

Responsible Business Data Sheet 2021

**MORGAN
SINDALL**
GROUP



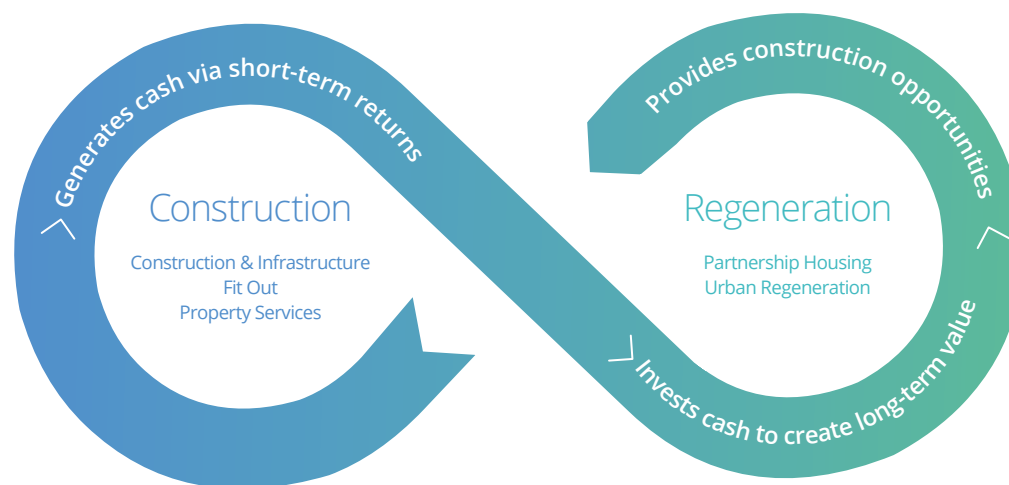
Introduction

We are a leading UK construction and regeneration group. Our purpose is inspiring talent to deliver excellence in the built environment

Morgan Sindall Group operates through five divisions, delivering construction and regeneration across the UK for the public, commercial and regulated sectors.

Our c6,900 talented people work to create positive change in the built environment and long-term value for our stakeholders.

How we operate



Construction

Construction & Infrastructure

£1,520m

revenue

Morgan Sindall Construction & Infrastructure provides construction services in the education, healthcare, commercial, defence, industrial, leisure and retail markets and delivers infrastructure projects in the highways, rail, energy, water and nuclear markets. Infrastructure also includes the BakerHicks design activities based in the UK and Switzerland.

morgansindallconstruction.com
morgansindallinfrastructure.com
bakerhicks.com

Fit Out

£795m

revenue

Overbury specialises in fit out and refurbishment in commercial, central and local government offices, as well as further education.

Morgan Lovell provides office interior design and build services direct to occupiers.

overbury.com
morganlovell.co.uk

Property Services

£134m

revenue

Morgan Sindall Property Services provides responsive repairs and planned maintenance for social housing and the wider public sector.

morgansindallpropertyservices.com

Regeneration

Partnership Housing

£572m

revenue

Lovell Partnerships works in partnerships with local authorities and housing associations. Activities include mixed-tenure developments, building and developing homes for open market sale and for social/affordable rent, design and build house contracting and planned maintenance and refurbishment.

lovell.co.uk

Urban Regeneration

£203m

revenue

Muse Developments focuses on transforming the urban landscape through partnership working and the development of multi-phase sites and mixed-use regeneration.

musedevelopments.com

Contents

- 03 What it means to be a responsible business
- 04 Our responsible business strategy
- 05 Listening to our stakeholders
- 06 Our 2021 performance
 - 06 Protecting people
 - 07 Developing people
 - 08 Improving the environment
 - 10 Working together with our supply chain
 - 11 Enhancing communities
- 13 External accreditations

This data sheet forms part of our annual reporting suite that includes our 2021 annual report, our 2021 gender pay gap report, our 2021 modern slavery statement and our 2021 GRI (Global Reporting Initiative) report. It includes our performance against our key performance indicators together with a wider set of metrics. For transparency we have included, where possible, performance data for the past three years. Detailed commentary on our responsible business performance can be found in our 2021 annual report, and further information is available on our website at morgansindall.com.

