

**Sir Robert
McALPINE**

Sustainability Report
2020/21





01. FOREWORD

Our enduring success as a business is founded on our adaptability and our willingness to rise to the new challenges which come our way.

The climate crisis and nature's decline represent the biggest challenges faced by society today, which is why developing a more sustainable business model for Sir Robert M°Alpine is so vital.

As a family business which understands the importance of leaving a lasting positive legacy, we're proud to have a purpose beyond profit, and our sustainability strategy is key to delivering on our ambitions.

Embedding sustainability into our business requires us to think differently, embrace change and hold each other to account. We are an industry of problem solvers, and we must seize every opportunity to use our engineering excellence to design and build a built environment fit for our future.

At Sir Robert M°Alpine, we're proudly building Britain's future heritage. We want to be part of the solution and deliver a future heritage where we address the challenges we all face, working together to become more sustainable.

Paul Hamer, Chief Executive
Sir Robert M°Alpine

Front cover image: 100 Liverpool Street, London,
our client British Land's first Net Zero Carbon development

02. EXECUTIVE SUMMARY

This report highlights our continued progress in delivering our company sustainability strategy and, more importantly, embedding a sustainable mindset into our business.

Based around four pillars, our model of sustainability is deliberately agile. This allows us to develop lasting programmes, tools and expertise capable of responding to an evolving, and increasingly regulated, sector whilst meeting our clients' varying needs.

Our team of sustainability professionals work tirelessly to embed sustainability into our project delivery, upskilling our people and supply chain partners to ensure that we deliver on our promises. Thanks go out to them, our project teams and supply chain partners for their commitment and contribution to our performance.

It's not one individual's role to deliver on our vision of sustainability. Together we're making a real difference - whether through embedding ethical procurement into our practices, reducing our carbon emissions, delivering lasting social value or transitioning to a more circular model of resource use; we're changing how we operate and advocating for wider industry change.

I'm proud of what we've delivered to date but we're by no means finished! I hope this report shows that, when we work together with focus and drive, it's possible to deliver more sustainable projects which build positive futures.

Simon Richards, Sustainability Director
Sir Robert M^cAlpine



03. INTRODUCTION

At Sir Robert McAlpine, we're proudly building Britain's future heritage. It's a future which we work to make more sustainable every single day.

We are committed to delivering a built environment fit for the needs of future generations.

In this report, we are delighted to share the progress we made in FY20/21 towards delivering on our company sustainability strategy.

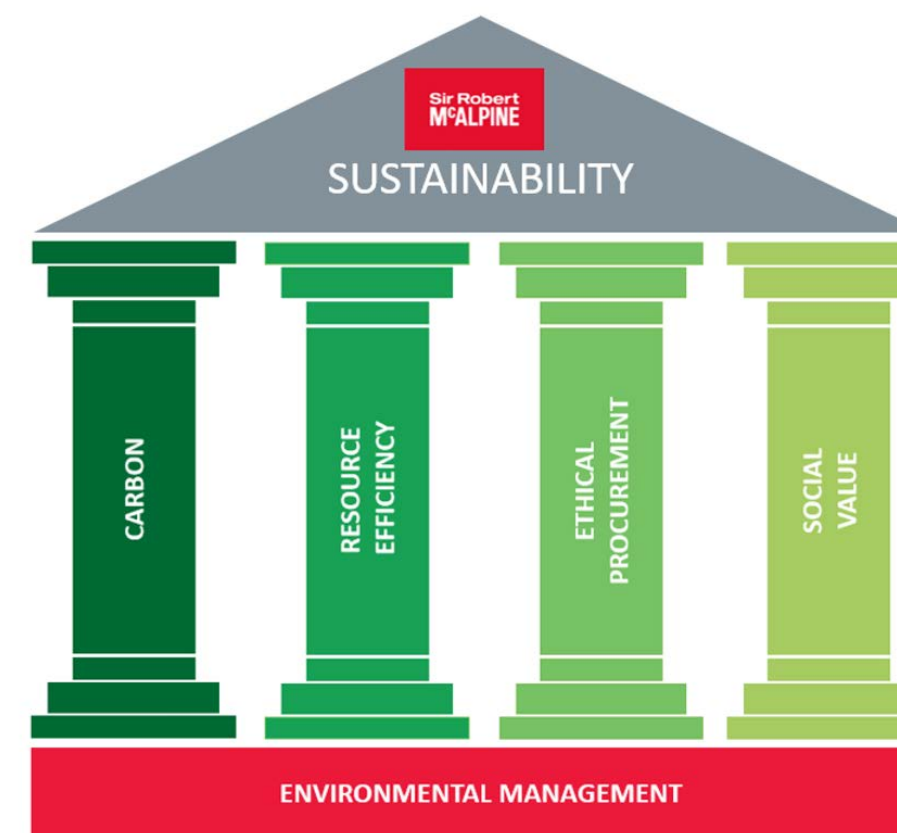
We're leveraging our whole business to embed sustainability into all we do. It's a key element of our Build Sure philosophy and something which we expect all our projects to deliver upon.

