



MORGAN SINDALL

GROUP

Responsible Business
Data Sheet 2025

About this report

This responsible business data sheet provides an overview of Morgan Sindall's environmental, social, governance (ESG) performance for the period 1 January to 31 December 2025 across its Total Commitments.

For each of our Total Commitments, we have at least one formal key performance indicator (KPI) in place which we use to measure progress towards our 2025 and 2030 targets. In addition to our KPIs, we also report our performance against a wide range of ESG metrics, which can be found on pages 4 to 9. These metrics enable us to assess our overall performance, as well as helping us manage our key risks and opportunities, including those relating to climate as detailed in the Task Force for Climate-related Financial Disclosures (TCFD) section of our 2025 annual report.

This year, we completed a double materiality assessment aligned to the Corporate Sustainability Reporting Standards' (CSRD) double materiality principle, which has identified our core material issues and associated impacts, risks and opportunities. The findings of this assessment will be used to inform our strategic priorities and streamline our metrics to ensure those that we report on are of value to our business and stakeholders.

As a decentralised business we collect data from our divisions and aggregate this at Group level. To date, we have created centralised platforms for our developing people and protecting people Total Commitments, which have supported monthly verification and performance analysis. In 2025, we developed a centralised platform for environmental data which will be launched at the beginning of 2026. For our enhancing communities Total Commitment, we have historically used a range of client-led platforms and whilst our divisions continue to utilise these where applicable, all divisions used the Social Value Portal in 2025 to report validated figures for social value generated across the Group.

Our carbon reporting is aligned to the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard (2015) and our Scope 1 and 2 emissions are assured by a third party against ISO 14064-1:2018. See page 62 of our annual report for more details.

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The data sheet forms part of our annual reporting suite and should be read in conjunction with the following documents:



Annual Report
2025



Gender Pay Gap
Report 2025



Modern Slavery
Statement 2025

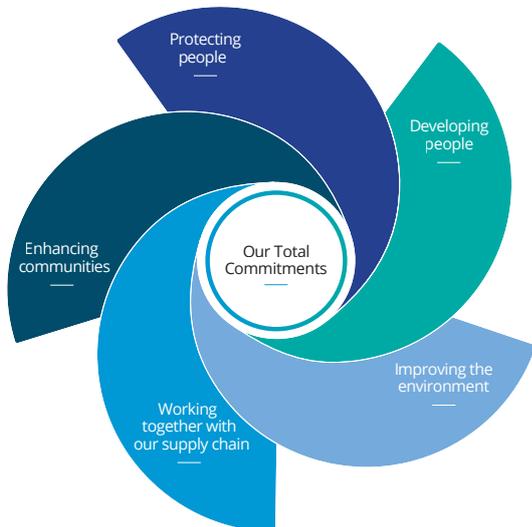
Our business

Morgan Sindall is the partnerships, fit out and construction services Group. With revenues of £5.0bn and over 8,500 employees, the Group operates in the public, regulated and private sectors.

Partnerships		Fit Out	Construction Services	
Partnership Housing	Mixed Use Partnerships	Fit Out	Construction	Infrastructure
Revenue £903m	Revenue £52m	Revenue £1,784m	Revenue £1,159m	Revenue £935m
LOVELL	MUSE®	 Morgan Lovell	MORGAN SINDALL CONSTRUCTION	MORGAN SINDALL INFRASTRUCTURE
			Revenue £212m	BakerHicks
			MORGAN SINDALL PROPERTY SERVICES	

Our Total Commitments

Our five Total Commitments drive environmental, social and governance action across the Group by targeting our key material issues.



Sustainable Development Goals

Our Total Commitments also support six of the UN Sustainable Development Goals (SDGs) where our activities can make the most significant impact.





Our 2025 performance

Protecting people

We are committed to safeguarding our people and partners by fostering a culture built on safety, compliance and respect. Through our focus on care, collaboration and empowerment, we promote safe practices and positive behaviours that protect people at every stage of their journey with us.

Key performance indicators

Our ambition	2030 target	2025 target	2025 performance
Zero incidents No lost time injuries (LTIR)	0.18 LTIR	0.21 LTIR	0.18 LTIR (2024: 0.22)

Indicators

Protecting people metrics ¹	2025	2024	2023	2022
Lost time incidents (LTI)	110	122	119	104
Lost time incident rate (LTIR) ²	0.18	0.22	0.23	0.22
Total number of RIDDOR incidents ³	25	34	37	28
RIDDOR-free project days (%) ⁴	95.3	91.1	92.34	-
Accident frequency rate (AFR) ⁵	0.04	0.06	0.08	0.06
Accident incident rate (AIR) ⁶	93	130	159	139
Accident-free project days (%) ⁷	93.7	90.4	91	-
Number of employees working under a certified health and safety management system (%) ⁸	100	100	100	99
Fatalities ⁹	1	0	0	0
Absenteeism due to sickness (average number of days per employee)	4.7	5.3	5	4.7
Monetary value of fines for non-compliance with health and safety laws and regulations	£0	£0	£0	£0

1 Our protecting people data represents UK operations only and excludes our European operations.

2 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.

