



AT A GLANCE

We are a *leading* UK construction and regeneration group.



Our purpose is harnessing the energy of our people to achieve the improbable.

Through five divisions, we deliver construction and regeneration for the public, commercial and regulated sectors.

Our talented teams, empowered by our philosophy of decentralisation, work hard to exceed the expectations of all our stakeholders.

Construction & Infrastructure

Revenue
£1,569m



Education, healthcare, commercial, industrial, leisure and retail markets.

morgansindallconstruction.com



Highways, rail, energy, water and nuclear markets.

morgansindallinfrastructure.com

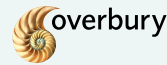
BakerHicks

Infrastructure includes BakerHicks design activities based out of the UK and Switzerland.

bakerhicks.com

Fit Out

Revenue
£968m



Fit out and refurbishment in commercial, central and local government offices, as well as further education.

overbury.com

Morgan Lovell

Office interior design and build services direct to occupiers.

morganlovell.co.uk

Property Services

Revenue
£163m



Response and planned maintenance services for social housing and the wider public sector.

morgansindallpropertyservices.com

Partnership Housing

Revenue
£696m

LOVELL

Partnerships with local authorities and housing associations. Mixed-tenure developments, building/developing homes for open market sale and for social/affordable rent, design and build house contracting and planned maintenance and refurbishment.

corporate.lovell.co.uk

Urban Regeneration

Revenue
£244m

MUSE

Transforming the urban landscape through partnership working and the development of multi-phase sites and mixed-use regeneration.

museplaces.com

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This data sheet forms part of our annual reporting suite that includes our 2022 annual report, our 2022 gender pay gap report, our 2022 modern slavery statement and our 2022 GRI (Global Reporting Initiative) report. It includes our performance against our targets together with a wider set of metrics used to track progress against our responsible business strategy, our social and environmental impact and the effectiveness of our initiatives. For transparency we have included, where possible, performance data for the past three years to show long-term trends.

More information on the projects and commitments behind these figures, including detail on our divisions' activities during the year, can be found in our 2022 annual report, and further information is available on our website.



2022 HIGHLIGHTS

Financial strength

£3,612m

Revenue
(2021: £3,213m)

£136.2m

Profit before tax (adjusted*)
(2021: £127.7m)

£256m

Average daily net cash
(2021: £291m)

101.0p

Total dividend per share
(2021: 92.0p)

Social and environmental value

882

Apprentices and sponsorships for graduates and national vocational and professional qualifications
(2021: 807)

A

CDP score for our climate change disclosures and performance for the third year running

AAA

MSCI² environmental, social and governance rating for the second year running

67p

Monetary value of social activities per £1 of project spend on 110 projects measured
(2021: 71p on 112 projects measured)

2022 data has been taken from the 2022 audited annual report for Morgan Sindall Group plc.

1 Adjusted excludes the impact of intangible amortisation and exceptional items.

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

Making our business better *and better* for our stakeholders



John Morgan,
Chief Executive

Our responsible business strategy is framed around five Total Commitments to our stakeholders: protecting people, developing people, improving the environment, working together with our supply chain and enhancing communities. We aim to be fully transparent in everything we do, and we report on our performance against our Total Commitments every year. I am very pleased that in 2022, for the second year running, we were recognised for our achievements across the environmental, social and governance spectrum and awarded an 'AAA' rating by MSCI.

In terms of our environmental performance in 2022, we achieved an 'A' score from CDP on our leadership on climate change, for the third year running. We reduced our Scope 1, Scope 2 and operational Scope 3 carbon emissions by 4% from 2021 despite a higher level of activity in the year, and by 40% against our 2019 baseline. We are on track to achieve our accredited, science-based operational net zero pathway by 2030.

As our operational Scope 3 emissions are only a small proportion of our total indirect emissions, we view our 2030 target as our starting point. In 2022, we extended our net zero goal to include total Scope 3 emissions. This is a much wider definition of Scope 3 that incorporates carbon embodied in materials, those emitted during construction and those estimated to be emitted from operating the buildings for 60 years after we hand them over to the client. We are now targeting 2045 to be net zero in our total emissions. As we did with our 2030 operational targets, we are getting our new targets revalidated by the Science Based Targets initiative (SBTi) which will give our plans real substance and validity. It's important to note that, while we have made good progress on our carbon emissions since 2010, we have further work to do to address the challenge of total Scope 3 emissions.