Our company sustainability strategy is built upon the foundation of solid environmental management: making sure we always deliver on our legal requirements, and follow our ISO14001 certified Management System.

Rising from these foundations are our four pillars which, together, define what sustainability means to us.

Crucially, these pillar topics give us flexibility in our processes and the expertise to deliver the varying requirements of our client base and the evolving regulatory framework.

With a foundation of the highest standards of environmental management, our sustainability commitments focus on four key pillars:



Throughout this document we will detail the progress we've made towards these commitments and share specific examples of how they translate into action on our projects.

Our Building Positive Futures vision aligns with the UN's Sustainable Development Goals (SDG), which are designed to be a "blueprint to achieve a better and more sustainable future for all". Throughout this report we will show where our work contributes to the SDG's 17 interlinked global goals.



FY20/21 PERFORMANCE AT A GLANCE

Delivered our first net zero carbon office in central London

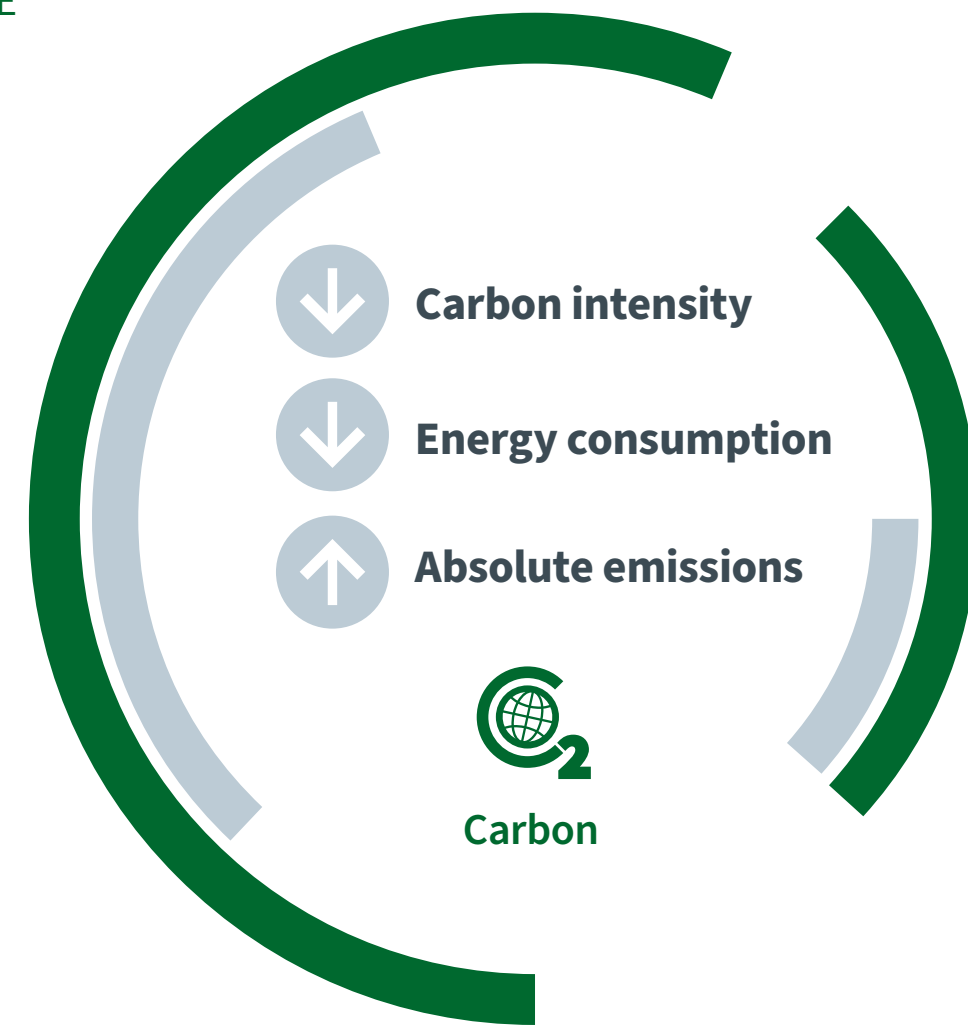
1,500+ community engagement participants

10,000+ apprenticeship working days

Third party gap analysis of our carbon accounting

300,000+ working days of jobs created

Continued verification to Ethical Labour Sourcing Standard BES 6002



Over £108,000 donated through our Strong Foundations grants. 41 projects reaching 38,904 beneficiaries

97% diversion from landfill (non-hazardous construction waste)