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

4 Number of active projects in the month without a RIDDOR divided by number of active projects in the month.

5 Number of RIDDOR reportable accidents x 100,000 divided by number of hours worked.

6 Number of accidents x 100,000 divided by average number of people on site.

7 Number of active projects in month minus total accidents in month divided by the total projects active in the month. Historic figures have been updated to reflect changes in methodology.

8 All our divisions hold ISO 45001 accreditation for Occupational Health and Safety Management Systems, with BakerHicks holding SafeContractor certification.

9 We were deeply saddened by the loss of a contractor at one of our project sites in July 2025. Further detail can be found in our 2025 annual report.



Our 2025 performance continued

Developing people

Our employees are the lifeforce behind our organisation, driving excellence to exceed stakeholder expectations. Through our decentralised structure, we empower divisions to make agile decisions that reflect the evolving needs of their teams. This includes building capacity and developing the skills needed to support long-term growth.

Key performance indicators

Our ambition	2030 target	2025 target	2025 performance
7 training days	6 training days	5 days	3.9 days (2024: 3.2 days)

Indicators

Developing people metrics ¹⁰	2025	2024	2023	2022
People				
Number of UK employees at 31 December ¹¹	8,250	8,097	7,498	7,058
Number of new employees (as a % of total workforce)	20	25	26	28
Employees who have been in the Group six years or more (%)	35	36	37	37
People employed aged 24 and under (%)	10	10	8	8
Average age of employees	42	42	42	42
Voluntary employee turnover (%)	10	11	12.4	15
Number of employees covered by collective bargaining agreements (%)	2.6	3.5	3	5
Number of raising concerns reports	32	36	58	36
Diversity: Gender and ethnicity				
Men employed (%)	73	74	74	75
Women employed (%)	27	26	26	25
Employees from ethnic minority backgrounds (%)	11	11	10	8.6
Women in senior management (GMT) (%) ¹²	33	27	10	18
Women who are direct reports of the GMT	49	45	38	32
Women on the Board (%)	42.9	42.9	37.5	37.5
Diversity: Gender pay gap				
Mean gender pay gap (%)	25.2	25.7	26.8	28.9
Median gender pay gap (%)	30.1	28.9	29.1	30.6
Mean bonus gender pay gap (%)	54.5	55.3	52.5	58.8
Median bonus gender pay gap (%)	27.8	22.1	28.9	30.5
Training and development				
Total number of training days ¹³	33,101	26,046	26,341	35,016
Average number of training days per employee (based on average annual employee count)	3.9	3.2	3.2	3.2
Employees on structured training programmes ¹⁴	592	570	483	425
Employees who have undertaken Code of Conduct training (%)	91	81	-	-
Employees who have undertaken modern slavery training	7,674	6,578	-	-
Number of people supported through NVQs and professional qualifications	548	588	565	535
Employees who completed the leadership development programme	55	53	67	65
Number of cohorts who completed the leadership development programme	4	4	5	4
Employees promoted internally	728	662	674	883
Number of new graduates recruited	69	71	82	78
Number of sponsored students	44	41	42	67
Number of apprentices	467	458	359	280
Female graduates (%)	27	27	33	22
Female apprentices (%)	30	25	26	26

¹⁰ Our developing people data represents UK operations only and excludes our European operations.

¹¹ Number of employees consists of the average number of UK employees over the 12-month period. We do not include temporary workers and subcontractors who deliver our projects. Note: we report our average global employee count in our 2025 annual report.

¹² The GMT is our Group management team, which includes the executive directors, general counsel & company secretary and divisional managing directors.

¹³ A training day is a minimum of six hours' training. While we did not meet our 2025 ambition, the total number of training days continues to increase across the Group.

¹⁴ Refers to the number of apprentices, new graduates recruited and sponsored students during the year.



Our 2025 performance continued

Improving the environment

Our scale, expertise and role in shaping the built environment enable us to support the UK's transition to a low-carbon economy. We are committed to achieving net zero by 2045 and to collaborating with our customers and partners to deliver solutions that support nature, create natural capital and facilitate a just transition.

