

From ambition to impact

2020-2025 Sustainability Impact Report

Sir Robert
McALPINE





CONTENTS

Executive Summary	1
Why we acted	3
Key milestones	4
Social Value	6
Carbon	17
Resource Efficiency	29
Ethical Procurement	36
The vital role of data	42



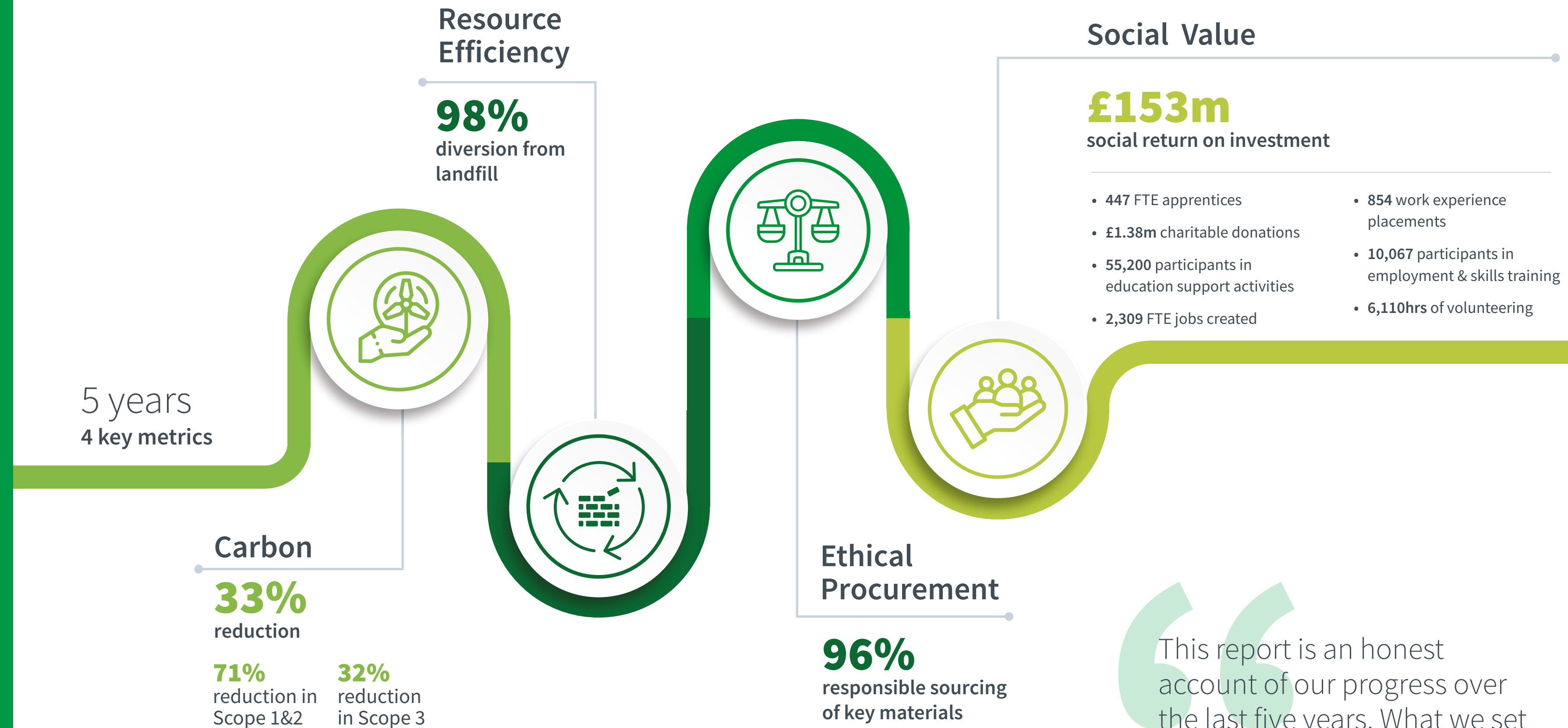
Executive Summary

In 2020, we launched a new five-year Sustainability Strategy and, with it, a commitment to raise the bar on what responsible construction looks like.