10,000+ participants in education-related activities

Confirmed our commitment to science based targets initiative

1st material passport delivered in the UK




Carbon



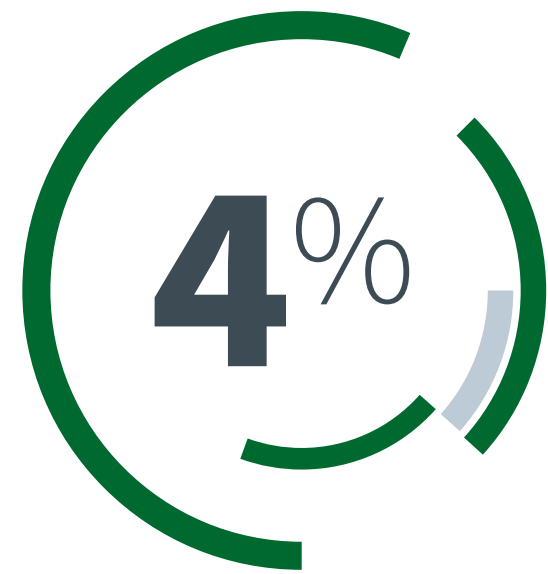
Image: Victoria Square, Woking, Surrey



CARBON



**reduction in
carbon intensity**



**reduction in
energy consumption**



**increase in
absolute emissions**

Delivered our first NZC office in central London

Third party gap analysis of our carbon accounting

Commitment confirmed to Science Based Targets Initiative

Joined the Race to Zero

Full Scope 1, 2 & 3 benchmarking undertaken

Revision of our carbon accounting

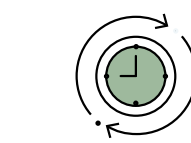
Rollout of HVO fuel from 2022

Our focus is around two overarching objectives:

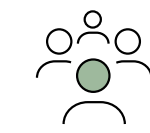
- 1** Measuring and reducing our carbon footprint in line with our aspiration to reduce our carbon emissions, and become Net Zero Carbon (NZC)
- 2** Evolving our design, procurement and construction practices to deliver lower carbon solutions for our clients and reduce the built environment's carbon emissions

To embed meaningful, lasting change within our organisation, aligned to our company vision and values, we developed a set of carbon principles to guide us through the development and delivery of our carbon reduction programmes. These principles are:

Our principles:



Don't Delay
Don't let the magnitude of the task delay action.



Collaborate
We'll collaborate with the whole of Sir Robert M'Alpine and the wider industry.



Be Brave
We'll have to do things differently and embrace change.



Reduce
We need to reduce our emissions and not settle for offsetting alone.



Transparency
Our approach will be open, honest and transparent.



Significant progress has been made this year to establish the right environment and reporting mechanisms to drive decarbonisation across our activities. Importantly, we've raised our ambition, committing to the **Science Based Target initiative (SBTi)** and the **Race to Zero** campaign.

In doing so we are developing a carbon reduction strategy aligned to the 1.5°C warming scenario, ensuring our business plays its part in addressing the global climate crisis.

Our revised carbon reduction plan and resulting targets will be submitted to the SBTi for verification in 2022.

With transparency as a key driver, the impact of this increased ambition and revision of our reporting methodologies has this year contributed to a reported 6% increase in annual emissions compared to our baseline year (2019/20).

Predictably, analysis of the data attributes this increase partly to a return to pre-pandemic levels of activity across our sites and offices. However, the most significant contributor is the way in which our carbon emissions from our electricity use is calculated and reported.

To calculate these emissions, we've moved from using standard government conversion factors to market-based ones, aligning to best practice in carbon accounting. A market-based methodology uses the specific emission factors from the individual electricity supplies that we have purchased. As electricity suppliers emit differing levels of greenhouse gases, this methodology ensures that we are as accurate as possible, moving away from a singular generalised conversion factor.

Encouragingly, our energy consumption (how much energy we have actually used in kWh) has decreased this year. However, our transition to a zero-carbon energy for all our activities continues, and the change to market-based emissions has highlighted the emissions impact of the few supplies we use which are not zero carbon.

We continue to deliver our transition programme. As an illustration, had it been complete, we'd have delivered a 3% reduction in overall carbon emissions this year.

Changes implemented this year have ensured that our carbon accounting is future proofed, following the GHG Protocol Corporate Standard reporting requirements, as well as delivering on our carbon principles. Whilst we'd like to report a reduction in emissions for the headline figure, when taken into context, we've made significant progress this year towards our aims.

Coupled with our own increase in ambition, our clients also expect more from us. Therefore, to continue to deliver for our clients this year, we have grown our skills and expertise in delivering low carbon construction solutions through design, procurement and construction.

A key component in being able to highlight where improvements can be made, as well as what we've been able to achieve, has been the trial of a whole life carbon (WLC) tool which we will now be rolling out across all our sites.

Embedding this tool into our design, procurement and construction practices provides us with valuable data, both on what we have achieved and where we can improve further.

As well as its impact at project level, the aggregated information and performance data it provides enables us to accurately forecast, manage and reduce WLC emissions on our projects at whatever stage we get involved. This gives our clients added confidence that we can deliver reduced emissions and meet any requirements placed upon us.

To make sure that we're learning and progressing in this ever-evolving field, we've appointed a Company Carbon Manager to oversee our carbon reduction programmes and engage with our supply chain and project teams to deliver low carbon solutions. Our Company Carbon Manager has an essential role to play in mobilising and unleashing our engineering expertise to provide solutions that decarbonise both our own activities and the projects which we deliver.





