# Water reduction and protection plan

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

BAM UK and Ireland | September 2026

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# BAM sustainability strategy

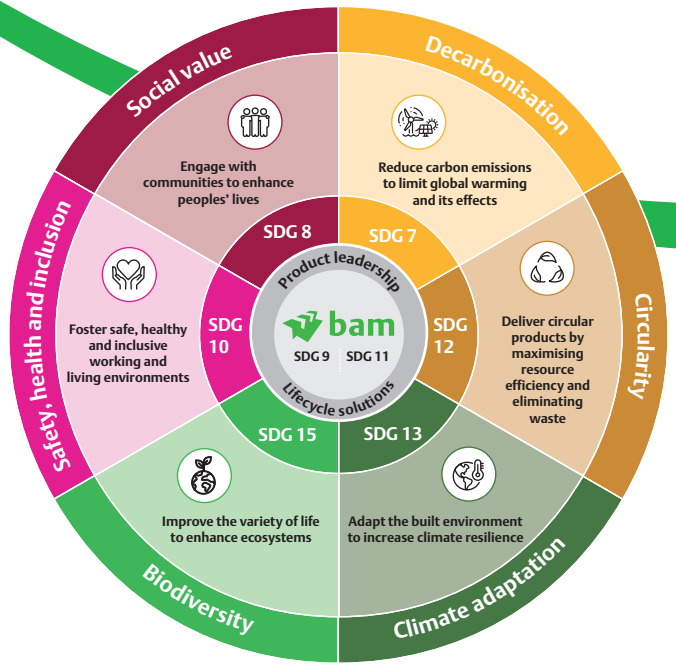
## Delivering low-carbon, nature-positive, and climate-resilient assets

**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

**For BAM UK & Ireland (UK&I), this Water Reduction and Protection Plan sets out a clear and consistent framework for reducing our reliance on precious water resources, minimising impacts on the water environment and strengthening the resilience and continuity of our business in a water-constrained future.**

It focuses on five priorities:

- strengthening governance and stewardship
- improving supply chain water stewardship
- reducing construction-phase impacts;
- improving asset performance through design
- enabling data-driven performance and assurance

Together, these themes move BAM from project-by-project practice to a more organised approach supported by clear responsibilities, measurable targets, stronger evidence and integration into bids, project delivery and reporting. The Plan provides organisational direction and governance. Delivery is implemented through BAM's existing Environmental Management System.

Water is a critical issue for the construction sector because it affects resilience, compliance, environmental performance and client value. The UK and Ireland are projected to face a significant water supply shortfall over coming decades, reinforcing the need for more efficient use, better protection of water environments and stronger organisational oversight. For BAM, this means water should be addressed not only as a compliance matter, but as a strategic topic linked to risk management, sustainability and market differentiation.

For clients, this approach offers both practical and strategic value. It provides clearer evidence that BAM is improving water stewardship through better governance, stronger pollution prevention, more efficient water use, and more transparent data and reporting. It also supports client expectations on resilience, compliance and sustainability, helping position the plan as both an internal management framework and a credible market-facing offer.

Overall, the Water Reduction and Protection Plan should be framed as a practical route to stronger water stewardship across BAM UK&I. The plan addresses water stewardship across BAM's supply chain, construction activities and the long-term performance of the assets we help deliver.

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# Water Reduction and protection plan overview