Structured around four pillars of Carbon, Resource Efficiency, Ethical Procurement and Social Value, the strategy set out a clear ambition: to embed sustainability into the way Sir Robert McAlpine operates, not as an add-on, but as a measure of how we define good work.

The five years that followed brought genuine challenge: a global pandemic, economic uncertainty, and an industry navigating rapid change. Through all of it, our commitment held. We kept our targets in sight, evolved our thinking where the evidence demanded it, and built capability across the business that didn't exist when we started.

Five-Year Performance



This report is an honest account of our progress over the last five years. What we set out to do, what we achieved, what we learned, and where the work continues.



Five years ago, we set a clear ambition for the future of sustainability at SRM - and then we set about to deliver it, embedding sustainability into how we design, procure and deliver.

Critically, we built in the agility to refine, act and keep pace as the science, our clients and the world around us evolved.

Simon Richards
Sustainability Director

But a strategy is only as good as the people who deliver, and behind every number, every milestone and every innovation in these pages are a whole raft of people who really care.

Our people, past and present, have shaped both our direction and our performance. Those who have moved on left their mark on how we work; those here today carry us forward. It's been a collective effort, and fantastic to see colleagues right across the business embracing sustainability as their own.

I'm proud of what we've achieved together, and more excited still by what we will deliver next.

Why we acted



Social Value

Buildings shape communities and the impact a construction project has on the people around it goes far beyond bricks and mortar. Jobs created. Skills developed. Local businesses supported. Young people inspired.

From the moment we break ground to the day we hand over the keys, **we are committed to leaving every place better than we found it** - opening doors for local people and businesses, maximising our positive impact, and delivering a legacy that outlasts the building itself.



Carbon

Construction is responsible for nearly 40% of global carbon emissions. Whilst we targeted carbon emissions in previous strategies, this new strategy saw a step change in both our ambition and performance.

From the carbon generated on our sites to the emissions embedded in the materials we specify, **we set out to understand our full footprint, and then systematically reduce it**. It isn't about offsetting our way to a headline figure. It's about genuine, measurable change in how we build.



Resource Efficiency

The construction industry produces 62% of the UK's total waste, with materials often over-ordered, under-used, and too often discarded. Poor material management inflates project costs, increases carbon emissions, and reflects on our efficiency as a business.

Placing **resource efficiency as a core pillar of our strategy from 2020** was a deliberate signal that we were serious about changing how we operate, not just how we report.



Ethical Procurement

A construction project touches hundreds of businesses, thousands of workers, and supply chains that stretch across the globe. With that reach comes significant responsibility.

We set out to **ensure that every business we work with**, from major specialist contractors to materials suppliers, **met standards we could stand behind**.