Delivering British Land's first Net Zero Carbon project

100 Liverpool Street was our client British Land's first Net Zero Carbon (NZC) development, and one of only a few in the UK to achieve that accolade. Buy-in from everyone involved in the project helped our team deliver exceptional results.

Carbon reduction was a primary driver, and from the outset of the design concept, the team looked to retain and reuse as much of the existing building as possible. This was coupled with design solutions focused on reducing the embodied carbon of the major building packages, like concrete and steel design.

The combination of these measures dramatically reduced the environmental impact of the building, which has gone on to win multiple industry accolades.

395 kgCO₂e/m² (A1-A5)

49% of existing foundations & slabs reused (4086 tCO₂e saving)

32% of existing frame reused (3,435 tCO₂e saving)

51% secondary aggregate content in concrete

46% GGBS cement replacement in concrete (26,000 tCO₂e saving)

Powering towards a greener future

Working with energy specialist Aggreko, we have successfully trialled low impact technology and more sustainable temporary site solutions.

This included assessing the viability and scalability of load-on-demand solutions, battery assisted generators and the use of HVO for the generator setup of our tower cranes. As tower cranes are normally oversized for their power requirement, we wanted to explore whether we could downsize generators to give better efficiencies, reducing emissions.

Following the successful trials we will be rolling this technology out across our business to further reduce our emissions and deliver more sustainable solutions for our clients.

40% reduction in NOx emissions, particulate matter, and carbon emissions



"It's important that we continue our huge strides to become cleaner, more efficient and more effective in our operations. I have been really encouraged by the trials that have been taking place working with Aggreko. We've seen real live data which has been pushing the boundaries and really testing what is possible. Moving forward we need to maintain momentum and ensure we all benefit from the results we have seen."





Designing out carbon at One Centenary Way

By applying our expertise to scrutinise the design of our One Centenary Way project in Birmingham, we were able to deliver significant carbon reductions.

We worked with our supply chain partners to identify and install a steel frame solution which delivered a significant reduction in embodied carbon and had the added benefit of increasing the head height clearance on each floor.

Our alternative solution increased the recycled content of the steel to **64%**.

Embodied carbon emissions **decreased by 40%, 36% and 10% for the Whole Life Carbon Assessment** stages A1 to A3, A1 to A5 and A to D, respectively.

40% reduction in Embodied Carbon (A1-A3)

36% reduction in Embodied Carbon (A1-A5)

10% reduction in Whole Life Carbon

64% steel frame recycled content



Driving down our emissions

We have updated our internal travel policies to incentivise more sustainable travel for our people. Our ambition is for all commute and business miles to be via electric and Ultra Low Emissions Vehicles by 2025. This will save an estimated 2,000 tonnes of CO2e annually.



Design Group deliver reductions

Our desire to reduce carbon runs through the organisation, and our M⁴Alpine Design Group (MDG) team are no exception.

The design expertise within MDG allows us to explore options for our clients to reduce the environmental impact of the projects we deliver. One example of where this was achieved this year is our Sunderland Multi-storey Car Park project.

Our structural engineers conducted a design review to assess where carbon savings could be made in the steel frame. The output of this exercise, and a workshop held with our supply chain partners, resulted in a design saving 800 tonnes of steel, with significant carbon savings associated with the embodied carbon and transport to site.



A collaborative effort

The Institution of Civil Engineers (ICE) recognised our Gradel Quadrangles project at New College, Oxford University, as a Carbon Champion. The ICE Carbon Champion programme showcases individuals and projects that are demonstrating carbon savings in the drive to net-zero construction. A collaborative effort with our client and wider design team to tackle and reduce carbon was instrumental in achieving this recognition.

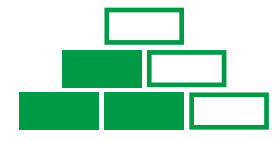
Whole life carbon impacts of the design and build were modelled, and this information was used to drive reductions in emissions. Some notable design changes included:

- Specification of tessellated aluminium roof tiles in combination with a timber roof structure, improving the lifespan of the system and saving 197 tCO2e
- Modifying original concrete mix designs to maximise the use of secondary aggregates and GGBS, delivering a 52% reduction in CO2e of concrete in piling alone

Gradel is proving that, with collaborative effort to carbon reduction aided by accurate and timely data, we can achieve significant carbon reductions.

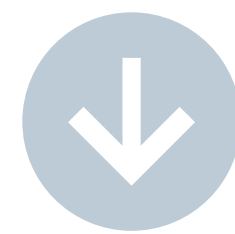


“We’ve made significant progress against our objectives this year, with steps taken to decarbonise not only our own activities but those of our clients as well. We know, however, that we can’t rest there. It is a hugely exciting time. We must build on this and the gathering momentum within the industry to drive the change needed. Following our carbon principles will keep us on track, and everyone has a part to play by ensuring they underpin everything we do, as a business, with our supply chain and for our clients.”



Resource Efficiency





Reduction in construction waste intensity (tonnes/£m)

97% diversion from landfill (non-hazardous construction waste)

UK's first ever material passport delivered at 1 Broadgate

The construction industry accounts for approximately half of the materials used in the UK economy, and, at last count, generates 120,000,000 tonnes of waste a year*.