| | | | | | |
|---|---|---|---|---|---|
| **Purpose** | To strengthen water stewardship across BAM by improving governance, reducing impacts, increasing efficiency and enabling data-led decision-making. | | | | |
| **Theme** | **Governance, stewardship, and assurance** | **Upstream supply chain and procurement** | **Construction phase operations** | **Asset performance by design** | **Performance, data and assurance** |
| **Goal** | Embed ownership, governance and continual improvement | Reduce embodied water and improve supplier stewardship | Improve water efficiency and protect the water environment | Improve whole-life water outcomes | Measure progress and drive continual improvement |
| **Objectives** | ▶ Define governance responsibilities and executive accountability.<br>▶ Establish a BAM Water Stewardship Framework.<br>▶ Integrate water stewardship into business processes and the EMS.<br>▶ Strengthen assurance, reporting and continual improvement | ▶ Identify significant embodied water impacts within the supply chain.<br>▶ Incorporate water stewardship into procurement processes.<br>▶ Improve supplier transparency and performance.<br>▶ Pilot embodied water assessment and reporting approaches | ▶ Reduce potable water consumption during construction<br>▶ Increase water reuse, recycling and alternative water sources<br>▶ Strengthen pollution prevention and discharge management<br>▶ Improve compliance and operational resilience | ▶ Embed water stewardship into design and optioneering<br>▶ Improve whole-life water efficiency<br>▶ Promote SuDS and nature-based solutions<br>▶ Deliver resilient and climate-adaptive water outcomes | ▶ Define organisational water metrics and KPIs<br>▶ Establish consistent monitoring and reporting processes<br>▶ Improve evidence, assurance and auditability<br>▶ Drive performance improvement through benchmarking and review |
| **Outcomes** | ▶ Organisation-wide framework for water stewardship established.<br>▶ Water governance embedded in bidding, delivery and reporting.<br>▶ Clear accountability, assurance and review processes in place. | ▶ Water considerations influence procurement decisions.<br>▶ Increased visibility of supply chain water impacts.<br>▶ Improved supplier stewardship and resilience. | ▶ Reduced water demand across projects.<br>▶ Improved protection of the water environment.<br>▶ Stronger compliance with client and regulatory requirements. | ▶ Improved operational water performance of assets.<br>▶ Enhanced runoff management and water quality.<br>▶ Greater resilience to flooding, drought and climate change. | ▶ Reliable and consistent water performance data.<br>▶ Improved decision-making and organisational learning.<br>▶ Disclosure-ready reporting aligned with future requirements. |



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# What we have already done

### Governance and systems

- Environmental management
- Complex interface management
- Construction planning and controls
- Stakeholder coordination

### Research and understanding

- Early-stage planning
- Constructability assessment
- Environmental considerations
- Community and stakeholder needs

### Delivery experience

- Major water infrastructure
- Deep shafts and tunnelling
- Live urban environments
- Complex logistics and temporary works

### Innovation and good practice

- Innovative construction techniques
- Collaborative joint venture delivery
- Supply-chain collaboration
- Integrated engineering solutions

## Case study: Thames Tideway

BAM helped deliver the circa £800m West section of the Thames Tideway project, forming a 7km section of London's 25km 'super sewer'. The works included seven interconnected sites, major shafts, underground chambers and connection tunnels within a highly constrained urban environment.

The project demonstrates BAM's ability to deliver complex water infrastructure while managing communities, environmental impacts and multiple stakeholder interfaces.

This experience provides a strong foundation for future Flood Alleviation Projects, combining technical capability, collaborative delivery and environmental management to create resilient solutions that reduce risk and deliver wider benefits.

**Tideway demonstrates BAM's capabilities in the water sector. Our ambition is to build on this experience and apply it consistently across future schemes, combining technical expertise, collaborative delivery and environmental management.**

| Today | Tomorrow |
|---|---|
| Project experience | Repeatable approach |
| Individual expertise | Shared capability |
| Lessons learned | Consistent application |
| Proven delivery | Flood resilience solutions |



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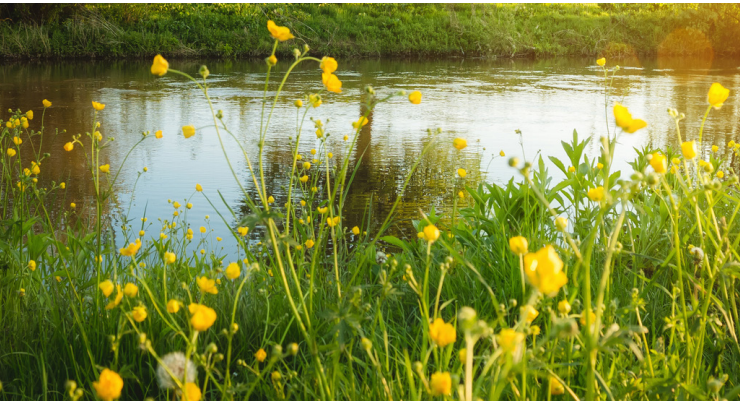
# Governance, stewardship and assurance

## Why this matters…

**Water is an increasingly material business issue, affecting climate resilience, regulatory compliance, project delivery, operational continuity, resource security and client expectations.**

## BAM water stewardship framework

The BAM Water Stewardship Framework will act as the central delivery mechanism for implementing the Water Reduction and Protection Plan. It will translate strategic objectives into practical requirements, governance arrangements, controls and performance measures, ensuring water stewardship is consistently integrated into decision-making, procurement, project delivery and business reporting.



## Our goal

To establish a robust and auditable framework for water stewardship across BAM UK & Ireland, embedding accountability, governance and continual improvement into business planning, bidding, project delivery and reporting.