2021 highlights

Financial strength

£3,213m

Revenue

(2020: £3,034m) (2019: £3,071m)

£127.7m

Profit before tax (adjusted¹)

(2020: £63.9m) (2019: £90.4m)

£291.4m

Average daily net cash

(2020: £180.7m) (2019: £108.9m)

92.0p

Total dividend per share

(2020: 61.0p) (2019: 21.0p)

Social and environmental value

807

Apprentices and sponsorships for graduates and national vocational and professional qualifications

(2020: 761) (2019: 823)

35%

Reduction in Scope 1 and 2 carbon emissions from 2019 baseline²

(2020: 10%)

71p

Monetary value of social activities per £1 of project spend on 112 projects measured

(2020³: 68p on 83 projects measured)

AAA

MSCI⁴ environmental, social and governance rating

(2020: AA) (2019: AA)

2021 data has been taken from the 2021 audited annual report for Morgan Sindall Group plc.

1 Adjusted excludes the impact of intangible amortisation of £1.5m (2020: £3.1m).

2 Scope 1 emissions are direct from owned or controlled sources and Scope 2 are generated from purchased energy. Scope 1 and 2 emissions in 2019 totalled 20,903 tonnes CO₂e.

3 Data collection started in 2020.

4 MSCI provides decision support tools and services for the global investment community.

What it means to be a responsible business

A strong culture is essential

Being a responsible business means conducting our activities ethically, sensitively and with due care and consideration towards both people and the planet. But it is also about creating a positive legacy of social and environmental value that remains long after we have completed our work.



John Morgan
Chief Executive

A strong culture is essential for a business to be successful and sustainable. Our culture is driven by our Core Values, which have been the bedrock of our business for decades. We view all our stakeholders – our clients, employees, communities and members of our supply chain – as customers, and we put our customers first. We make sure we have people with the right skills and qualities to help us succeed both now and in the future, and we motivate them to deliver exceptional projects and customer service. We encourage our people to challenge the status quo and think differently so that the business can keep innovating. Our decentralised approach empowers our teams and makes the business agile and resilient. Our culture and Core Values have driven our success as a Group. In turn, our financial strength and resilience enable us to continue making the right ethical and business decisions.

For us, social value is about supporting our people, our supply chain and the wider communities in which we work. Through our core activities of construction and regeneration, we provide new, improved and efficient housing, workplaces, health and education facilities and national infrastructure. Where we can, we

procure locally and from smaller businesses which, together with our contribution towards upskilling people from local communities, helps to create economic resilience. In addition, the regeneration of towns and cities attracts people and businesses to the area and stimulates local economies. We promote diversity and inclusion, both within our own organisation and by creating opportunities for people who live locally to our projects, including young people and those who have been out of work for a period of time.

Our environmental priority is to help address climate change, which we can do principally by reducing our carbon emissions and reducing waste. In addition, through responsible projects to offset emissions, such as establishing nine new woodlands in Oxfordshire, we can help enhance the environment, capture carbon over the long term, and promote biodiversity.

In the following pages, we describe our responsible business strategy, how we engage with our stakeholders to ensure that our strategy remains relevant, and our 2021 performance metrics. More information and commentary can be found in our 2021 annual report.

Our Core Values

The customer comes first



Talented people are key to our success



We must challenge the status quo



Consistent achievement is key to our future



We operate a decentralised philosophy



Our five Total Commitments to our stakeholders



Our Total Commitments focus on the needs of our stakeholders and wider society and provide the framework for our responsible business strategy.

These Commitments have been in place since 2008. They support our purpose to inspire talent to deliver excellence in the built environment and help us achieve sustainable growth. Delivering on our Commitments is a strategic priority for the Group.

We drive progress against our Total Commitments using key performance indicators and targets which are regularly reviewed to ensure they are sufficiently challenging. In addition to the key performance indicators, we monitor our performance against a wider range of metrics.

Our 2021 performance against our targets and wider metrics is set out on pages 06 to 12.