To reduce the environmental impact of our collective actions, it's imperative that the industry transitions from linear resource use towards a circular economy model, finding new ways of shifting towards a circular economy model. Finding new ways of working to keep the products and materials we use in use for as long as possible.

Our sustainability strategy looks to do just that.

Embedding resource efficiency into our thinking, through the design, procurement and construction activities we undertake means we're being more efficient on our projects and as a business as a whole.

We've been monitoring construction waste intensity on our projects since 2007, and it provides us with a metric to understand our outturn performance. This year, our focus on improving resource efficiency has begun to deliver results and we've made good on our annual waste reduction commitment.

On site, our focus has migrated away from "lagging" indicators like waste intensity, which tell us how we have performed at the end of a project, to "leading" ones, which can be delivered throughout a project lifecycle and help us identify trends and proactively look to improve. Whilst the former still have their place, we've focussed more on establishing steps our teams can take to improve resource efficiency every day and are incentivising them accordingly.

Examples include appointing resource efficiency champions on our projects, holding 'designing out waste' workshops and running programmes to reuse materials. As well as making us more resource efficient, these initiatives are helping deliver a better, more resource efficient product for our clients.

A key milestone this year was the roll-out of our new online sustainability reporting platform across our projects. This allows us to capture data quicker, improves its transparency and enhances our understanding of where we generate waste.

As a result, we are better able to direct our focus on the areas where we need to improve our resource efficiency and transition to a circular economy model.

* <https://www.ukgbc.org/resource-use/>



A passport to resource efficiency

Thanks to a collaboration between our sustainability and digital construction teams and online material and product library Madaster, we trialled and implemented the UK's first Material Passport on our 1 Broadgate project in London.

Awarded an innovation credit by the BRE, the benefits of implementing material passports include:

- Providing a circular index score, enabling review of circular economy strategies, such as the use of non-virgin materials, component life extension and end-of-life scenarios.
- Monitoring and tracking the use of materials in the building supports circular economy decision making to improve residual value, enabling upcycling and reuse, and minimising waste.
- Establishing a workflow for collecting and assessing data in collaboration with the project team and enabling future modelling requirements to be included in the project's BIM Execution Plans.

As a trailblazer project, this will help accelerate both our own and the wider industry's transition to a circular economy.



Reducing impact and delivering resource efficiency

Material reuse has a significant part to play in improving our resource efficiency. At Cleveland Clinic we've overcome design and engineering challenges to build a new hospital behind a 1950s retained façade and structural elements. **Our focus on resource efficiency saved 2,039m³ of material waste.** Demonstrating how material reuse and refurbishment can contribute significantly to resource efficiency and deliver additional sustainable benefits such as:

- **Less waste from demolition**
- **Less virgin material use**
- **Reduced embodied carbon**
- **Reduced impact on the road network**



Pre-demolition surveys deliver savings

Conducting a pre-demolition audit with our trade contractors at our Battersea Phase 3B project identified an opportunity to reuse bricks in the final development. Through altering the demolition methodology and programme we were able to **salvage more than 4,500 bricks which have been cleaned, palleted and stored for reuse.** This equates to more than **9.5 tonnes of re-used material** and a saving of **2.8 tonnes of embodied carbon.**





Delivering benefits in civil engineering

Delivering resource efficient infrastructure works for our client, National Highways, was a key objective at our M6 J19 Junction Improvement works.

To achieve this vision we implemented a suite of measures, which included:

- Efficient planning and programme development which enabled us to store and **reuse 58,115m³ of subsoil** and **3,577m³ of topsoil**. This eliminated the need for new virgin material and saved an estimated **2,372tCO₂e**.
- Incorporating temporary work elements into the final works. Like our crane mats, needed either side of the bridge, which eliminated the need to remove and replace **2,278 tonnes of aggregate from site, saving a further 33tCO₂e**.
- **153m³ of redundant concrete barriers was crushed and re-used on site**, avoiding the associated waste generation and transport impacts.



“Being more resource efficient will bring significant environmental and economic benefits to the industry. As a core pillar of our sustainability strategy, we have been working hard both internally and with our supply chains to improve resource efficiency across our projects. Be it diverting waste from landfill, reducing our water consumption or using innovative new methods of best practice and strategic design, we are well and truly in the race to become the industry leader in delivering resource efficient projects.”



Ethical Procurement



ETHICAL PROCUREMENT



Labour Practice Audits within our supply chain

Continued verification to Ethical Labour Sourcing Standard BES 6002

Mandatory e-learning for our people on modern slavery

Intranet portal with resources on ethical procurement and modern slavery

Industry training developed in partnership with the Supply Chain Sustainability School




responsible sourcing of key materials

It is imperative that we procure our goods and services in a manner aligned with our business values, using our consumer power to advocate for more sustainable practices.

The ethical procurement of both materials and labour throughout our operations represents one of our four pillars of sustainability.

This push for more transparency in our activities across the business is spearheaded by a collaborative effort between our procurement and sustainability departments.

