

BUILDING A RESPONSIBLE AND SUSTAINABLE BUSINESS

Our sustainability framework supports the United Nations Sustainable Development Goals ('UN SDGs').

The table below illustrates our key achievements in the year against our four sustainability pillars and our progress against the metrics and targets we use to measure our performance in each area, as well as identifying the seven UN SDGs where the Group can have the biggest impact:

PLANET

Continue to improve the environmental impact of our processes and projects. Support sustainable construction through circularity, strive for Net Zero and enable efficient business practices.







[➔ Read more on pages 74 to 80](#)

ACTIVITIES/KPIs	2024 PERFORMANCE
GHG emissions	9% reduction in our Scope 1 and 2 GHG emissions from our SBTi base year of 2022 (using a market-based approach).
CDP global evaluation rating	Achieved CDP 'A' list rating. Maintained CDP supplier engagement leader with the rating of A-.
Other industry accreditations achieved	Awarded 'AAA' under MSCI's ESG rating. Listed on the Financial Times – Europe's Climate Leaders index for the fourth year in a row. Maintained BES 6001 rating of 'very good'.
Green electricity usage	100% of our total purchased and consumed energy was from green electricity tariffs in the UK for wholly owned facilities.
Waste reduction target	Achieved an absolute waste reduction (excluding steel) of 10% against 2021 baseline.
Biodiversity	We have issued a Group-wide biodiversity policy and established biodiversity risk rating for our factories and offices.

PEOPLE

Support our teams to be diverse, engaged, motivated, and highly skilled. Engage positively with projects and the local communities in which we work.



[➔ Read more on pages 81 to 87](#)

ACTIVITIES/KPIs	2024 PERFORMANCE
Gender Pay Equality	1.00 male/female normalised hourly rate ratio.
Diversity and Inclusion	9% of our workforce are female (same as 2023). Of our three grade levels below board, female representation is 17%, 17% and 23% respectively. Female % representation across our manufacturing departments is 2%, 8% within project delivery departments and 39% in core services.
Accident frequency rate	15% improvement in 2024 to 0.12 (2023: 0.14).
Incident frequency rate	27% improvement in 2024 to 1.23 (2023: 1.61).
Director safety visits undertaken	We have conducted 99 visits in 2024 (2023: 85).
Percentage of colleagues paid above living wage	100% of colleagues paid at or above the Real Living Wage.
Social value target	In 2024 we have delivered a volunteering pilot at one of our factories. In 2025, we will encourage uptake of our newly launched volunteering policy across the Group.

PROSPERITY

Deliver sustainable, profitable growth whilst satisfying our ethical, legal and contractual obligations.



➔ Read more on pages 80

ACTIVITIES/KPIs	2024 PERFORMANCE
Economic value generated and distributed	£463.5m (2023: £491.8m)
Economic value distributed	£438.3m (2023: £467.5m)
Net investment (capex–depreciation)/dividends	Stable net investment at 44% (2023: 10%).
Supply chain due diligence	100% (2023: 100%) of suppliers subject to annual supply chain contractor due diligence reviews.
New appointments	354 new employees in the year (including 29 apprentices and graduates).
Corporation taxes paid	£6.4m (2023: £3.5m) – £2.9m increase reflects higher profitability in the period and a repayment of overpaid taxes in the 2023 comparative.
Prompt payment reporting	93% (2023: 88%) of invoices paid within agreed payment terms in latest PPC reporting period for our signatory companies.

PRINCIPLES OF GOVERNANCE

Show leadership in delivering a sustainability programme, which considers whole life impact, taking us beyond compliance and ensuring continuous improvements.



➔ Read more on pages 90 to 91

ACTIVITIES/KPIs	2024 PERFORMANCE
Board diversity	12% (2023: 20%) of the Group's board are women.
Board tenure	7.4 years (2023: 7.4 years) average tenure of our board of directors.
Executive committee diversity	10% (2023: 18%) of the Group's executive committee are women.
Coverage of certified environmental management systems	Maintained Group-wide 100% accreditation to: ISO 14001:2015 – Environmental management, ISO 45001:2018 – Occupational health and safety, and ISO 9001:2015 – Quality management system
Key training for senior management	All relevant senior management have been provided with training such as criminal corporate offences ('CCO'), anti-bribery and corruption and tax evasion. To date c.80% have completed this.