Our Total Commitments are aligned with the UN Sustainable Development Goals to 'end poverty, protect the planet and ensure prosperity for all'. We consider the following six goals to be those where we can have the biggest impact:



Listening to our stakeholders

Ensuring our responsible business strategy remains relevant




We carry out regular materiality surveys of our stakeholders to identify environmental, social and governance (ESG) issues that they consider material.

Our latest survey was undertaken at the end of 2020 and identified as material the issues set out in the adjacent table.

The results of the survey showed us that our Total Commitments remained aligned to the issues that are important to our stakeholders.

We will undertake our next survey of our stakeholders in the first half of 2023.

- Details of our materiality survey: 2020 responsible business data sheet, pages 6 to 7
- Our performance against our governance material issues: 2021 annual report, pages 8 to 87
- How we engage with our stakeholders: 2021 annual report, pages 11 to 15

Our Total Commitments	Material issues
Protecting people 	<ul style="list-style-type: none">Health, safety and wellbeingMental wellbeingModern slavery
Developing people 	<ul style="list-style-type: none">Diversity and inclusionSkills developmentEmployee engagement
Improving the environment 	<ul style="list-style-type: none">Climate changeCarbon emissionsWaste management
Working together with our supply chain 	<ul style="list-style-type: none">Supply chain relationships and resiliencePrompt paymentSupply chain management
Enhancing communities 	<ul style="list-style-type: none">Delivering social valueCommunity engagement

“The results of the survey showed us that our Total Commitments remained aligned to the issues that are important to our stakeholders.”

Governance

- Operating ethically
- Corporate governance
- Open and transparent communication

Our 2021 performance



Protecting people

2021 performance

0.29

lost time incident rate¹

2025 target

0.21

2030 target

0.18

Horizon ambition

Zero incidents

We want to provide our employees and subcontractors with a safe and healthy work environment and support their physical and mental wellbeing. Our goal is that everyone who comes into contact with our activities, on or off site, goes home safe and well.

We were disappointed with our safety performance and that we experienced an increase in our RIDDOR incidents, with 44 incidents compared to 28 in 2020, as we always endeavour to improve year on year. Our divisions responded to the drop in performance early in 2021 by sharing learning and producing targeted improvement plans. As a result, we saw an improvement during the second half of the year, when the number of RIDDOR accidents reduced by 37% and the number of lost time incidents by 19%.

A large number of our accidents in 2021 were caused by falls at the same level and being hit by falling or moving objects. To reduce these incidents, in addition to encouraging everyone to be more aware of the basic risks, we have applied principles of 'safe by design', where safety is considered throughout the design process so that safe behaviours become instinctive. We have also undertaken campaigns to prevent hand injuries and raise awareness of the need to tether tools and maintain tidy sites.

	2021	2020	2019
Lost time incidents ¹	134	108	127
Lost time incident rate ²	0.3	0.2	0.3
Total number of RIDDOR ³ incidents	44	28	41
Accident frequency rate (AFR ⁴)	0.09	0.06	0.08
Accident incident rate (AIR ⁵)	211	136	185
Percentage of employees working under a certified health and safety management system	99	99	99
Fatalities	0	0	0
Absenteeism due to sickness (average number of days per employee)	4.1	3.6	5.3
Monetary value of fines for non-compliance with health and safety laws and regulations	£0	£0	£0
HSE inspector site visit and investigation fees	£0	£0	£2,443

¹ Incidents resulting in absence from work for a minimum of one working day, excluding the day the incident occurred.

² The number of lost time incidents multiplied by 100,000 divided by the number of hours worked.

³ The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

⁴ The number of RIDDOR reportable accidents multiplied by 100,000 and divided by the number of hours worked.

⁵ The number of accidents multiplied by 100,000 and divided by the average number of people on site.

Our 2021 performance continued



Developing people

2021 performance

3.5

training days¹ on average per employee per year

2025 target

5 days

2030 target

6 days

Horizon ambition

7 days

¹ A training day is a minimum of six hours of training.

We want an inclusive work environment where everyone has access to the knowledge, technology and services they need to achieve their personal ambitions, deliver the best outcomes for our clients and drive the business forward. We are working to increase our diversity and to ensure that no discrimination occurs, however unintentional it may be.