Improving the environment is not just about carbon emissions, it's also about reducing waste and increasing biodiversity. We reduced our total waste by 57% in 2022, diverting 96% from landfill, and invested in two UK-based carbon offsetting projects that will yield additional biodiversity benefits.

Social value for communities is a prominent factor in our bidding, particularly with the public sector, with clients asking us how we can contribute more. Delivering social value is a business imperative, as well as being the right thing for us to do as an organisation. Our activities in this area are numerous, well embedded across the Group and delivered locally, at an individual project level.

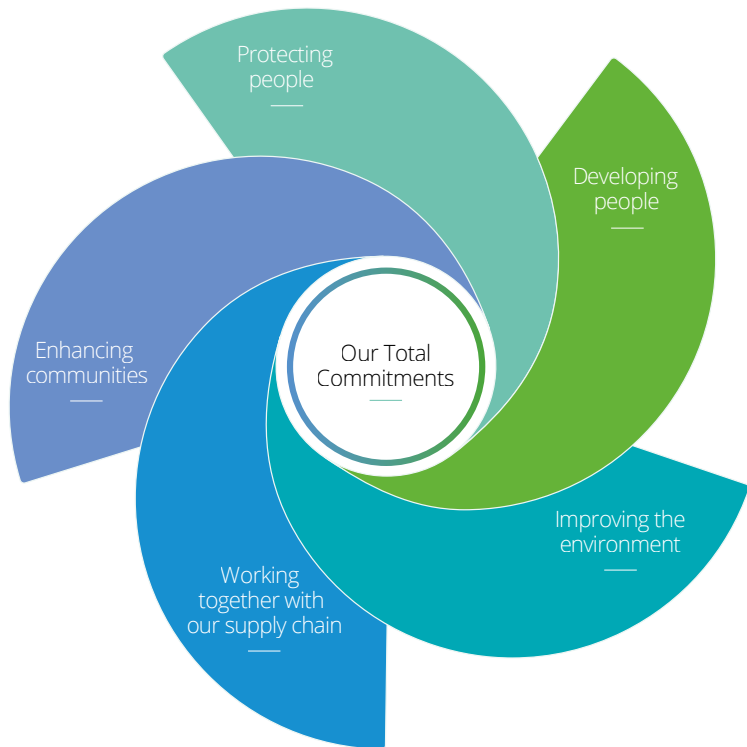
Our supply chain is very important to us; we regard them as partners and are strongly committed to paying them on time. Looking after our own people is also essential, and our health and safety data are very clear and tangible measures. Our safety performance has improved over the last 12 months, with our reportable accidents reducing to 24 from 44 in 2021; however, this requires a continuous and never-ending focus. In terms of making our business better, diversity in all its forms, and particularly inclusivity, is business critical. We know that our diversity stats need improving and while we have made good progress to address inclusivity across the Group, increasing our diversity remains a challenge and we've still got a way to go.

We are committed to being a responsible business. We aim to be transparent about what we're good at and what we're not so good at, what we do, how we do it and what we're trying to achieve. This is the approach that will help us become better.

John Morgan
Chief Executive

OUR RESPONSIBLE BUSINESS STRATEGY

Our Total Commitments to our *stakeholders*

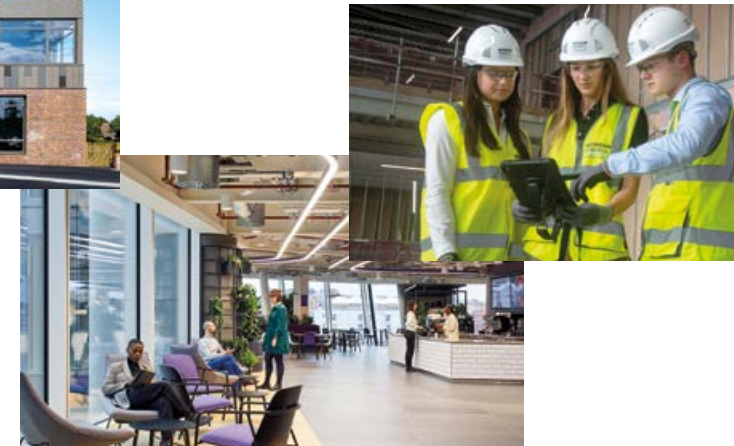


We have been using our five Total Commitments as a framework for our responsible business strategy since 2008.