At project level, we have embedded systems and processes which ensure we responsibly source our key building materials. This provides a key indicator of a project's performance against this pillar, demonstrating our commitment to understanding and demonstrating the ethical and sustainable provenance of the materials we use.




With a significant proportion of our spend with our supply chain partners, we work with them to address any risks that may result from our procurement decisions.

We've identified labour practices as a key focus and work collaboratively with our supply chain to understand and analyse them across our sites. To get insight into these practices, we commission Labour Practice Audits both with our directly contracted supply chain partners, and those we don't contract with but who are still present on our sites. This year, despite the challenges presented by ongoing coronavirus restrictions, we undertook 24 Labour Practice Audits within our supply chain. These audits are ensuring we identify any issues and take action accordingly.

Ethical procurement also supports our ongoing work to combat the modern slavery risk within our industry. For more information on what we're doing, please read our Modern Slavery Statement.

Where we spend our money provides a clear indication of our sustainability credentials. We believe that ethical procurement is a vitally important topic, one which will grow in importance across the industry in years to come. We will continue to shine a light on it both within our own organisation and with our wider supply chain; a strong voice advocating for transparency, fairness, and equality across the industry.



Supply chain training

A founding partner of the Supply Chain Sustainability School (SCSS), this year we worked with the school to deliver a webinar to our supply chain partners on modern slavery.

The webinar gave the more than 90 attendees an understanding of what modern slavery is, its extent, how it affects construction and what they could do to start tackling the risk of it where they work. This was followed by a specific online training workshop on due diligence. We're developing and delivering training sessions like this to upskill ourselves and our supply chain partners in our collective efforts to embed ethical procurement into the industry.





“We strive to ensure our procurement processes assist us in delivering against our sustainability objectives. Ensuring that both the procurement and sustainability strategies support each other, enables us to successfully address risks such as labour exploitation within our industry.”

Strategic supply chain agreements

We have established strategic framework agreements with key material suppliers, ranging from concrete suppliers to kitchen furniture manufacturers.

These frameworks enable us to deliver the following sustainability benefits:

- Mutual understanding of business sustainability objectives and how they can contribute to our requirements through investment in business operations, R&D or innovation
- Understanding of innovative solutions to, for example, deliver a reduction in embodied carbon
- Support for our Chain of Custody requirements, providing full traceability

- Support for programmes which add value to local communities contributing to collective Social Value aspirations
- Material and product assurance via certification schemes such as ISO14001:2015, BES6001, BRE, FSC, PEFC & UK CARES

Importantly, these framework agreements enable us to better understand the materials we procure and install on our projects. Closer alignment to our suppliers is ensuring that we continue to deliver for our clients with the confidence that procurement risk is minimised and delivering our sustainability requirements.



Frameworks

Alice Hands, Head of Ethical and Sustainable Procurement



Thought leadership

Providing visible leadership and passionate advocacy on ethical procurement is essential to bringing it to the forefront of our procurement activity and raising awareness within the wider industry.

Throughout the year, our Head of Ethical & Sustainable Procurement, Alice Hands, has done just that, continuing her work to raise awareness of the importance of ethical procurement within the construction industry.

This included providing thought leadership and direction in a number of forums:

- In November, at the London Build Expo, presenting on how to tackle Modern Slavery in Construction

- In June, as a guest speaker for the Chartered Institute of Procurement & Supply (CIPS) seminar series, talking about modern slavery and ethical procurement
- In August, in a podcast interview with the Society for the Environment on her career, challenges in addressing ethical procurement, and the opportunities the industry has to improve



Social Value



SOCIAL VALUE



in social value activities delivered

10,000+ apprenticeship working days

300,000+ working days of jobs created

1,500+ community engagement participants

10,000+ participants in education-related activities

More than £108,000 donated through our “Strong Foundations” grants. Supporting 41 projects, reaching 38,904 beneficiaries

As a family business, we are proud to have a purpose beyond profit. In part, we measure our success by the social value we add through our work.

We deliver these benefits whilst minimising damage to the environment and contributing to the long-term wellbeing and resilience of individuals, communities, and society. Our social value strategy is agile, providing a framework for us to make decisions on what impacts best serve our varying stakeholder needs, whilst also meeting client and company objectives.

With social value one of our four sustainability pillars, we’re demonstrating its importance to our business with a proactive and structured approach to forecasting, planning and delivering improved social value across our operations, at scale, consistently.

To help deliver on our ambitions, we’ve invested in a tool, the outputs of which enable us to measure social value in the form of Social Return on Investment (SROI).

The wide ranging deliverables contained within the topic of social value (e.g. school engagements, apprenticeships, local labour, local spend, job creation, charity, and volunteering) can make targeting improvements difficult. Each of these activities has a has an associated SROI. Therefore, targeting improved SROI enables us to focus attention and deliver initiatives which deliver meaningful value .

This year, despite the ongoing challenges of the pandemic, we’ve continued to deliver against our social value ambitions. We’ve established a benchmark dataset with which to monitor future improvements and delivered a SROI of £20 million+. This means that through our projects, we have delivered in excess of £20 million of value to the surrounding local communities.