We recruit talented people and give them the resources they need to perform well. We ensure that people are trained in new technical developments and software to keep their skills up to date and future-proofed.

We consider diversity in the broadest sense, including age, gender, ethnicity, culture, socio-economic background, disability and sexuality. We have introduced initiatives such as flexible working and family-friendly working practices to attract more diverse employees. We employ people from different socio-economic and educational backgrounds and when recruiting, we consider the potential of each individual candidate as well as their education and experience. Following our 2020 diversity and inclusion survey of employees, our divisions introduced action plans to change behaviours, improve recruitment and retention processes, promote construction as a career and support diversity and inclusion in our supply chain.

	2021	2020	2019
Number of UK employees at 31 December ¹	6,509	6,164	6,497
Average number of training days per employee	3.5	2.3	4.1
Average number of training hours per employee	21.0	13.8	30.8
Employees who have been with the Group six years or more (%)	37	37	34
Men employed (%)	75	76	76
Women employed (%)	25	24	24
Women on the Board (%)	37	29	17
Women in senior management (GMT) (%)	9	9	8
Women who are direct reports of the GMT (%)	21	14	11
Median gender pay gap (%)	29.6	29.1 ²	31.2
Employees from ethnic minority backgrounds (%)	15.0	15.0	13.6
People employed aged 24 or under (%)	8	8	9
Average age of employees	42	43	42
Voluntary employee turnover (%)	13.0	7.8	11.7
Number of employees promoted internally	535	440	512
Number of employees who completed the leadership development programme	20	6	58
Number of cohorts who completed the leadership development programme	2	1	4
Employee participation in satisfaction surveys (% responded) ³	62	40	67
Number of raising concerns reports	32	16	28
Average number of raising concerns reports per 1,000 employees	5.1	2.6	4.3
Employees covered by collective bargaining agreements (%)	8	8	8
Total number of new employees	1,538	1,037	1,545
New hires (%)	24	17	24
Number of new graduates recruited	61	44	65
Number of sponsored students	44	24	26
Total employees on structured training programmes	336	265	307
Percentage of total employees on structured training programmes	5.0	4.3	4.7
Number of people supported through NVQs and professional qualifications	532	540	581

¹ The number of employees is comprised entirely of our direct UK-based employees for the 12-month period. We do not include any temporary workers and subcontractors who deliver our projects.

² The 2020 figure was calculated using the methodology set out in the Gender Pay Gap Regulations; however, it was based on our November payroll data rather than our April payroll data, which is the payroll period we are required to report on under the Regulations. Based on the Group's payroll data as at April 2020, the 2020 median gender pay was 33.56%; however, the April data was impacted by the number of people across the Group who had agreed to reduce their salaries for three months to 30 June 2020 and the number of people on furlough. The November payroll data was not distorted by Covid-related measures and therefore painted a more accurate picture.

³ Infrastructure, BakerHicks, Fit Out and Property Services conducted employee surveys in 2021.

Our 2021 performance continued



Improving the environment

2021 performance

35% reduction in Scope 1 and 2 carbon emissions from 2019 baseline ¹	45% Reduction in Scope 3 carbon emissions from 2019 baseline ²	£589m supply chain by spend providing their own carbon data ³	39% reduction in carbon emissions from the Group's vehicle fleet ⁴ from 2019 baseline
2025 target 30%	2025 target 30%	2025 target £500m	2025 target 30%
2030 target 60%	2030 target 60%	2030 target £1bn	2030 target 60%
Horizon ambition Zero emissions	Horizon ambition Zero emissions	Horizon ambition 100% of supply chain spend by spend	Horizon ambition 100% of vehicle fleet fully electric

¹ Scope 1 is direct emissions from sources owned or controlled by the Group and Scope 2 is indirect emissions generated from purchased energy. The 2019 baseline was 20,903 tonnes CO₂e. A 2019 baseline has been applied as 2020 performance was impacted by Covid.

² All indirect emissions not included in Scope 2 that occur in limited categories of our value chain as measured by the Toitū 'carbonreduce' scheme. The 2019 baseline was 6,339 tonnes CO₂e.

