▸ Improve preparedness and response capability ▸ Strengthen continuity planning ▸ Monitor and improve resilience performance
Outcomes	▸ Climate adaptation embedded in governance processes ▸ Clear accountability and oversight established ▸ Reporting and assurance requirements consistently achieved	▸ Climate resilience understood across the organisation ▸ Adaptation routinely considered in decisions ▸ Improved capability to manage climate risks	▸ Climate risks understood across the value chain ▸ Better-informed strategic decisions ▸ Greater resilience among suppliers and delivery partners	▸ Improved resilience to climate disruption ▸ Reduced operational vulnerability ▸ Stronger continuity and recovery capability
2030 vision	Climate resilience fully embedded within governance and decision-making	Climate considerations routinely influence behaviours and decisions	Climate intelligence drives proactive resilience planning	Projects and operations are prepared for climate disruption

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What we have already done

Governance and systems

- Climate Adaptation Procedure
- BAM Baseline
- Bid Playbook
- Sustainability Strategy

Research and understanding

- Board climate adaptation review
- Climate risk assessments
- Requirements register
- Gap analysis

Delivery experience

- Environment Agency flood programmes
- Infrastructure adaptation projects
- Climate risk assessments
- Adaptation design reviews

Innovation and good practice

- Nature-based solutions
- Climate resilience solutions library
- Adaptation pilots
- Early design integration

Case study: Climate resilience solutions library

BAM has developed a Climate Resilience Solutions Library to support the consistent consideration of climate adaptation opportunities across projects and sectors.

The library provides a structured repository of adaptation measures, helping teams identify, evaluate and communicate practical resilience interventions during planning, design and delivery. It supports knowledge sharing, informed decision-making and the wider integration of climate resilience across BAM's activities.

BAM already has many of the processes, tools and examples needed to support stronger climate resilience. This plan brings these activities together within a consistent, auditable framework that can be applied across the business.

Today	Tomorrow
Project-level initiatives	Organisation-wide framework
Individual examples	Consistent application
Fragmented evidence	Auditable assurance
Good practice	Standard practice

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Governance, accountability and assurance

Why this matters…

Climate change presents increasing risks to BAM's projects, operations, people and long-term business performance. Effective governance ensures these risks are consistently managed and adaptation actions are delivered.

BAM climate adaptation framework

The BAM Climate Adaptation Framework will provide the link between strategy and action, translating the Climate Resilience and Adaptation Plan into clear governance arrangements, responsibilities, processes and reporting requirements. It will act as a single, auditable framework for embedding climate resilience across BAM's governance, business planning, project delivery and operational activities.

Our goal

To establish a robust, auditable framework that embeds climate adaptation into BAM's governance, management systems and reporting, ensuring clear accountability, compliance with disclosure requirements, and consistent oversight of climate-related risks and actions.

What we are going to do

- Establish a BAM Climate Adaptation Framework
- Integrate climate adaptation into enterprise risk management and annual business planning
- Embed climate resilience requirements into the Environmental Management System (EMS)
- Define governance responsibilities, executive accountability and review arrangements
- Establish structured monitoring, reporting and continual improvement processes
- Strengthen compliance with climate-related disclosure requirements
- Ensure adaptation priorities are considered in strategic decision-making

Levers and enablers

- Climate Adaptation Framework
- Environmental Management System (EMS)
- Enterprise Risk Management processes
- Annual business planning cycle
- Sustainability Steering Group
- Governance review and reporting processes
- Corporate Sustainability Reporting Directive (CSRD) reporting framework
- BAM Baseline and Stage Gate processes
- Climate Adaptation Procedure

Governance model

- Executive sponsor
- Sustainability steering group
- Business units
- Projects and operations

Climate adaptation governance cycle

2030 Outcome

Climate resilience is fully integrated into BAM's governance, EMS, enterprise risk management and business planning processes.

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Capability and culture

Why this matters…

Climate resilience depends on people as much as processes. Building capability ensures adaptation can be consistently applied across projects, operations and decision-making.

Our goal

To embed climate resilience across the organisation by strengthening awareness, communication and capability, ensuring that staff understand their roles and are equipped to integrate climate considerations into everyday decision-making and delivery.

What we are going to do

- Embed climate resilience into organisational training programmes
- Improve climate adaptation capability across leadership, procurement, bid and project teams
- Develop a climate resilience communication and engagement programme
- Increase awareness of climate-related risks, opportunities and responsibilities
- Embed climate adaptation considerations into day-to-day decision-making
- Strengthen BAM's organisational adaptive capacity through leadership, capability, governance and resilience planning
- Recognise and share good practice examples to build climate resilience capability across the organisation
- Integrate climate resilience responsibilities into role profiles, objectives and performance discussions where appropriate

Levers and enablers

- Internal training and competency programmes
- Climate resilience communication campaign
- Roles, responsibilities and competency framework
- Bid Playbook and tender governance processes
- Climate Resilience Solutions Library
- Project lessons learned and knowledge-sharing processes
- Subject Matter Expert Network
- Leadership engagement and sponsorship

Capability pathway

Awareness → Training → Competence → Application → Leadership

2030 Outcome

Climate resilience is routinely considered in business planning, project delivery and operational decision-making.