## What we are going to do

- Define governance responsibilities, executive ownership and review arrangements
- Develop and implement a BAM Water Stewardship Framework
- Embed water stewardship into bids, mobilisations, stage gates and project reviews
- Integrate water reduction and protection requirements into the Environmental Management System (EMS)
- Establish organisational water objectives and targets
- Strengthen organisational oversight of water-related risks, opportunities and compliance obligations

## Levers and enablers

- Water Stewardship Framework
- Environmental Management System (EMS)
- BAM Baseline and Stage Gate processes
- Bid Playbook integration
- Training and competency programmes
- Governance reviews and management reporting
- Audit and assurance processes
- Water policy and supporting standards

## Governance model

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

## 2030 outcome

Water stewardship is fully integrated into BAM's governance, EMS and business processes.



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# Upstream supply chain and procurement

## Why this matters…

**A significant proportion of BAM's water footprint sits within the materials, products and services we procure. By influencing supply chain decisions, BAM can reduce hidden water impacts and strengthen water stewardship beyond its direct operations.**

## Our goal

To reduce BAM's upstream water footprint and improve water stewardship across the supply chain by influencing procurement decisions, supplier performance and material selection.

## What we are going to do

- Develop an understanding of BAM's most water-intensive materials, products and supply chains.
- Identify materials and products associated with high embodied water demand.
- Introduce water stewardship considerations into procurement processes.
- Develop supplier water stewardship expectations and guidance.
- Improve transparency of supplier water-related impacts and risks.
- Pilot embodied water assessments on selected projects.
- Consider water scarcity and water-related risks within supply chain decision-making.

## Levers and enablers

- Sustainable procurement processes.
- Supplier Sustainability Charter requirements.
- Supplier engagement and assurance framework.
- Embodied Water Guidance.
- Material selection tools and design reviews.
- Supply chain reporting and disclosure requirements.
- Sustainability Assessment and tender governance processes.

## Embodied water

Water impacts occur across the full value chain, not just on our sites. By understanding and addressing embodied water within the materials and products we procure, BAM can use its influence to improve supply chain stewardship, reduce resource pressures and support more sustainable project outcomes.

## Embodied water reduction framework

| Material selection | Procurement decisions | Supplier stewardship | Manufacturing and processing |
|---|---|---|---|

## 2030 outcome

Water stewardship requirements are embedded within BAM's strategic procurement and supply chain decisions.



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# Construction phase operations

## Why this matters…

**Construction activities have the greatest direct influence on water consumption, water quality and pollution risk. Improving efficiency, reuse and environmental protection can reduce impacts while strengthening project performance and resilience.**

## Our goal

To minimise water consumption and protect the water environment during construction by improving efficiency, reuse, pollution prevention and compliance across all operations.

## What we are going to do

- Reduce potable water demand on projects.
- Reduce the key drivers of water scarcity, water pollution and inefficient resource use associated with BAM operations.
- Increase water reuse, recycling and rainwater harvesting opportunities.
- Trial innovative water-efficient site compounds and welfare facilities.
- Reduce water abstraction where feasible.
- Strengthen pollution prevention measures.
- Improve management of discharges, sediment, chemicals and surface water.
- Improve permit compliance and environmental performance.
- Improve resilience to drought and water scarcity.

## Levers and enablers

- Resource Management Plans.
- Surface and Groundwater Management Procedure.
- Environmental Incident Response Procedure.
- Site environmental inspections and audits.
- Water efficiency and pollution prevention training.
- Construction Environmental Management Plans (CEMPs).
- Water reduction targets and performance metrics.
- Best practice guidance for reuse and circular water management.

## Water management hierarchy

| | |
|---|---|
| Avoid | Eliminate unnecessary water use |
| Reduce | Efficient equipment and compounds |
| Reuse | Harvest rainwater |
| Recycle | Closed-loop water systems |
| Protect | Pollution prevention and discharge controls |

## 2030 outcome

Water efficiency, reuse and pollution prevention are standard practice across BAM projects.



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# Asset performance by design

## Why this matters…

**Decisions made during design can influence water use, runoff, flood resilience and environmental performance for decades. By embedding water stewardship early, BAM can help clients deliver more resilient and sustainable assets.**

## Our goal

To improve whole-life water performance and resilience by embedding water stewardship, water efficiency and water-sensitive design into the assets BAM helps create.