Vital Role Of Data

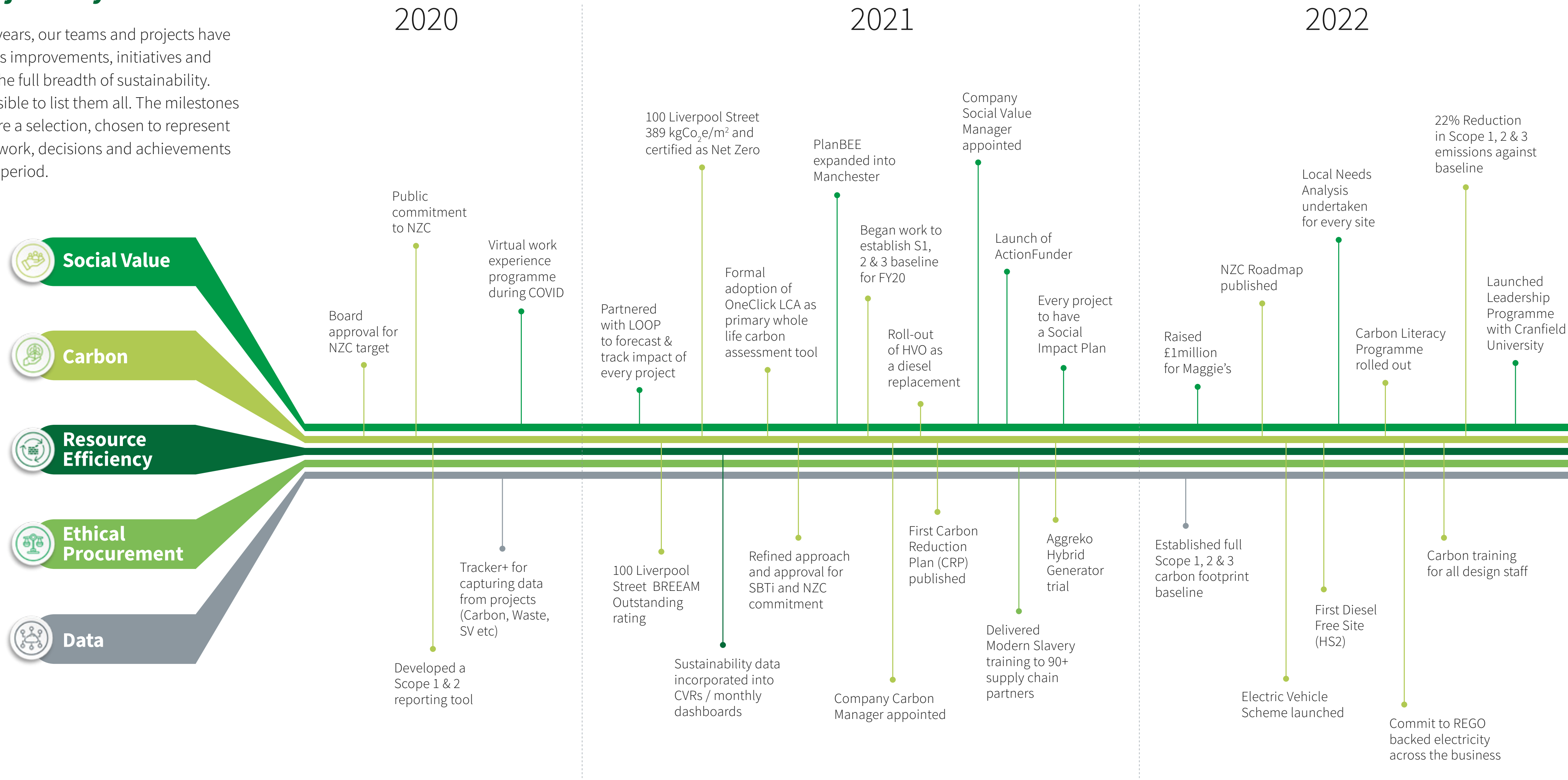
Sustainability commitments are only as credible as the data behind them.

We implemented measures to ensure greater transparency as legislative requirements tightened and client expectations rose. We need **greater transparency, quality, consistency and accessibility** across our sustainability data. It's become business-critical, rather than simply a reporting exercise.