For each Commitment, we have one or more formal key performance indicators (KPIs) in place against which we measure our progress using medium- and long-term quantitative targets. We regularly review our targets to ensure they are sufficiently stretching. In addition to the KPIs, we monitor our performance against a wide range of metrics.

+ See pages 7 to 13 for our performance in 2022 against our KPIs, targets and wider metrics.

Our Total Commitments align with the UN Sustainable Development Goals to 'end poverty, protect the planet and ensure prosperity for all'. We have identified the following six goals as those where the Group can make the most impact:



LISTENING TO OUR STAKEHOLDERS

Ensuring our responsible business strategy remains *relevant*

To ensure our strategy continues to add value to our stakeholders, we conduct materiality assessments every two years.

These reviews identify topics relevant to our stakeholders and assess how they impact our business and industry. During January and February 2023, we conducted a comprehensive, online survey which enabled us to determine both the relevance and significance of a wide range of environmental, social and governance-related issues. The survey asked stakeholders questions based around the Future Fit Business Benchmark methodology, which links to the UN Sustainable Development Goals.

A total of 2,680 people completed the survey, including 2,125 employees and 555 external stakeholders.

The following topics were among those considered most material by both internal and external stakeholders:

- Diversity and inclusion
- Talent recruitment and retention
- Youth training and employment opportunities
- Business ethics and transparency
- Net zero and climate change
- Health, safety and wellbeing
- Resilient and engaged supply chains
- Modern slavery

The topics identified in the survey align with our Total Commitments, reaffirming their relevance and value to our stakeholders.

As part of the materiality study, these headline results will be reviewed and developed using in-depth interviews with individuals chosen to represent each stakeholder group. More information on our 2023 materiality assessment will be disclosed in subsequent reports.

The table right sets out the material issues identified in our 2020 survey, and we will publish details of our new material issues in our 2023 report.

Total Commitments

Material Issues

 <p>Protecting people</p>	<ul style="list-style-type: none"> ▪ Health, safety and wellbeing ▪ Mental wellbeing ▪ Modern slavery
 <p>Developing people</p>	<ul style="list-style-type: none"> ▪ Diversity and inclusion ▪ Skills development ▪ Employee engagement
 <p>Improving the environment</p>	<ul style="list-style-type: none"> ▪ Climate change ▪ Carbon emissions ▪ Waste management
 <p>Working together with our supply chain</p>	<ul style="list-style-type: none"> ▪ Supply chain relationships and resilience ▪ Prompt payment ▪ Supply chain management
 <p>Enhancing communities</p>	<ul style="list-style-type: none"> ▪ Delivering social value ▪ Community engagement

OUR 2022 PERFORMANCE

Protecting people



Providing our employees and subcontractors with a *safe and healthy* work environment, and supporting their physical and mental wellbeing.

2022 performance and future targets



¹ Number of lost time incidents x 100,000 divided by the number of hours worked. Lost time incidents are those resulting in absence from work for a minimum of one working day, excluding the day the incident occurred.

In 2022, the number of our lost time incidents decreased to 104 (2021: 136). The number of RIDDOR accidents fell to 28 (2021: 44) and our accident frequency rate fell to 0.06 (2021: 0.09).

In response to our health and safety performance in 2021, we focused in 2022 on three key underlying trends: trips, slips and cuts; material handling and storage; and the use of hand tools, and took a range of actions to address them. Senior health, safety and environment leaders across the Group increased their number of site visits by 29% in 2022, and our divisions launched new initiatives and reinforced existing ones to increase safety awareness and promote safe behaviours. As a result of this activity, we have seen an improvement regarding serious injuries and high potential incidents (those which could have, but fortunately did not, result in serious harm). However, our all-accident statistics have remained a challenge and we are therefore continuing to focus on preventing accidents related to the use of hand tools and trips/slips. All divisions have maintained the ISO 45001 standard for occupational health and safety.