It is a significant step forward for us to be able to accurately forecast, quantify and report these benefits consistently across our projects. We are now building on this benchmark dataset to demonstrate a year-on-year increase in the social value we deliver. The data we collect will also enable us to better understand the impact of different activities, sharing this knowledge throughout our business via our newly established Social Value Task Force.

2020/21 also saw us scale up our Strong Foundations Grants via a partnership with ActionFunder, launching funds to engage local residents and boost community wellbeing in eight locations across the UK. We distributed more than £108,000 in support of 41 community projects reaching 38,904 beneficiaries. Recipients of our grants ranged from organisations working with those with dementia to those supporting refugees, victims of domestic abuse, the elderly, a variety of youth programmes, and outdoor projects.

Our expertise, combined with our structured approach, ensures that we deliver targeted social value across our projects, improvements which are contributing to the socioeconomic prosperity of the local communities in which we work.

A19 leaving a positive legacy

Our A19 team are determined to provide a lasting legacy as a result of their works.

Their commitment to social value resulted in the delivery of **194 wide ranging and impactful social value activities in a single year**. These activities included school visits, curriculum support, apprenticeships, charitable donations, volunteering, work experience and employment advice. When we consider the direct economic impact through local spend and labour, this project is providing a significant contribution to the local community.



Raising funds for Maggie's

Cancer does not discriminate. It is a disease that affects all of us one way or another, often turning lives upside down overnight.

That's why our corporate partnership with Maggie's is so important to us. It's now more than a decade since we first started working with the charity, which provides practical, emotional, and social support to anyone with cancer and their friends and family. As well as the construction of many of its architecturally significant centres, in 2016 we pledged to raise **£1,000,000 for the charity over 10 years**. Our people have taken Maggie's into their hearts and six years into that commitment, we were delighted to confirm that we had hit the million milestone four years ahead of schedule. That's a lot of cakes baked, bought and eaten, heads shaved, and miles swum, walked, ran and ridden up and down the country.





Addressing the skills gap with the CYT

The Construction Youth Trust (CYT) works to inspire and enable young people to overcome barriers and follow a career in the construction and built environment sector.

The Trust places social mobility at the heart of its work and prioritises supporting young people from low-income backgrounds, most likely to miss out on opportunities or facing barriers to employment. Through our partnership with the CYT we have worked to support more than 3,250 young people, helping to raise their aspirations and creating pathways into employment. As well as developing a more inclusive workforce, the CYT's programmes also support our people to become more inclusive. More than 200 of our people have volunteered to help the CYT so far, with the numbers rising!

In the face of the covid pandemic, our 21 Moorfields team worked with Clapton Girls Academy to move its planned work experience session online. Students joined calls with various team members over the course of a week, learning more about different roles and routes into the industry. They were also given a virtual site tour and an overview of the site progression using our site cameras, and were set a design challenge which they presented to our team.



Claremont targeting and delivering

Achieving practical completion this year, our Claremont Building refurbishment project in Newcastle demonstrates what our targeted social value strategy and supporting tools can deliver.

Through a clear strategy, expert support and a defined programme of deliverables, the project team were able to deliver numerous meaningful benefits to the local community.

Overall, throughout the duration of the project the Social Return on Investment (SROI) was £1.03 million, which comprised the following social value deliverables:

28 jobs created

177 students supported through educational activities

15 people engaged through community activities

30 people supported through employment and skills engagement

When combined with the £94.4million of direct economic impact through supply chain spend, this project once again highlights the tangible socio-economic benefits we can provide our local communities