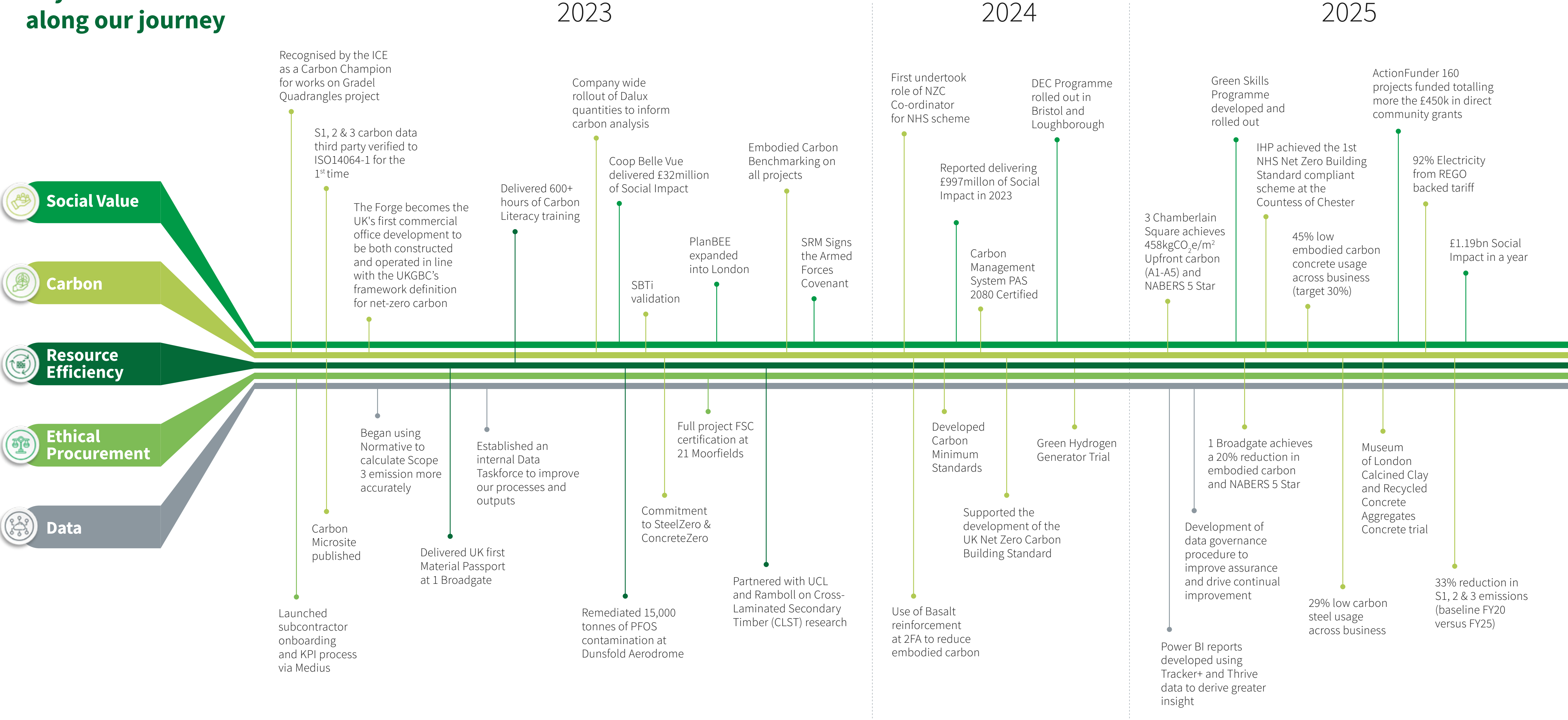
“We’ve tested our ambition on some of the UK’s most complex projects, and we’ve learnt a lot.”

Key milestones along our journey

Over the past five years, our teams and projects have delivered countless improvements, initiatives and successes across the full breadth of sustainability. It would be impossible to list them all. The milestones highlighted here are a selection, chosen to represent the wider body of work, decisions and achievements delivered over the period.



Key milestones
along our journey





£153m
total social return
on investment

SOCIAL VALUE

Our impact	7
Maturing our data	9
Building social impact into project delivery	12
Stories behind the numbers	13
ActionFunder	15

Our impact

5 years
100s of projects
1,000s of lives touched

When we launched this strategy in 2020, we made a commitment to move beyond good intentions and deliver social value that was structured, measurable, and genuinely meaningful.



Headline achievements



447
FTE
apprenticeships



£1.38m
Charitable
donations



55,200
Participants in
education support
activities



2,309
Full time jobs
created



854
Work experience
placements



10,067
Participants in
employment &
skills trainings



6,110
Volunteering
hours

But behind every number is something that data alone can't capture. A person who found work, a community group that got the funding it needed, a young person who got a foot in the door of our industry. That's what this strategy has always been about.

We're proud of what we've built over these five years, and the legacy we're continuing to create.

Prior to this strategy our projects were already delivering social value. Great things were happening on sites across the country - local employment, school engagement, community partnerships. But it was reactive, unstructured, and inconsistent. Brilliant in places. Less considered in others. We knew we could do more.

So we made social value a targeted, measured business deliverable, part of our sustainability strategy, not a nice-to-have, but a defined outcome that every project is expected to plan for, pursue, and report on.

THAT DECISION CHANGED EVERYTHING.



We built and rolled out a structured framework that allows our teams to forecast, quantify, and consistently deliver social value across every project we undertake. Critically, this isn't a tick-box exercise. Our approach is grounded in data and genuine needs analysis - ensuring that what we deliver is meaningful to the communities we're working in, not just convenient for us to report.

The shift from pockets of excellence to a business-wide standard has been one of the most significant cultural changes of this strategy period.

Maturing our data

When we set out in 2020, we made a deliberate commitment to measure the entire social impact we create, not just describe it.