We have continued to provide support for our colleagues in terms of their physical and mental wellbeing. Benefits include a digital GP service, employee assistance programme, financial education and private medical insurance. In 2022, our divisions provided employees with support to help with the cost of living, including one-off cost of living payments to lower-paid employees and bringing forward annual pay and bonus payments. Information on our activities to prevent modern slavery can be found in our annual report and our modern slavery statement on our website.



	2022	2021	2020
Lost time incidents	104	136 ²	108
Lost time incident rate	0.22	0.29	0.23
Total number of RIDDOR ³ incidents	28	44	28
Accident frequency rate (AFR ⁴)	0.06	0.09	0.06
Accident incident rate (AIR ⁵)	134	211	136
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)	4.7	4.1	3.6
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	£0

² Previously reported as 132 in 2021. This figure has been corrected and updated.

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.

Developing people



We foster an *inclusive* work environment where everyone has access to the resources and services they need to achieve their personal ambitions, deliver the best outcomes for our clients and drive the business forward.

2022 performance and future targets



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

We recruit and retain talented people and are committed to providing them with the resources they need to achieve their full potential and progress their careers. These include collaborative office environments, flexible working arrangements and training and mentoring to help our people increase their skills and knowledge. Activities by the divisions during 2022 included a senior business leader programme developed by our Construction business with the Cranfield School of Management, and new skills and competency frameworks that identify skills needed by the business together with the training, development and qualifications required for specific career paths.

We actively engage with employees to hear their perspectives, with all divisions conducting regular surveys and communicating the results and follow-up actions. Three of our businesses have achieved accreditation from Investors in People (Construction holds Platinum status and Infrastructure and Partnership Housing each hold Gold status), demonstrating a fulfilment of our commitments to our employees.

Diversity is vital to the Group's long-term success as it drives innovation and attracts the best employees. We consider diversity in the broadest sense, including age, gender, ethnicity, culture, socio-economic background, disability and sexuality. We are proud that we have an inclusive culture where people feel welcome to seek employment with us regardless of their educational and social background, although we recognise that we must continue our efforts to increase our gender and ethnic diversity. We maintain national partnerships with Women into Construction, Working Families/ Working Mums, BPIC (Black Professionals in Construction) and Build Force UK. These networks help us reach a wider audience to share the benefits of a career in construction.

	2022	2021	2020
Number of UK employees at 31 December ²	7,058	6,509	6,164
Average number of training days per employee	3.2	3.5	2.3
Average number of training hours per employee	25.7	21.0	13.8
Employees who have been with the Group six years or more (%)	37	37	37
Men employed (%)	75	75	76
Women employed (%)	25	25	24
Women on the Board (%)	37.5	37.5	29.0
Women in senior management (GMT) (%) ³	18	9	9
Women who are direct reports of the GMT (%)	32	21	14
Median gender pay gap (%)	30.6	29.6	29.12
Employees from ethnic minority backgrounds (%)	8.6	8.7 ⁴	8.9 ⁵
People employed aged 24 or under (%)	8	8	8
Average age of employees	42	42	43
Voluntary employee turnover (%)	15.0	13.0	7.8
Number of employees promoted internally	883	535	440
Number of employees who completed the leadership development programme	65	20	6
Number of cohorts who completed the leadership development programme	4	2	1
Employee participation in satisfaction surveys (% responded)	87	62	40
Number of raising concerns reports	36	39	16
Average number of raising concerns reports per 1,000 employees	5.1	5.1	2.6
Employees covered by collective bargaining agreements (%)	5	8	8
Total number of new employees	2,002	1,538	1,037
New hires (%)	28	24	17
Number of new graduates recruited	78	61	44
Number of sponsored students	67	44	24
Total employees on structured training programmes	425	336	265
Percentage of total employees on structured training programmes	6.0	5.0	4.3
Number of people supported through NVQs and professional qualifications	535	532	540

2 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.

3 The GMT is our Group management team, which includes the executive directors, company secretary, Group commercial director and divisional managing directors. Following Kate Bowyer's resignation on 15 February 2023, female representation on the GMT is 10%.