Key performance indicators

2045 target	2030 target	2030 target	2025 performance
90%	60%	44%	55%
reduction in our Scope 1, 2 and 3 emissions, with 10% of residual offsets to meet net zero	reduction in Scope 1 and 2 emissions	reduction in Scope 3 emissions	reduction in Scope 1 and 2 emissions since 2019 baseline (2024: 44% reduction)
			13%
			increase in Scope 3 emissions since 2020 baseline (2024: 13% increase)

Indicators

Improving the environment metrics ¹⁵	2025	2024	2020	2019
Scope 1 and 2 carbon emissions¹⁶				
Scope 1 carbon emissions (tonnes CO ₂ e)	6,504	8,056	16,031	18,124
Scope 2 carbon emissions (location-based tonnes CO ₂ e)	2,973	3,628	2,789	2,779
Scope 2 carbon emissions (market-based tonnes CO ₂ e) ¹⁷	2,593	3,056	-	-
Total Scope 1 and 2 emissions (location-based tonnes CO ₂ e)	9,477	11,684	18,820	20,903
Scope 3 carbon emissions¹⁸				
Scope 3 carbon emissions (tonnes CO ₂ e)	1,817,157	1,804,594	1,603,880	-
Total carbon emissions				
Total Scope 1, 2 and all Scope 3 emissions (location-based tonnes CO ₂ e)	1,826,634	1,816,275	1,624,783	-
Carbon intensity metrics¹⁹				
Scope 1 and 2 emissions intensity (tonnes of CO ₂ e per £m revenue)	1.9	2.6	6.2	6.8

¹⁵ Our Improving the environment data represents UK and our European operations.

¹⁶ 2019 baseline for Scope 1 and 2 emissions = 20,903 tonnes CO₂e. Scope 1: direct emissions from owned or controlled sources; Scope 2: indirect emissions generated from purchased energy.

¹⁷ We report location-based emissions as per our science-based target, however we have included Scope 2 market-based emissions for reference.

¹⁸ The 2020 baseline for all relevant Scope 3 categories is 1,603,880 tonnes CO₂e. This figure was recalculated in 2025 to apply new methodologies and assumptions which are detailed in our 2025 annual report. Our Scope 3 disclosure includes coverage across all relevant categories (1, 3, 4, 5, 6, 7, 8, 10, 11, 12 & 15). All other Scope 3 categories (2, 9, 13 & 14) have been excluded as they are insignificant/not relevant to our activities.

¹⁹ Revenue figures used to calculate our carbon intensity metrics can be found in the SECR section of our 2025 annual report.



Our 2025 performance continued

Indicators continued

Improving the environment metrics	2025	2024	2020	2019
Progress against carbon targets				
Reduction in Scope 1 and Scope 2 carbon emissions from 2019 baseline (%)	55	44	10	N/A
Reduction in carbon emissions from the Group's vehicle fleet from 2019 baseline (%)	39	12	25	N/A
Reduction or increase in Scope 3 carbon emissions from 2020 baseline (%)	+13	+13	-	-
Gas as a percentage of total energy consumption (%)	5	4	2	1
Energy use				
Total energy use (MWh)	63,135	87,602	75,072	118,004
Energy intensity (MWh/£m revenue)	12.6	19.1	24.7	38.4
Electricity from renewable sources (%) ²⁰	63	56	65	69
Electricity as a percentage of total energy consumption	25	20	14	11
Recycling and waste				
Total waste produced (tonnes)	591,152	791,612	1,223,394	1,087,246
Total waste diverted from landfill (tonnes)	550,452	763,933	1,171,954	1,035,862
Total waste diverted from landfill (%)	93	97	96	95
Waste intensity (total waste produced/£m revenue)	109	174	403	354
Water				
Water use (m ³) ²¹	326,103	155,139	650,241	1,100,443
Fleet				
Carbon emissions from vehicle fleet (tonnes CO ₂ e) ²²	7,372	10,601	9,048	12,078
Total number of vehicles in company fleet	2,561	2,285	2,075	2,324
Number of hybrid vehicles in company fleet	1,133	1,135	358	217
Number of electric vehicles in the company fleet	1,424	1,126	94	15
Project sustainability				
Number of projects achieving BREEAM, LEED, SKA or other industry relevant sustainability ratings	81	160	85	84
Number of new projects using CarboniCa ²³	211	218	N/A	N/A
Internal carbon charge (£/tonne CO ₂ e)	120	90	N/A	N/A
Major environmental incidents	0	0	0	0

20 Our renewables data covers both on-site renewable energy generation and contractual instruments such as Renewable Energy Certificates (REC) and 100% Renewable Energy Guarantees of Origin (REGO) backed electricity, which is purchased at the majority of our permanent offices and operational sites.

21 In 2025, we identified and rectified gaps in our water reporting. This has resulted in an increase in our 2025 water use data due to broader datasets. Additional work will be undertaken in 2026 to streamline our divisional data capture and reporting.

22 Vehicle carbon emissions are included in our calculation of Scope 1 and 3 emissions as they cover the Group's vehicle fleet, company cars and cash car allowance.

23 CarboniCa 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.



Our 2025 performance continued

Working together with our supply chain

We rely on our supply chain partners to deliver successful projects. To build strong relationships, we collaborate with our suppliers to provide practical support and best practice guidance to align their activities to our high standards of ethics, compliance and sustainability.