³ Wider Scope 3 emissions outside of operational Scope 3.

⁴ The 2019 baseline was 12,078 tonnes CO₂e.

We are acting to combat climate change by working towards net zero carbon emissions by 2030 and reducing the level of carbon in the projects and buildings we deliver. We are focusing on increasing biodiversity and reducing air pollution, water usage and waste.

We have been independently recognised as a leader in our sector in addressing climate change. For the second year running, CDP¹ has awarded us an A score for leadership on climate change and Supplier Engagement Leader status for our work with our supply chain to reduce carbon. In addition, we received a B score for Forests and a C score for water security from CDP. We have made good progress towards delivering our objective of net zero carbon and are pursuing Group-wide and divisional initiatives to reduce carbon on our projects and apply intelligent offsets.

In 2021, we achieved a 73% reduction in our total carbon emissions since we began measuring them in 2010, and a 37% reduction from our 2019 baseline. Our carbon intensity (tonnes CO₂e emissions per £m revenue) reduced by 30% to 5.3 from 7.5 in 2020. By reducing our gas oil consumption, we saved 3,217 tonnes of carbon in our Scope 1 emissions. We replaced 598,200 litres of gas oil fuel with hydrotreated vegetable oil (HVO), an initiative led by our Partnership Housing division for whom HVO constitutes 58% of its bulk fuel purchases.

¹ CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts.

Our 2021 performance: improving the environment continued

While we have been successful in reducing our Scope 1, Scope 2 and operational Scope 3 emissions, our challenge continues to be to address our wider Scope 3 emissions, incurred from our supply chain and the running of buildings and infrastructure once handed over to our clients. We are working with our clients and supply chain to help them report and reduce their emissions and implementing the use of in-house tools such as our carbon calculator, CarboniCa, which can help clients re-design projects in a lower carbon way, both during the build and the structure's lifespan.

We aim to support the circular economy by reducing waste and recycling or reusing waste that we cannot reduce. Our sustainable procurement policy requires our employees to adopt best practice (reduce, reuse and recycle) in their buying decisions. We participate in a number of manufacturers' take-back schemes and have improved our ordering and material selection to reduce waste where possible. For example: we work with a supplier to return protection boards to the factory after use for reconstitution into new boards; and are working with The Pallet Loop initiative to reuse and recycle a higher quality pallet – traditionally a single-use product – with trials already underway on some of our sites.

	2021	2020	2019
Reduction of Scope 1 and Scope 2 carbon emissions ¹ from 2019 baseline of 20,903 CO ₂ e tonnes (%)	35	10	N/A
Reduction in operational Scope 3 ² carbon emissions from 2019 baseline of 6,339 CO ₂ e tonnes (%)	45	37	N/A
Scope 1 carbon emissions UK and offshore (CO ₂ e tonnes)	11,243	16,031	18,124
Scope 2 carbon emissions UK and offshore (CO ₂ e tonnes)	2,352	2,789	2,779
Total Scope 1 and Scope 2 carbon emissions (CO ₂ e tonnes)	13,595	18,820	20,903
Operational Scope 3 carbon emissions UK and offshore (CO ₂ e tonnes)	3,502	3,970	6,339
Total carbon (CO ₂ e tonnes)	17,097	22,790	27,242
Carbon emissions from vehicle fleet ³ (CO ₂ e tonnes)	7,320	9,043	12,078
Reduction in carbon emissions from our vehicle fleet from 2019 baseline of 12,078 CO ₂ e tonnes	39	25	N/A
Carbon intensity Scope 1 and 2 emissions (CO ₂ e tonnes produced/£m revenue)	4.2	6.2	6.8
Carbon intensity – total emissions	5.3	7.5	8.9
Number of projects using CarboniCa ⁴	41	N/A	N/A
Total number of vehicles in company fleet	2,181	2,075	2,324
Number of hybrid vehicles in company fleet	609	358	217
Percentage hybrid vehicles in company fleet	28	17	9
Number of electric vehicles in company fleet	275	94	15
Percentage electric vehicles in company fleet	13	4.5	0.6
Electricity purchased from renewable sources (%)	72	65	69
Electricity as percentage of total energy consumption	15	13	21
Gas purchased from renewable sources (%)	0	0	0
Gas as percentage of total energy consumption	2	2	1
Total waste produced (tonnes)	859,081	1,223,394	1,087,246
Total waste diverted from landfill (tonnes)	851,938	1,171,954	1,035,862
Total waste diverted from landfill (%)	99	96	95
Waste intensity (total waste produced/£m revenue)	267	403	354
Construction waste produced (tonnes)	40,662	77,360	94,342
Construction waste diverted from landfill (%)	97	98	96
Number of projects achieving BREEAM, CEEQUAL, LEED, SKA or other industry-relevant sustainability ratings	99	85	84
Major environmental incidents	0	0	0
Monetary value of significant fines for non-compliance with environmental laws and regulations	0	0	0
Subcontractors (by spend) requested to report their own carbon emissions (%) ⁵	£589m	0	0
Subcontractors (by spend) with accredited science-based targets	0	0	0