4 Previously reported 15% in 2021. This figure has been corrected and updated.

5 Previously reported 15% in 2020. This figure has been corrected and updated.

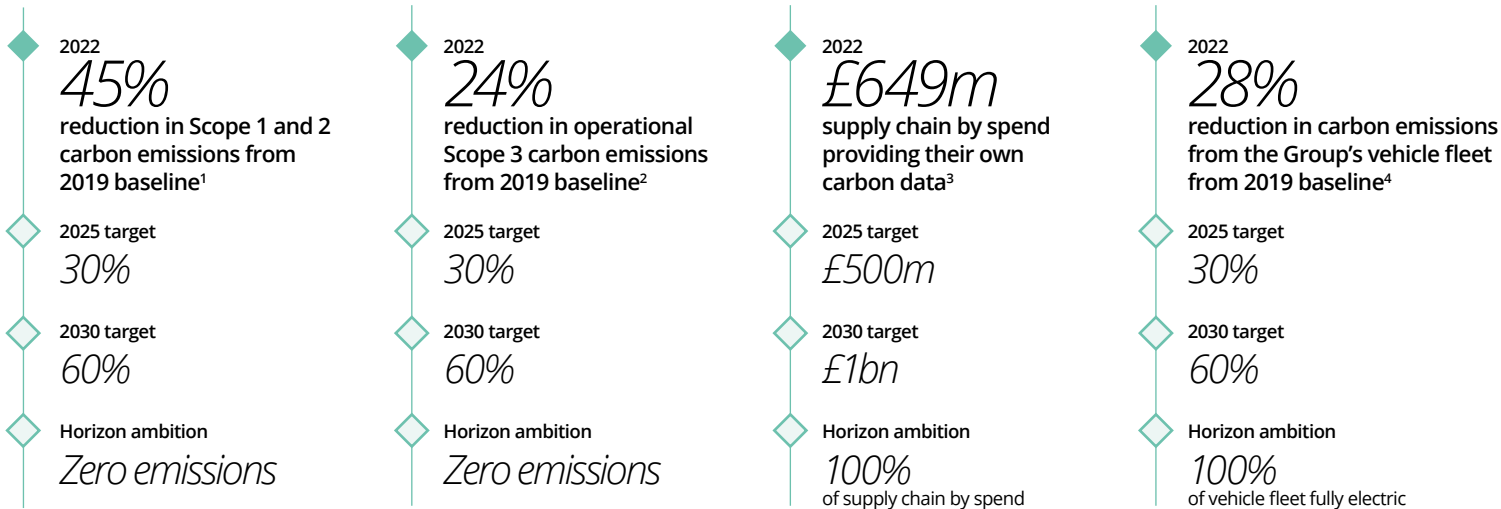
6 Previously reported 13.6% in 2019. This figure has been corrected and updated.

Improving the environment



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.

2022 performance and future targets



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.
 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 Included in wider Scope 3 emissions outside of operational Scope 3. See footnote 5 for more detail.
 4 The 2019 baseline was 12,078 tonnes CO₂e. Vehicle fleet emissions are included in Scope 1 emissions.
 5 Total Scope 3 emissions: all emissions arising from the entire value chain (supply chain through end users). They include carbon embodied in materials, manufacturing, transport to site, and disposal or recycling; carbon emitted during construction via energy use, waste, and estimated carbon emitted from operating buildings for 60 years following handover to client.
 Note: A 2019 baseline has been applied as 2020 performance was impacted by Covid. 2022 figures include BakerHicks DACH operations.

We recognise that we have a critical role to play both in mitigating our own environmental impact and helping our clients and supply chain partners to better adapt to the changing climate. We are continuing to reduce our carbon emissions, increase biodiversity and shift towards a circular economy to minimise waste.

We have maintained our leadership status in combating climate change, achieving an 'A' score from CDP for the third year running for our transparency and performance. In addition, we have been awarded Supplier Engagement Leader status by CDP for our action in 2022 to measure and reduce environmental risk within our supply chain. Our emissions targets were accredited by the Science Based Targets initiative (SBTi) in 2018 and, in early 2020, we set ourselves the goal of achieving net zero Scope 1, Scope 2 and operational Scope 3 emissions by 2030. In 2022, we achieved a reduction of 4% in our Scope 1, Scope 2 and operational Scope 3 emissions compared to 2021, resulting in a total 40% reduction from our 2019 baseline, and are on track to achieve our targeted reductions by 2030. In 2022, we realigned our targets to a 1.5°C scenario and submitted them to the SBTi for revalidation. As part of this, we extended our net zero targets to include total Scope 3 emissions⁵ (not just operational Scope 3) by 2045. This target is consistent with our progress to date and with our 2030 net zero target. Our emissions have been independently verified each year since 2010.