Key performance indicators

Our ambition	2030 target	2025 target	2025 performance
>95%	>80%	>70%	70.5%
invoices paid within 30 days			(2024: 61.5%)

Indicators

Working with our supply chain metrics ^{24,25}	2025	2024	2023	2022
Supply Chain Sustainability School (SCSS)				
Number of suppliers registered with the SCSS	2,853	2,835	2,833	2,778
Number of suppliers attending dedicated training workshops	628	591	1,910	-
Supplier collaboration				
Members of the Morgan Sindall Supply Chain Family	423	416	406	399
Percentage of Group spend by value with the Supply Chain Family (%)	77	77	75	83
Group spend with regional SMEs (% of Group spend)	64	62	65	69
Screening and certification				
Number of reports and investigations into modern slavery ²⁶	0	0	0	0
Timber sourced using sustainable sourcing certification standards such as FSC and PEFC (% total timber derived products sourced by weigh at point of delivery)	100	100	99.9	99.9
Prompt payment²⁷				
Invoices paid within 30 days (%)	70.5	61.5	53	67
Invoices paid within 60 days (%)	98	98	97	98

24 Our working with the supply chain data represents our UK and European operations.

25 Supply chain data represents UK operations only and excludes our European operations.

26 As determined by the number of calls to our third-party Safecall whistleblowing service and follow up investigations which found no incidents of modern slavery.

27 Data based on average of the divisions' performance for last six months of each financial year.



Our 2025 performance continued

Enhancing communities

We want all our projects to leave a positive and lasting legacy by creating social value for local communities. To deliver this consistently, we are quantifying our social impact to better understand how and where we are creating shared value and what we can do to further support the communities surrounding our projects.

Key performance indicators

Since 2023

£6.5bn

(2024: £4.6bn)

2025 performance

£1.9bn

(First year reporting annual Social Value Portal contribution)

Indicators

Enhancing our communities metrics ^{28,29}	2025
Social value leading indicators	
Projects with a social value commitment (%)	79
Projects using locals needs analysis (%)	63
Donations raised by staff through fundraising activities (£)	394k
Amount of money fundraised (£)	774k
Amount of social value generated as determined by Rail Social Value Tool (RSVT) for our Infrastructure Rail division (£)	1.14m
Amount of social value generated as determined by the Social Value Portal (SVP) (£)	1.9bn
Social value generated through providing employment, training and skills (via SVP)	
NT1. Local people employed or retained (No. people full time equivalent – FTE)	3,807
NT3. Long-term unemployed people recruited (No. people FTE)	39
NT10. Employment of new apprentices (No. of weeks)	39,608
NT11. Personalised support to help unemployed people into work (No. hours x no. attendees)	10,725
NT8. Support for students at local educational institutions (No. volunteering hours)	10,341
Social value generated through building climate ready communities (via SVP)	
NT86. Support for conservation and ecosystem projects (No. volunteering hours)	515
NT53. Initiatives to safeguard the environment (£ invested)	12,587
NT52. Initiatives to promote more resilient communities (£ invested)	15,382
NT88. Reduction in waste through reuse of products and materials (tonnes)	54,247
Social value generated through improving social and economic health and wellbeing (via SVP)	
NT14. Spend with VCSEs in the supply chain (£ spent) ³⁰	888k
NT19. Spend with local SMEs in the supply chain (£ spent)	409m
NT18. Spend with local companies in the supply chain (£ spent)	539m
NT28. Support for local community projects through donations (£ invested)	1.3m
NT29. Support for local community projects through volunteering (No. volunteering hours)	10,113

28 Data represents UK operations only and excludes our European operations.

29 Following the launch of our new enhancing communities framework, we will be using 2025 data as a baseline for our annual social value contribution. This includes disclosing progress against 15 of the Social Value Portal's TOMs that are most aligned to our activities. Additional detail can be found in our 2025 Group SVP report, available on our website.

30 Voluntary, community and social enterprise (VCSE) organisations.

Divisional case studies

Our divisions are taking action to accelerate progress against our Total Commitments.

Protecting people

Shaping healthier hearts and minds

In 2025, Infrastructure launched its 'Healthy Hearts and Minds' campaign with the goal of putting wellbeing at the centre of everyday working life. Designed to improve both physical health and mental resilience, the initiative encouraged colleagues to adopt simple, sustainable lifestyle changes that tally up to make a big difference.

By the end of 2025, over 2,000 employees across the business participated in annual wellbeing assessments, using tailored resources and a monthly calendar of four wellbeing pillars to monitor and manage their ongoing health.



Developing people

Attracting new industry talent

To address the UK's skilled labour shortage, our Fit Out division hosted a bespoke Trades Careers Fair in 2025, in collaboration with London South Bank University (LSBU). The day focused on connecting our trusted supply chain partners with high-quality, entry-level talent to attract new industry talent. Across the event, we hosted over 15 supply chain partners who engaged with a diverse group of attendees, ranging from local job seekers, to students from regional colleges, and young people from the Construction Youth Trust and London Youth.