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Climate intelligence and value chain impacts

Why this matters…

Climate risks extend beyond BAM's direct operations. Understanding value-chain impacts helps strengthen resilience, reduce disruption and support better decision-making.

Our goal

To ensure climate risks and opportunities are understood and managed across the full value chain by integrating upstream supply chain and downstream asset and user impacts into planning, design and strategic decision-making. Improved resilience across BAM's wider value chain, including suppliers, delivery partners and operational stakeholders.

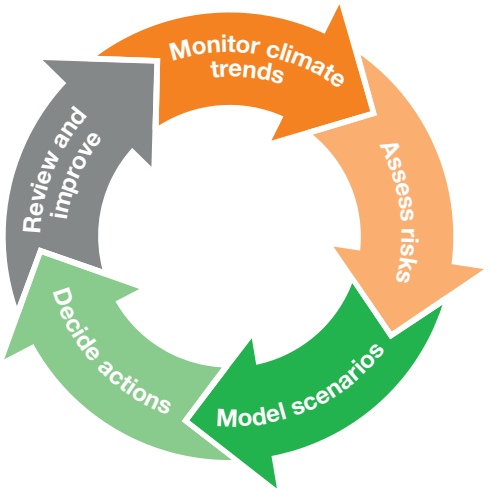
What we are going to do

- Develop and maintain BAM's climate intelligence capability
- Apply climate scenario analysis to strategic decision-making and resilience planning
- Expand climate risk assessments across projects, operations and the value chain
- Improve resilience of critical suppliers, partners and delivery networks
- Assess and monitor climate-related impacts, dependencies, risks and opportunities (IDROs) across BAM's activities and value chain
- Align climate resilience activities with client and disclosure requirements
- Use climate intelligence to inform business continuity and investment decisions
- Develop climate resilience dashboards and management information to support decision-making
- Climate risks and opportunities are integrated into investment, bid and design decisions
- Apply climate scenario analysis to investment, business planning and capital allocation decisions

Levers and enablers

- Organisational Climate Change Risk Assessment
- Climate scenario analysis
- Climate intelligence dashboards
- Climate projections and hazard datasets
- TCFD (Task Force on Climate-related Financial Disclosures) framework
- TNFD (Taskforce on Nature-related Financial Disclosures) framework
- Supply chain resilience assessments
- BAM Climate Resilience Framework

Climate intelligence cycle



2030 Outcome

Climate intelligence and scenario planning consistently inform strategic decisions and value-chain resilience activities.

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Operational and business continuity resilience

Why this matters…

Climate-related disruption can affect people, projects, assets and supply chains. Preparedness and recovery capability are essential for maintaining safe and reliable operations.

Our goal

To enhance BAM's ability to anticipate, respond to and recover from climate-related disruptions by embedding resilience into operational processes, project delivery and emergency response arrangements.

What we are going to do

- Integrate climate resilience into business continuity and operational recovery arrangements
- Strengthen emergency preparedness and response procedures for climate-related events
- Embed climate adaptation requirements into project delivery and operational processes
- Identify critical climate-related dependencies and vulnerabilities
- Improve resilience of supply chains and delivery partners
- Establish resilience metrics, targets and performance indicators
- Review and continually improve resilience measures through testing and lessons learned

Levers and enablers

- Environmental Management System (EMS)
- Business Continuity Plans
- Emergency Response Procedures
- Incident management and recovery processes
- Climate risk assessments
- Project assurance and audit processes
- Resilience performance dashboards
- Lessons learned and continual improvement processes

Operational resilience cycle

2030 Outcome

BAM's operations and projects can anticipate, respond to and recover from climate-related disruption.

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Roadmap

What success looks like in 2030:

Climate adaptation embedded within governance and business planning. Climate intelligence informs strategic decisions. Projects and operations are resilient to climate disruption. BAM is able to demonstrate continual improvement and assurance.

Our 2030 Vision

01 Governance, stewardship, and assurance	02 Upstream supply chain and procurement	03 Construction phase operations	04 Asset performance by design	
Framework established	Baseline skills assessment	Climate intelligence system established	Baseline and priorities established	2026
Governance embedded	Training rollout	Scenario assessments completed	Business continuity integrated	2027
Assurance operational	Adaptation integrated into roles	Value chain assessments completed	Operational testing undertaken	2028
Performance reporting	Leadership capability expanded	Scenario reviews embedded	Recovery arrangements strengthened	2029
Mature governance	Resilience culture embedded	Recovery arrangements strengthened	Resilience fully embedded	2030

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For more information, contact:

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Our climate and nature partnerships and memberships:

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