17 participants in mental health activities & champions

6 apprenticeships

1 work placement

£4,897 charitable work/ donations

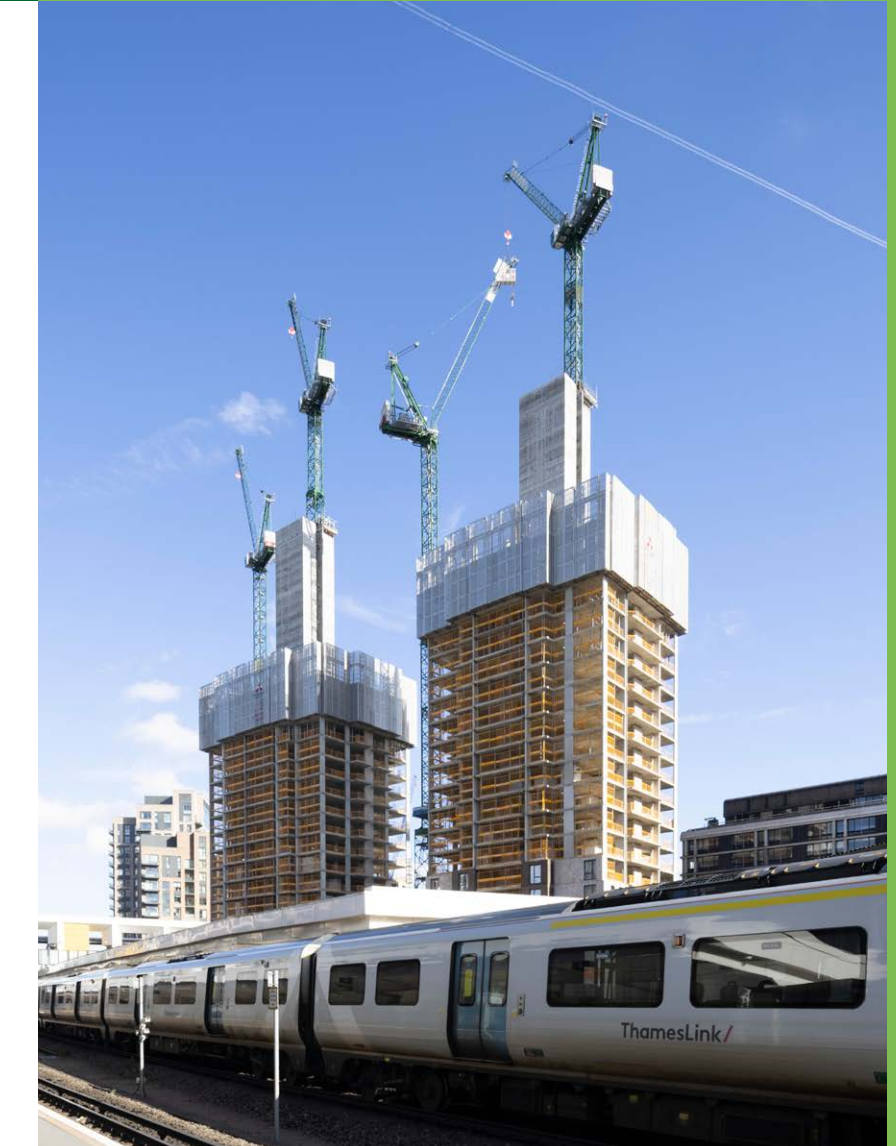
2,375 toolbox talk participants

24 volunteering hours

Supporting job seekers

At the Morello Phase II project in Croydon, we've supported the Building Pathways Academy, an initiative to help job seekers find a career path into the construction sector.

We ran a series of online workshops to provide candidates with an overview of the construction industry and the different career paths for various job roles available. Our staff also shared advice on applying for jobs, CV writing and interview preparation, as well as conducting mock interviews.



Helping rehabilitation

Key4Life works to reduce re-offending through an innovative rehabilitation programme for young men, either in, or at risk of going to, prison.

We were among the first UK companies to be awarded the YOUNITED Flag award for our work to employ ex-offenders. One of our Southern region projects supported a Key4Life rehabilitation programme to provide two young ex-offenders with work experience and exposure to the potential career opportunities available within the construction industry. Following the work experience, one of the participants was offered employment with us. We also take part in a local workshops, helping conduct mock interviews and providing feedback to Key4Life participants looking to move into stable employment.



Alive dementia-friendly allotment

One of our Strong Foundations Grants funded the creation of an allotment aimed at improving the wellbeing of people living with dementia and their carers.

The allotment provides opportunities to meet regularly, connect with nature, share gardening knowledge, learn new skills, make friends, build confidence, and improve the local environment. Since the allotment's completion this year, Alive have been welcoming older people and their carers to take part in supported gardening sessions whilst meeting new people, keeping active, sharing skills and chatting and socialising over tea and cake!

Saving 15 lives at risk of suicide

Every day in the UK, 18 people die by suicide. We've provided funding to The Listening Place, which offers services tailored to the needs of those at risk.

With more than 500 referrals each month, it provides an essential service. Our funding meant 15 people were able to access more than 120 individual appointments, giving them the compassionate care they so desperately needed.

"I can't thank you enough for the amazing work you do. I am still alive as a direct result of your care, compassion and skill."

Service user, March 2021

the
listening
place



Boosting skills and employability

The Bounce Back Foundation provides holistic, bespoke, individual support for ex-offenders, equipping them with the skills, qualifications and experience to enter meaningful, sustainable employment.

Our funding enabled Bounce Back to provide five people with support and accredited training in a variety of construction skills closely linked to local labour market shortages. The money we gave also allowed them to provide wrap-around support in areas such as administration of personal finance, leading a more structured life, working with others and job-searching.

"I wouldn't have stayed out of prison and be where I am today without their help. The best thing about Bounce Back is how quickly I got into work. You have helped me steer myself into a better place. The best advice is to never stop trying and keep going. Hard work pays off. You helped me believe in myself. I'm not just a jailbird, you've helped me feel part of society again and not just an outcast."

Bounce Back Participant



"Embedding a social value tool into our projects has provided us with a mechanism to monetise our delivered social value in a transparent way. This, along with our Sustainability Strategy, has helped us push delivery of social value across our projects, evidence it and report back on what has been achieved in terms of social and economic impact."

"We've seen improvements across the board. Quantifying the social value we create has significantly improved the engagement with our project teams and is delivering real and meaningful benefits to our local communities."



Proudly building Britain's future heritage

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