Overall, the event proved to be a resounding success, facilitating immediate engagement between employers and the local community. Beyond simple networking, the day led to several on-site interviews and formal job offers for apprenticeships and trainee positions. By bridging the gap between education and employment, we are securing a sustainable pipeline of talent for today and tomorrow.



Divisional case studies continued

Improving the environment

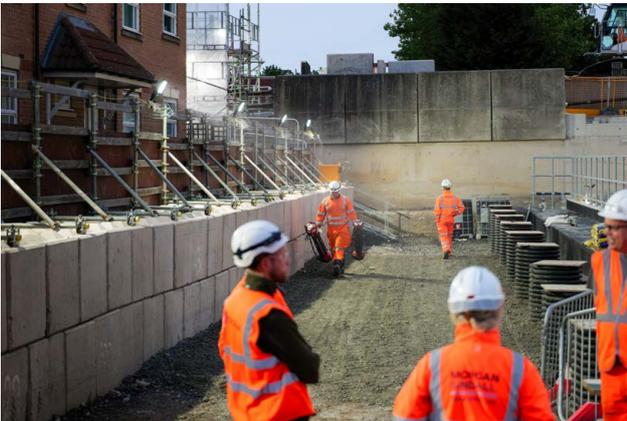
Delivering solar success at our regional offices

Partnership Housing has achieved a significant milestone in its decarbonisation efforts through the installation of solar PV arrays across its Tamworth, Quinton, and Leeds regional offices. These installations now provide 44% of the offices' total energy requirements, resulting in an annual carbon reduction of 37.5 tonnes and an estimated cost saving of £45,000 per year.

The division has also successfully expanded its electric vehicle (EV) charging network in line with its transition to a fully hybrid or fully electric vehicle fleet. This commitment extends to the wider workforce via its incentivised EV scheme for private vehicles. In 2025, 84 employees made the switch and participation is set to increase significantly next year.



Working together with our supply chain



Securing the supply chain through digital innovation

In 2025, divisions introduced technologies like Chime to strengthen supply chain compliance and safeguard tenants. Chime tracks operative skills and qualifications prior to deployment to ensure only certified professionals are sent to live jobs. The software uses facial recognition for rapid on-site identity verification – monitoring attendance through clock-in and clock-out functionality to identify personnel and protect tenants.

These technologies are fully aligned to the Building Safety Act and support modern slavery legislation, in conjunction with audits, by enforcing fair pay and right-to-work checks. By combining smart technology with robust governance, our divisions have reinforced a safe and transparent contractor process that sets a new standard for security and verification.

Enhancing communities

Investing in nature based solutions

Infrastructure's Pont-y-felin Wetland Project is a 1.8-hectare 'living filter' in New Inn, Wales designed to protect local waterways and support local residents. By diverting stormwater through a natural reed bed system, the project removes harmful pollutants before reaching the Afon Lwyd and the River Usk, while also preventing flooding and enhancing biodiversity.

Officially opened to the public in September 2025, the wetlands will serve as both a vital utility and a community haven, featuring accessible footpaths and educational zones that promote local wildlife. The team's innovative approach earned a shortlisting for Wastewater Innovation Project of the Year at the 2025 Water Industry Awards for its environmental stewardship focus.



External accreditations and ratings

We participate in ESG questionnaires and rating indices to enhance the transparency of our reporting and ensure we are driving continuous improvements in our performance. In 2025, we achieved A- for CDP Climate, a B in Water security and a B in Forests. We also retained our MSCI AAA rating where we remain the only company in our sector with this status. Sustainalytics named us as a 2026 ESG Leader and we were also proud to be recognised as a 2025 European Climate Leader by the Financial Times.

 <p>Climate: A- Water: B Forests: B</p>	<p>SUPPLY CHAIN SUSTAINABILITY</p>  <p>Founding member</p>	 <p>SCIENCE BASED TARGETS</p> <p>DRIVING AMBITIOUS CORPORATE CLIMATE ACTION</p>
 <p>Social Value Portal</p>	 <p>FTSE4Good</p>	 <p>UK GBC</p>
<p>MSCI </p> <p>AAA rating</p>	<p>MORNINGSTAR SUSTAINALYTICS</p>	 <p>MEMBER OF The 5% Club APPRENTICES AND GRADUATES INVESTING IN A GREENER UK</p>
<p>TOITŪ</p>  <p>CARBON REDUCE</p>	<p>ISS ESG </p>	<p>THE Paris... CLIMATE 10 years PLEDGE Early</p>
 <p>LM3Online</p>	 <p>GRI</p>	<p>S&P Global</p>

Global Reporting Initiative (GRI) Index

Our responsible business reporting has been prepared in accordance with the GRI Standards: Core option. We use the universal and topic standards to describe our social and environmental impact. More detail can be found in our 2025 annual report, which is available on our website.