Our route to net zero is through reducing emissions and offsetting residual emissions by investing in high-quality, UK-based projects. We have now planted seven woodlands on the Blenheim Estate in Oxfordshire, and have invested in the Great North Bog, a peatland restoration initiative in northern England which covers 7,000 sq km of upland peat that can store up to 400m tonnes CO₂e.

OUR 2022 PERFORMANCE continued
Improving the environment

We have also partnered with the Royal Society for the Protection of Birds to help them restore existing farmland at Lakenheath Fen into wetlands. These decarbonising projects create additional benefits for local biodiversity; for example, wetlands are a critical habitat for bitterns which were quite recently on the verge of extinction in the UK. In addition, our divisions proactively integrate biodiversity into design decisions and measure the biodiversity net gain of their projects.

In 2022, we reduced our total waste by 57%, with 96% diverted from landfill. Our sustainable procurement policy requires our employees to adopt best practice in their buying decisions, by reducing, reusing and recycling waste. We have continued to participate in manufacturers' take-back schemes and to work with our supply chain and other stakeholders to responsibly reuse waste generated from our operations. In 2022, we piloted a new waste desk to help reduce and manage waste more effectively by consolidating the number of our waste service providers. In addition, one of our construction divisions joined a team of external partners in a four-year study to find automated ways of sharing information on materials from the start of a project so that waste can be managed more sustainably.

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.

	2022	2021	2020
Reduction of Scope 1 and Scope 2 carbon emissions ¹ from 2019 baseline of 20,903 tonnes CO ₂ e (%)	45	35	10
Reduction in operational Scope 3 ² carbon emissions from 2019 baseline of 6,339 tonnes CO ₂ e (%)	24	45	37
Scope 1 carbon emissions UK and offshore (tonnes CO ₂ e)	9,528	11,243	16,031
Scope 2 carbon emissions UK and offshore (location-based method) (tonnes CO ₂ e)	2,069	2,352	2,789
Total Scope 1 and Scope 2 carbon emissions (tonnes CO ₂ e)	11,597	13,595	18,820
Operational Scope 3 carbon emissions UK and offshore (tonnes CO ₂ e)	4,814	3,502	3,970
Category 3: Indirect emissions from transportation	4,550	3,247	3,442
Category 4: Indirect emissions from products used by organisation	264	255	528
Category 5: Indirect emissions associated with the use of products from the organisation	0	0	0
Category 6: Indirect emissions from other sources	0	0	0
Total carbon (tonnes CO ₂ e)	16,411	17,097	22,790
Carbon emissions from vehicle fleet ³ (tonnes CO ₂ e)	8,750	7,320	9,043
Reduction in carbon emissions from our vehicle fleet from 2019 baseline of 12,078 tonnes CO ₂ e	28	39	25
Carbon intensity Scope 1 and 2 emissions (tonnes CO ₂ e produced/£m revenue)	3.2	4.2	6.2
Carbon intensity – total emissions	4.5	5.3	7.5
Number of projects using CarboniCa ⁴	142	41	N/A
Total number of vehicles in company fleet	2,454	2,181	2,075
Number of hybrid vehicles in company fleet	735	609	358
Percentage hybrid vehicles in company fleet	42	28	17
Number of electric vehicles in company fleet	580	275	94
Percentage electric vehicles in company fleet	23.6	13.0	4.5
Electricity purchased from renewable sources (%)	65	72	65
Electricity as percentage of total energy consumption	13	15	13
Gas purchased from renewable sources (%)	0	0	0
Gas as percentage of total energy consumption	2	2	2
Total waste produced (tonnes)	373,071	859,081	1,223,394
Total waste diverted from landfill (tonnes)	358,794	851,938	1,171,954
Total waste diverted from landfill (%)	96%	99	96
Waste intensity (total waste produced/£m revenue)	103	267	403
Construction waste produced (tonnes)	91,195	40,662	77,360
Construction waste diverted from landfill (%)	96	97	98
Number of projects achieving BREEAM, CEEQUAL, LEED, SKA or other industry-relevant sustainability ratings	109	99	85
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	£649m	£589m	0
Subcontractors (by spend) with accredited science-based targets	0	0	0