1 Scope 1: direct emissions from owned or controlled sources;
Scope 2: Indirect emissions generated from purchased energy.

2 All indirect emissions not included in Scope 2 that occur in limited categories of our value chain as measured by the Toitū 'carbonreduce' scheme.

3 Vehicle carbon emissions are included in the calculation of Scope 1 emissions but are reported separately as they are a significant source of the Group's emissions.

4 CarboniCa is a tool developed by the Group that calculates the total carbon emissions of a project and building at an early stage of the design, including carbon embodied in the materials (incurred in production, transport and waste) and projected emissions from the building throughout its lifecycle.

5 We are working with our subcontractors to help them disclose their own carbon emissions.

Our 2021 performance continued



Working together with our supply chain

2021 performance

67.8%

of total invoices paid within 30 days

2025 target

70%

2030 target

80%

Horizon ambition

95%

We have built longstanding relationships with our supply chain partners. Together we are always looking for innovative ways to achieve quality for our clients and fulfil our responsible business goals. Where needed, we work with our supply chain partners to support them to succeed.

Our supply chain partners are critical to the delivery of our strategy and ensuring that we can maintain our high standards for delivery. We aim to pay our suppliers fairly and have worked hard to reduce our average days to pay invoices, in line with the Prompt Payment Code.

We use smaller local suppliers and subcontractors where possible and use Work Radar which connects individual tradespeople, microbusinesses and social enterprises with large construction firms working on projects in their area.

In 2021, we held an event for our Supply Chain Family called 'Meeting the Challenge' which addressed how we can work together to tackle climate change. The event was attended by 1,000 suppliers, employees and clients, and provided an opportunity to exchange ideas about new products and innovations and discuss other industry challenges such as materials supply.

	2021	2020	2019
Suppliers (by spend) signed up to Group-wide agreements ¹ (%)	81	72	67
Suppliers registered with the Supply Chain Sustainability School	2,595	2,315	2,382
Members of the Morgan Sindall Supply Chain Family	413	403	389
Number of investigations into reports of modern slavery	2	0	1
Number of high-risk materials screened and sustainably sourced ²	0	0	0
Number of preferred subcontractors	1,850	2,279	2,208
Timber sourced using sustainable sourcing certification standards such as FSC and PEFC (% total timber-derived products sourced by weight at point of delivery)	100.0	99.8	99.9
Signatory of Prompt Payment Code	Yes	Yes	Yes
Invoices paid within 60 days (%)	97	97	93
Invoices paid within 30 days (%)	68	65	N/A

¹ Group-wide agreements include screening for environmental, labour and social criteria.

² No high-risk materials were used between 2019 and 2021. A risk register for each project accounts for supply chain risk. All materials used are third-party certified to quality and relevant procurement requirements.



Enhancing communities

2021 performance

71p

of social value spent per £1 spent
on 112 projects

2025 target

85p

per £1 spent

2030 target

90p

per £1 spent

Horizon ambition

£1.01

per £1 spent

We want to leave a positive legacy by improving the built environment and creating social and economic value for the communities where we work.