## What we are going to do

- Embed water considerations within design reviews and project optioneering.
- Promote water-sensitive outcomes during optioneering, design and engineering decision-making.
- Reduce operational water demand through efficient design solutions.
- Promote the use of Sustainable Drainage Systems (SuDS).
- Increase adoption of nature-based solutions.
- Improve runoff quality and water management outcomes.
- Support drought resilience and climate adaptation objectives.
- Improve catchment outcomes and reduce downstream impacts.
- Promote nutrient neutrality and wider environmental benefits.

## Levers and enablers

- Sustainable Drainage Systems (SuDS) guidance.
- Water Impact Assessment processes.
- Climate risk and resilience assessments.
- Nature-based solution design guidance.
- BREEAM water requirements.
- Asset lifecycle thinking and whole-life performance reviews.
- Design governance and technical standards.
- Climate adaptation and biodiversity plans.

## Whole-life water influence

| | |
|---|---|
| Concept | Water-sensitive design |
| Design | SuDS and nature-based solutions |
| Construction | Efficient installation and protection |
| Operation | Reduced demand |
| Resilience | Drought and flood adaptation |

## 2030 Outcome

BAM routinely delivers water-efficient and climate-resilient solutions.



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# Performance, data and assurance

## Why this matters…

**Reliable data and robust assurance are essential for understanding performance, demonstrating compliance and driving continual improvement. Better evidence enables BAM to respond to evolving client, regulatory and reporting expectations with confidence.**

## Our goal

To enable data-driven decision-making, demonstrate organisational performance and provide robust evidence of continual improvement in water stewardship.

## What we are going to do

- Establish organisational water KPIs.
- Develop a robust evidence base to support disclosure, reporting and continual improvement.
- Improve understanding of BAM's water-related impacts, dependencies, risks and opportunities.
- Define water-related targets and performance measures.
- Implement consistent monitoring and reporting arrangements.
- Improve auditability and evidence management.
- Track progress against commitments and objectives.
- Benchmark performance and identify improvement opportunities.
- Periodically review and update the Water Reduction and Protection Plan.
- Identify capability, training and resource requirements necessary to deliver water stewardship objectives

## Levers and enablers

- Environmental Management System.
- Water data management processes.
- KPI dashboards and reporting tools.
- Annual management review cycle.
- Internal audit programme.
- Assurance and compliance reviews.
- Performance benchmarking.
- Disclosure reporting aligned with Corporate Sustainability Reporting Directive (CSRD) and Taskforce on Nature-related Financial Disclosures (TNFD) requirements.

## Water management improvement cycle

## 2030 outcome

Reliable, auditable water performance data supports decision-making, continual improvement and external reporting.



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# Roadmap

## What success looks like in 2030:

Water stewardship integrated across the organisation. Supply-chain impacts understood and actively managed. Water efficiency and pollution prevention are standard practice. Auditable data supports continual improvement.

## Our 2030 Vision

| 01 Governance, stewardship, and assurance | 02 Upstream supply chain and procurement | 03 Construction phase operations | 04 Asset performance by design | 05 Performance, data and assurance | |
|---|---|---|---|---|---|
| ▸ Water Stewardship Framework established.<br>▸ Governance roles defined.<br>▸ EMS integration commenced. | ▸ Identify high embodied-water materials. | ▸ Establish baseline water metrics.<br>▸ Review existing controls. | ▸ Develop design guidance and standards. | ▸ Baseline metrics and KPIs established. | 2026 |
| ▸ Water objectives and targets approved.<br>▸ Water reporting implemented. | ▸ Supplier stewardship criteria developed. | ▸ Water reduction initiatives and reuse pilots implemented. | ▸ Embed water considerations into design reviews. | ▸ Data collection processes implemented. | 2027 |
| ▸ Governance reviews embedded.<br>▸ Assurance programme operational. | ▸ Water requirements embedded in procurement processes. | ▸ Water efficiency targets applied to projects. | ▸ Expand use of SuDS and nature-based solutions. | ▸ Organisational reporting and dashboards operational. | 2028 |
| ▸ Organisational performance reporting established. | ▸ Embodied water assessments piloted. | ▸ Water reuse and circular approaches expanded. | ▸ Whole-life water performance assessments undertaken. | ▸ Benchmarking and assurance reviews embedded. | 2029 |
| ▸ Mature governance and continual improvement process. | ▸ Water stewardship integrated across strategic suppliers. | ▸ Performance improvement demonstrated across the project portfolio. | ▸ Water-sensitive and climate-resilient design embedded as standard practice. | ▸ Evidence-led continuous improvement and disclosure-ready reporting. | 2030 |



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**For more information, contact:**

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**Our climate and nature partnerships and memberships:**

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