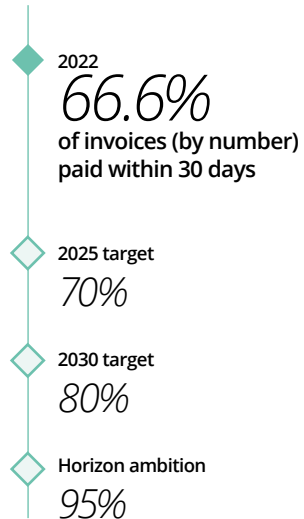
OUR 2022 PERFORMANCE continued

Working together with our supply chain



We have built *longstanding* relationships with our supply chain partners.

2022 performance and future targets



Our relationships with our supply chain partners are strategically critical to our success. Our suppliers and subcontractors help us deliver high-quality projects for our clients and overcome challenges in the market such as materials supply.

We engage with our supply chain through our Morgan Sindall Supply Chain Family, set up 20 years ago, and the Supply Chain Sustainability School with whom we continue to partner. We arrange regular in-person meet-the-buyer events where we can gain an in-depth understanding of the needs of our supply chain, communicate opportunities available to them and learn about their new innovations.

Our supply chain plays an important role in helping us fulfil our responsible business goals. We provide training sessions to increase safety awareness and promote safe behaviours; our supply chain helps provide opportunities for work placements and apprenticeships for people living locally to our schemes; and through the Supply Chain Sustainability School, we have accelerated subcontractors' adoption of low-emission HVO fuel, increasing its usage on our projects in 2022 from 15% to 60%. In 2022, we took part in the Supply Chain Sustainability School's employee diversity benchmarking survey to better understand diversity and inclusion among our supply chain. In 2023, we will be sharing the findings with our suppliers to identify needs and develop initiatives through the School's Fairness, Inclusion and Respect programme.

We aim to pay our supply chain as promptly as possible. Our divisions are signatories of the Prompt Payment Code, and in the six months to 31 December 2022, we paid 98% of invoices within 60 days (97%: 2021).

In 2022, we were accredited to ISO 20400:2017 Responsible Procurement, ELS BES 6002 Ethical Labour Sourcing Standard and BES 6001 Responsible Sourcing of Construction Products. These certifications ensure we maintain high standards in our operations and a resilient supply chain.



	2022	2021	2020
Suppliers (by spend) signed up to Group-wide agreements ¹ (%)	83	81	72
Suppliers registered with the Supply Chain Sustainability School	2,778	2,595	2,315
Members of the Morgan Sindall Supply Chain Family	399	413	403
Number of investigations into reports of modern slavery	0	2	0
Number of high-risk materials screened and sustainably sourced ²	0	0	0
Number of preferred subcontractors	2,731	1,850	2,279
Timber sourced using sustainable sourcing certification standards such as FSC and PEFC (% total timber-derived products sourced by weight at point of delivery)	99.9	100.0	99.8
Signatory of Prompt Payment Code	Yes	Yes	Yes
Invoices paid within 60 days (%)	98	97	97
Invoices paid within 30 days (%)	67	68	65

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

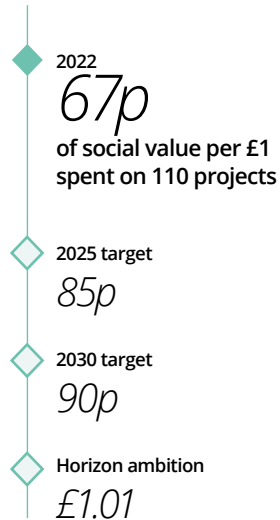
² No high-risk materials were used between 2020 and 2022. A risk register for each project accounts for supply chain risk. All materials used are third-party certified to quality and relevant procurement requirements.

Enhancing communities



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

2022 performance and future targets



We are active members of the communities in which we work and the decentralised nature of our business, along with a network of over 60 permanent office locations, allows us to tailor community initiatives to meet local needs and priorities. In 2022, our Group social value panel began work on developing a new social value toolkit for use by all our divisions that includes resources for our project teams to conduct local needs analysis.