FIVE YEARS ON

THAT COMMITMENT HAS SHAPED HOW WE WORK ACROSS EVERY PROJECT AND EVERY COMMUNITY WE TOUCH.

We began by capturing our deliverables (apprenticeships, job creation, school engagement, charitable giving, etc.) and assessing their value.

But we didn’t stand still. Year on year, our projects rose to the challenge, our data matured, and our ambition grew.



By **2023**, we had added **economic impact** to our calculations.



By **2024**, we'd added **environmental impact** too. These aren’t peripheral metrics, they sit at the heart of what total social impact really means.



And by the close of **2025**, we had the **tools**, the **data**, and the rigour to measure Social Impact properly.



The result

A verified social impact of more than

£1.19bn

in 2025 alone

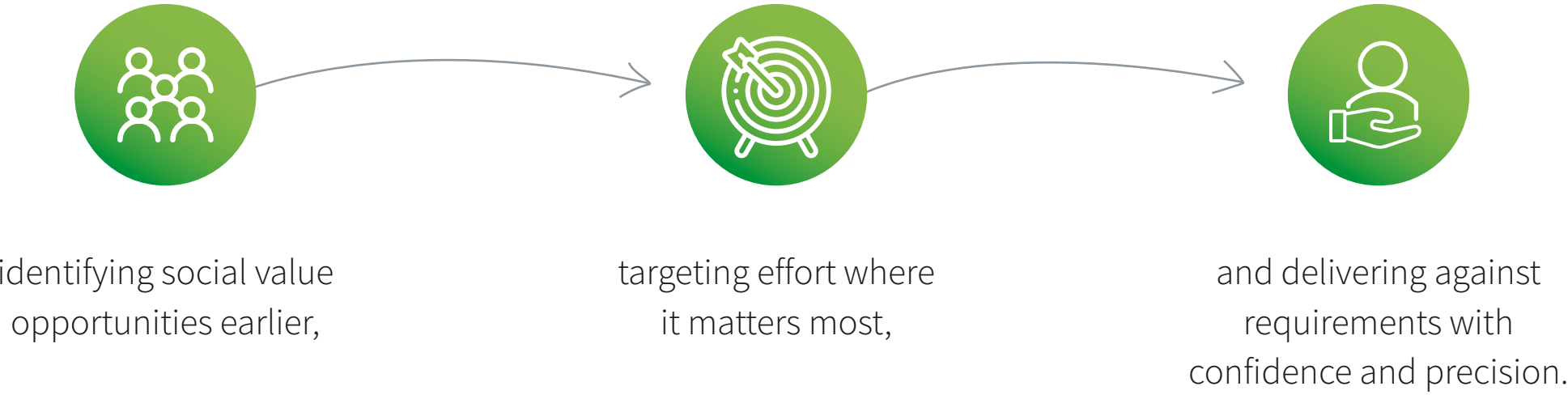
	2021	2022	2023	2024	2025
SROI	£20,609,631	£39,429,343	£28,039,780	£21,101,709	£44,269,586
Economic Impact			£968,998,634	£784,651,078	£1,150,218,167
Total Social Impact (Inc. environmental)			£997,038,414	£855,476,245	£1,194,494,628

THESE NUMBERS
REFLECT REAL CHANGE
IN REAL COMMUNITIES.

They also reflect the maturity of an organisation that has moved from collecting outputs to understanding outcomes.



Today, the data we gather actively informs how we support our clients:





Building social impact into project delivery

Social value only means something if it delivers for the people it’s intended for. From the outset, we were determined that our activity would be targeted, evidence-led, and genuinely useful. Not a tick-box exercise.

We committed to undertaking a **Community Needs Assessment** on every project we deliver. Each assessment draws on local demographic data, deprivation indices, and publicly available programmes to build a clear picture of where effort will have the greatest effect. The result is a tailored social value plan that responds to actual need rather than assumed priorities for each project.

As client requirements around social value grow more sophisticated, and as procurement teams increasingly expect contractors to demonstrate targeted, measurable community impact,

our ability to assess, plan, and deliver with precision puts us in a strong position to support our clients in meeting their obligations and their ambitions.