Index navigator			
Total Commitment	Material topics	Latest applicable GRI Standard	GRI Standard reference
Protecting people	Health, safety and wellbeing	<ul style="list-style-type: none"> Occupational health and safety 	403-8, 403-9, 403-10
	Fair employment rights	<ul style="list-style-type: none"> Employment Forced or compulsory labour 	401-2 409-1
Developing people	Training, skills and development	<ul style="list-style-type: none"> Employment Training and education 	401-1 404-1, 404-2
	Inclusive and diverse workforce	<ul style="list-style-type: none"> Employment Training and education Diversity and equal opportunity Non discrimination 	401-2 405-1 406-1
	Net zero, energy use and climate	<ul style="list-style-type: none"> Economic performance 	201-2
Improving the environment	Water use	<ul style="list-style-type: none"> Emissions Waste 	305-2, 305-3, 305-4 306-3, 306-4, 307-1
	Nature and biodiversity		
	Resource use and circular economy		
Working together with our supply chain	Resilient supply chain	<ul style="list-style-type: none"> Supplier environmental assessment Supplier social assessment Local communities 	308-1 414-1 413-1
Enhancing communities	Social value, community cohesion and wellbeing	<ul style="list-style-type: none"> Indirect economic impacts Employment Local communities Socioeconomic compliance 	203-2 401-1 413-1 419-1
Governance	Responsible business and governance	<ul style="list-style-type: none"> Governance Anti-corruption 	102-16, 102-18 205-2

GRI Index continued

General disclosures

Disclosure	Location	Omission and explanation
GRI 2: General Disclosures 2021		
2-1 Organizational details	2025 annual report (ARA): Back cover	
2-2 Entities included in the organization's sustainability reporting	Responsible Business Data Sheet (RBDS) 3	
2-3 Reporting period, frequency and contact point		Annually, covering the calendar year: 1 January 2025 to 31 December 2025. Questions regarding the report can be addressed to: ResponsibleBusiness@morgansindall.com
2-4 Restatements of information	No material restatements of information have been made in 2025.	
2-5 External assurance	ARA 62	GHG emissions are externally verified by Achilles to meet the requirements of the Toitū 'carbon reduce' certification standard.
2-6 Activities, value chain and other business relationships	ARA 6-9	
2-7 Employees	ARA 11 RBDS 5	Our figures exclude c.320 BakerHicks DACH employees. No temporary employment contracts are included in the data. The Group offers employees the opportunity to work part time where the nature of the work and role allow sufficient flexibility.
2-8 Workers who are not employees	ARA 11-13	We do not currently report data on all additional workers covered (who are not employees but whose work and/or workplace is controlled by the Group). All third parties working on our controlled sites are subject to the requirements of our compliance and safety standards.
2-9 Governance structure and composition	ARA 75	
2-10 Nomination and selection of the highest governance body	ARA 80-85	
2-11 Chair of the highest governance body	Peter Harrison ARA 80	
2-12 Role of the highest governance body in overseeing the management of impacts	Board of directors ARA 73-74	
2-13 Delegation of responsibility for managing impacts	Group management team ARA 75	
2-14 Role of the highest governance body in sustainability reporting	ARA 57	
2-15 Conflicts of interest	Code of Conduct 10	
2-16 Communication of critical concerns	ARA 37, 92	
2-17 Collective knowledge of the highest governance body	ARA 73-74	
2-18 Evaluation of the performance of the highest governance body	ARA 76-79	
2-19 Remuneration policies	ARA 102-111	
2-20 Process to determine remuneration	ARA 108	
2-21 Annual total compensation ratio	ARA 112-118	
2-22 Statement on sustainable development strategy	ARA 34	
2-23 Policy commitments	morgansindall.com/ investors/governance	
2-24 Embedding policy commitments	ARA 64-65	
2-25 Processes to remediate negative impacts	ARA 157	

GRI Index continued

General disclosures continued

Disclosure	Location	Omission and explanation
GRI 2: General Disclosures 2021 continued		
2-26 Mechanisms for seeking advice and raising concerns	Code of Conduct 14 RA 37, 92	
2-27 Compliance with laws and regulations	Code of Conduct 7-13	
2-28 Membership associations	RBDS 12	
2-29 Approach to stakeholder engagement	ARA 11-13	
2-30 Collective bargaining agreements	ARA 38 Human Rights Policy	

Material topics

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-1 Process to determine material topics	ARA 35	
3-2 List of material topics	ARA 35	

Economic

Economic performance

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 35-46	
GRI 201: Economic Performance 2016		
201-1 Direct economic value generated and distributed	ARA 3-4, 6, 12-15 RBDS 9	
201-2 Financial implications and other risks and opportunities due to climate change	ARA 57-58 2025 CDP response	
201-3 Defined benefit plan obligations and other retirement plans	ARA 163	
201-4 Financial assistance received from government	N/A	