Our community enhancement activities focus on four key areas: (i) community employment: collaborating with our client and supply chain partners to provide training, work placements and job opportunities for local residents; (ii) education: working with local partners, including schools and colleges, to promote the next generation of industry professionals from different backgrounds; (iii) charity partnerships: supporting local and national organisations that are important to our employees, customers and local communities; and (iv) volunteering: encouraging employees to donate their time and expertise to support educational institutions, charities and employment partners.

Activities by our divisions during 2022 included:

Community employment: providing 379 students with virtual work experience, delivered in partnership with Speakers for Schools; working with the Leonard Cheshire Foundation to increase our number of work placements for people with disabilities; hosting employability sessions for local residents who have been long-term unemployed, such as helping with CVs and cover letters, interview preparation and Level 1 qualifications; and joining with veterans' charity Alabaré and Wiltshire Council to provide ex-military personnel with transferable skills to get them started with a career in construction.

Education: engaging in 40 ongoing school partnerships, through which we provide pupils with hands-on work experience and exposure to people who work in the industry; partnering with Developing Experts, an education platform focusing on STEM subjects that provides more than 6,500 schools with over 1,000 interactive lessons and industry and career links; and launching our second 'Knowledge Quad' learning facility in Liverpool, our seventh Knowledge Quad to date, which provides skills training, education and employment opportunities.

Community projects and charities: renovating a community centre for emotional wellbeing charity, Barca-Leeds; working with Westminster City Council on a pilot programme to support female survivors of domestic abuse; fundraising for Building Heroes, a charity that helps military veterans transition to civilian life; and providing energy vouchers to help residents with increasing energy bills, and running energy cafés that offer social housing residents advice on reducing their energy consumption.

We use a social value bank to measure in monetary terms the social, economic and environmental value we add to local communities through our activities. The bank aligns with the valuation methodology used in HM Treasury's Green Book and OECD guidelines. Our clients request that social value is measured through various tools that also include the 'Social Value Portal' and HACT (Housing Associations' Charitable Trust), which is why only 110 of our projects were measured using our social value bank in 2022. We recognise that our social value bank is not fully reflecting the value we generate, and in 2023 we will consider how best to capture the full scope of what we do.



OUR 2022 PERFORMANCE continued
Enhancing communities

	2022	2021	2020
Considerate Constructors Scheme ¹ (CCS) registrations	119	139	175
Average CCS score (out of 50)	43.3	41.2	40.9
Partners' average CCS score (out of 50)	41.9	40.6	40.7
Number of projects using LM3 ² over the last 12 months	70	53	49
Number of apprentices drawn from local communities	749	677	668
Number of apprentices directly employed	280	231	197
Number of school partnerships ³ entered into	40	30	12
Amount of money donated to/raised for charity (£000)	424	124	378
Amount of social value contributed per pound spent (£)	67	0.71	0.68
Number of projects using the Group's social value bank that were completed in the year. Of these projects:	110	112	83
▪ Number of job opportunities provided for unemployed people	612	643	755
▪ Number of job opportunities provided for local people	553	407	706
▪ Number of apprenticeships and training opportunities for young people	1,002	545	640
▪ Number of hours of community volunteering	9,253	9,620	9,435
▪ Number of hours supporting schools ⁴	4,779	7,979	7,457
Number of homes built	c6,380	c3,130	c2,200
Number of homes refurbished	c6,500	c7,150	c1,800

- 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 schools partnership programme is based around six pillars and requires support for a minimum of 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.
- 4 The number of hours supporting schools dropped in 2022 as our clients requested fewer and smaller-scale in-person events to increase engagement, rather than more numerous virtual events.



EXTERNAL ACCREDITATIONS



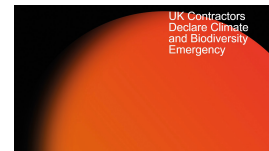
FTSE4Good



Founder member



Partner with
Simetrica-Jacobs



Signatory



Platinum member





Morgan Sindall Group plc

Kent House
14-17 Market Place
London, W1W 8AJ

Company number: 00521970
@morgansindall
morgansindall.com