We use a social value bank tool, developed with Simetrica-Jacobs and aligned to HM Treasury's Green Book, to measure in monetary terms the social, economic and environmental value we add to local communities.

Our regeneration schemes revive town centres with new housing, leisure, work and retail facilities, and landscaped open spaces, with a focus on developing brownfield sites and underutilised public-owned land. Local economies are stimulated as a regeneration scheme progresses, through local procurement and the attraction of people and businesses to the area.

We work to develop a genuine understanding of those communities where we operate that are in particular need of support. We run social enterprises in these areas that provide job and training opportunities for local young people and disadvantaged groups, including people who have been out of work for long periods of time and ex-offenders. We work closely with schools, colleges and universities to encourage young people to consider careers in construction, to help increase diversity and address potential skills shortages in the industry. Our activities range from mentoring, STEM (science, technology, engineering and mathematics) activities and workshops to career talks, site visits and work experience.

We support the Construction Youth Trust, which aims to enable young people to overcome barriers and discover the possibilities of a career in the built environment, with a specific focus on supporting those from low-income backgrounds in and around London. We worked with the Trust in 2021 to create engaging and dynamic virtual work experience programmes that enabled students to participate during the pandemic.

Our divisions regularly support local charities and community schemes while working on their projects. We run corporate volunteering schemes where employees are given a day's paid leave per year to volunteer with a registered charity. The divisions support requests for charity donations and offer financial contributions and goods in kind, such as refurbishing community facilities or volunteering on allotments and community gardens.

Property Services has introduced training for its engineers to detect signs of vulnerability such as domestic abuse, poor living conditions, overcrowding, hoarding, mental ill health, physical disability, vulnerable children or language barriers. The engineers relay significant issues to the local authority so that they can organise help for their residents. The division also runs virtual energy workshops for social housing tenants, giving participants guidance on making their homes more energy efficient and paying energy bills and providing them with access to the government's Energy Redress Scheme.

"We work to develop a genuine understanding of those communities where we operate that are in particular need of support."

Our 2021 performance: enhancing communities continued

	2021	2020	2019
Considerate Constructors Scheme ¹ (CCS) registrations	139	175	185
Average CCS score (out of 50)	41.2	40.9	40.1
Partners' average CCS score (out of 50)	40.6	40.7	39.7
Number of projects using LM3 ² over the last 12 months	53	49	63
Number of apprentices drawn from local communities	677	668	401
Number of apprentices directly employed	231	197	216
Number of school partnerships ³ entered into	30	12	N/A
Amount of money donated to/raised for charity (£000)	124	378	343
Amount of social value contributed per pound spent (£)	0.71	0.68	N/A
Number of projects using the Group's social value bank that were completed in the year. Of these projects:	112	83	60
▪ Number of job opportunities provided for unemployed people	643	755	139
▪ Number of job opportunities provided for local people	407	706	275
▪ Number of apprenticeships and training opportunities for young people	545	640	254
▪ Number of hours of community volunteering	9,620	9,435	N/A
▪ Number of hours supporting schools	7,979	7,457	6,950
▪ Number of homes built	c3,130	c2,200	c2,000
▪ Number of homes refurbished	c7,150	c1,800	N/A

1 CCS measures the Group's performance in local communities, using a code of considerate practice. Registered companies have to inform communities of the impacts, contribute to the local economy and create a positive operating environment.

2 Local Multiplier 3 is a tool which measures how every pound spent by the Group (excluding Urban Regeneration) with suppliers, subcontractors and employees can benefit the local community. It does this by calculating where and how the money is re-spent and what proportion remains local.

3 The school partnership programme is based around six pillars and requires a minimum of support for four Gatsby benchmarks. The partners pledge to support pupils with their learning, personal and academic development to help them make career choices that are right for them, the industry they work in and the community in which they live and work.

External accreditations



CLIMATE



CLIMATE



2021



Supplier



FTSE4Good



GRI



AAA rating



Prompt Payment Code



Founder member



Partner with Simetrica-Jacobs



Signatory



Gold Leaf Member



Platinum member



Partner



MEMBER OF
The 5% Club
APPRENTICES AND GRADUATES
INVESTING IN A GENERATION



Platinum awards