Indirect economic impacts

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 35, 45-46 RBDS 9	
GRI 203: Indirect Economic Impacts 2016		
203-1 Infrastructure investments and services supported	ARA 45-46 RBDS 9	The Group uses various methodologies to assess the indirect economic impacts of its activities, including the LM3 Live tool and social value as calculated by the Social Value Portal.
203-2 Significant indirect economic impacts	ARA 34, 45-46 RBDS 9	

GRI Index continued

Material topics continued

Economic continued

Anti-corruption

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 35, 65 Code of Conduct 7	
205-1 Operations assessed for risks related to corruption	ARA 65	
GRI 205: Anti-corruption 2016		
205-2 Communication and training about anti-corruption policies and procedures	2025 Modern Slavery Statement	
205-3 Confirmed incidents of corruption and actions taken	ARA 37	There was no evidence of bribery or corruption within the business or its immediate supply chain in 2025.

Environmental

Emissions

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 35, 40-42, 56-62	
GRI 305: Emissions 2016		
305-1 Direct (Scope 1) GHG emissions	ARA 40-41, 62 RBDS 6-7	Also see 2025 CDP Climate disclosure.
305-2 Energy indirect (Scope 2) GHG emissions	ARA 40-41, 62 RBDS 6-7	There are no biogenic emissions from our operations; market-based data is available via our CDP submission.
305-3 Other indirect (Scope 3) GHG emissions	ARA 40-41, 62 RBDS 6-7	Also see 2025 CDP Climate disclosure.
305-4 GHG emissions intensity	ARA 44-46 RBDS 6-7	Also see 2025 CDP Climate disclosure.
305-5 Reduction of GHG emissions	ARA 44-46 RBDS 6-7	Also see 2025 CDP Climate disclosure.
305-6 Emissions of ozone-depleting substances (ODS)	N/A	Not applicable. The nature of our business does not produce ozone-depleting substances.
305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	N/A	Not applicable. The nature of our business does not produce significant air emissions.

Anti-corruption

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 37 RBDS 7 2025 Modern Slavery Statement	

GRI Index continued

Material topics continued

Environmental continued

Anti-corruption continued

Disclosure	Location	Omission and explanation
GRI 306: Waste 2020		
306-1 Waste generation and significant waste-related impacts	ARA 42 RBDS 7 2025 CDP Climate disclosure	Our significant actual and potential waste-related impacts are spillage and pollution risks on-site; all sites are subject to waste management controls. The operational inputs, activities and outputs that may lead to such impacts include diverse construction materials and fuels, all of which are subject to regulatory controls and quality assurance. Where there are risks of negative impacts related to waste they are limited to, and managed within, our own activities; they are not related to upstream or downstream activities in our value chain.
306-2 Management of significant waste-related impacts	ARA 42 RBDS 7	
306-3 Waste generated	ARA 42 RBDS 7	We provide a breakdown of construction waste in our operations; however, we do not provide a breakdown of waste composition in any other ways currently.
306-4 Waste diverted from disposal	ARA 42 RBDS 7	We do not provide separate hazardous waste data in our landfill diversion reporting.
306-5 Waste directed to disposal	ARA 42 RBDS 7	We do not provide separate hazardous waste data in our landfill diversion reporting.

Supplier environmental assessment

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 35, 40-41 RBDS 6-8 2025 CDP Supplier Engagement	

GRI 308: Supplier Environmental Assessment 2016

308-1 New suppliers that were screened using environmental criteria	ARA 43-44 2025 CDP Supplier Engagement	The performance of all subcontractors and suppliers is rated according to set criteria such as quality, safety and social value, as well as sustainability.
308-2 Negative environmental impacts in the supply chain and actions taken	N/A	Not applicable. Where there are risks of negative impacts related to supplier actions, they are limited to, and managed within, our own activities; they are not related to upstream or downstream activities in our value chain. The Morgan Sindall Supply Chain Family of suppliers are assessed for environmental and social criteria.

Social

Employment

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 11, 35, 38-39 RBDS 5	

GRI Index continued

Material topics continued

Social continued

Employment continued

Disclosure	Location	Omission and explanation
GRI 401: Employment 2016		
401-1 New employee hires and employee turnover	RBDS 3	Information unavailable. Data on age group, gender and region are not available on a unified basis across our decentralised operations.
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	ARA 37-38, 101-106	Access to some benefits for full-time and part-time employees – where they are offered at divisional levels – is dependent on seniority, examples may include life insurance and private medical cover.
401-3 Parental leave	All employees are entitled to parental leave, regardless of gender.	Data on employees who return to work after parental leave, still employed after 12 months and our retention rates are not available on a unified basis across our decentralised operations.

Health and safety

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 35-37 RBDS 4	

GRI 308: Supplier Environmental Assessment 2016

403-1 Occupational health and safety management system	ARA 36 RBDS 4	All operating divisions are accredited to ISO 45001 except BakerHicks, which holds SafeContractor certification. The OHS system has been implemented based on recognised risks and in line with legal requirements in the UK. The system covers all workers, activities, and workplaces under our control.
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GRI 403: Occupational Health and Safety 2018

403-2 Hazard identification, risk assessment, and incident investigation	ARA 36-37	For employees and workers, we continually review the risks and challenges presented to adapt and respond to the challenges of each project (non-routine) as well as standard procedures (routine). We use tried and tested processes based on hazard identification and risk assessment practices.
403-3 Occupational health services	ARA 36-37	Divisional H&S leads oversee health and safety for all workers under our control and engage directly with workers at site level. Safety performance is reported and reviewed at every Board meeting.
403-4 Worker participation, consultation, and communication on occupational health and safety	ARA 36-37	
403-5 Worker training on occupational health and safety	ARA 36-37	All people who attend our offices and sites are required to comply with our health and safety policies and procedures. Anyone attending a project site is required to undertake a site induction prior to entering the site itself. The induction includes a detailed overview of health and safety including matters specific to the project.
403-6 Promotion of worker health	ARA 36-37	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ARA 36-37	Our occupational health policies and standards cover all employees as well as subcontractors working on our projects. We carry out occupational health checks for employees and subcontractors working on our projects.
403-8 Workers covered by an occupational health and safety management system	ARA 36 RBDS 4	
403-9 Work-related injuries	ARA 36-37 RBDS 4	Our Lost Time Incident Rate is a key metric we use to track and monitor Group health and safety.
403-10 Work-related ill health	ARA 36-37 RBDS 4	We actively measure the reporting of Injuries, Diseases and Dangerous Occurrences regulations 2013 during the year.

GRI Index continued

Material topics continued

Social continued

Training and education

Disclosure	Location	Omission and explanation
GRI 403: Occupational Health and Safety 2018		
403-10 Work-related ill health	ARA 36-37 RBDS 4	We actively measure the reporting of Injuries, Diseases and Dangerous Occurrences regulations 2013 during the year.
GRI 404: Training and Education 2016		
404-1 Average hours of training per year per employee	ARA 38 RBDS 5	
404-2 Programs for upgrading employee skills and transition assistance programs	ARA 38-39 RBDS 5	We provide support for people in terms of upgrading their skills as we have a wide variety of training programmes offered ranging from professional qualifications to NVQs, on the job training and apprenticeships.
404-3 Percentage of employees receiving regular performance and career development reviews	ARA 38-39	All employees can receive regular performance and career development reviews.

Diversity and equal opportunity

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 35, 39 RBDS 5 2025 Gender Pay Gap Report	
GRI 405: Diversity and Equal Opportunity 2016		
405-1 Diversity of governance bodies and employees	ARA 82-83 RBDS 5 2025 Gender Pay Gap Report	
405-2 Ratio of basic salary and remuneration of women to men	2025 Gender Pay Gap Report	

Non-discrimination

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 35, 39, 82-83 Code of Conduct	
GRI 406: Non-discrimination 2016		
406-1 Incidents of discrimination and corrective actions taken	ARA 39	We comply with UK legislation on human rights, and this is supplemented by our Human Rights Policy, Code of Conduct, equal opportunities and dignity at work policy, and our grievance policy. No incidents of human rights (including discrimination) abuse were identified in the Group in 2025.

GRI Index continued

Material topics continued

Social continued

Forced or compulsory labour

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 35, 37 2025 Modern Slavery Statement	
GRI 409: Forced or Compulsory Labour 2016		
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	ARA 43-44 2025 Modern Slavery Statement	

Local communities

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 35, 45-46	
GRI 413: Local Communities 2016		
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	ARA 43-44 2025 Modern Slavery Statement	All operations (projects, offices) have some form of local community development programme, community engagement, or committees and processes involving vulnerable groups.
413-2 Operations with significant actual and potential negative impacts on local communities	N/A	Our operations do not have significant actual or potential negative impacts on local communities.

Supplier social assessment

Disclosure	Location	Omission and explanation
GRI 3: Material Topics 2021		
3-3 Management of material topics	ARA 35, 43-44 2025 Modern Slavery Statement	
GRI 414: Supplier Social Assessment 2016		
414-1 New suppliers that were screened using social criteria	ARA 43-44 RBDS 9	The performance of all subcontractors and suppliers is rated according to set criteria such as quality of performance, safety, and social value, as well as sustainability.
414-2 Negative social impacts in the supply chain and actions taken	N/A	Where there are risks of negative impacts related to supplier actions, they are limited to, and managed within, our own activities; they are not related to upstream or downstream activities in our value chain.

**MORGAN
SINDALL**
GROUP

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