Rather than defaulting to generic activities, our teams arrive on site with a considered understanding of the community around them:



which groups face the greatest barriers to employment



where skills gaps are most acute



which local organisations are already doing good work that we can amplify and support.



Stories behind the numbers

1 BROADGATE – BROADGATE FUTURE TALENT PROGRAMME IN PARTNERSHIP WITH CONSTRUCTION YOUTH TRUST (CYT) AND BRITISH LAND

To help diverse young Londoners into Broadgate apprenticeships, we delivered an employability and careers programme introducing participants to built environment careers. Alongside a three-day Building Future Skills workshop, it offered work experience placements, apprenticeship awareness sessions, alumni events, a



mock assessment centre, and two Live Vacancy Days. These activities built confidence and resilience, raised awareness of career pathways, connected participants with employers, and provided practical preparation for accessing apprenticeships through a more inclusive recruitment process.



"We've gone from reacting to social value requirements to genuinely leading on them. The impact we've created in communities across the UK is something I'm incredibly proud of."

But what really excites me most is that it's now built into our project delivery."

Anjana Raj
Company Social Value Manager



St Anthony's Girls' Catholic Academy

BUILDING BRIDGES, CONSTRUCTING FUTURES

During this activity, students from St Anthony's Girls Catholic Academy were challenged to construct a 20m long cable stayed bridge. In the process they were introduced to basic engineering principles, encouraged to communicate effectively within their teams and learnt the true value of team working.

The students embraced the challenge - working together to build and dismantle the bridge safely.

There was a great buzz in the room from start to finish. The challenge mixed **communication skills with teamwork**, and students having to adapt, and problem solve along the way.

21 MOORFIELDS – CRISIS EMPLOYMENT PROGRAMME

The Crisis Employment Programme **helps people experiencing homelessness** into sustainable work by combining skills training, work experience and housing support. Delivered with Crisis and the Skills Centre, it provided industry-recognised qualifications, employability and interview training, and a work placement on the 21 Moorfields project. By **tackling both employment and housing**, it created a pathway into long-term construction careers. Of five participants who completed the programme, three secured permanent employment and stable housing, a lasting impact on social mobility, financial resilience and workforce diversity.



TQA1 – DESIGN ENGINEER CONSTRUCT!
(DEC) PROGRAMME

Delivered with Class of Your Own and IKB Academy, the Design Engineer Construct! (DEC) Programme introduced 60 Year 10 and Year 12 students to careers in design, engineering and construction through an employer-led learning experience.

Supported by SRM team members, architects and project partners, students worked in teams on a real-world design challenge linked to the Bristol Temple Quarter project, building skills in problem-solving, collaboration and creativity. The programme offered meaningful industry engagement and career inspiration, helping young people understand pathways into the built environment while strengthening links between education and industry.



PLANBEE NORTH EAST AND LONDON

We have played a key role in supporting the PlanBEE apprenticeship programme across both the North East and London, helping to develop the next generation of built environment professionals. Through the programme, apprentices gain hands-on project experience while studying towards industry-recognised qualifications, benefiting from structured rotations across different disciplines and employers.



We provide practical learning opportunities, mentoring and workplace support, enabling apprentices to build technical skills, industry knowledge and professional networks while creating an inclusive pathway into rewarding careers within the construction and engineering sectors.



2 FINSBURY AVENUE – STREET TO SITE INITIATIVE

Working with our partners, we developed a work readiness programme to inspire and support young people aged 15–21 as they take their first steps toward a career. Combining engaging group activities with tailored one-to-one guidance from the SRM team, the programme gave

11 young people real work experience, careers advice, and the training and skills to build a brighter future. In doing so, we were not just opening doors to individual opportunity, we were helping to build a more diverse, skilled and resilient talent pipeline for the future of our industry.



ActionFunder

As a family business, legacy matters to us: not just in the physical buildings we create, but the social legacy we leave behind in the communities where we work.

That sense of responsibility led us to do something no contractor has done before:

invest in and help scale a grassroots community giving platform called ActionFunder.



ActionFunder connects businesses with local grassroots charities and community projects, providing a direct route for corporate funding to reach the organisations that need it most.

We use ActionFunder to distribute our Strong Foundations Grants across the UK. These are site-based funds that put money directly into local charities and community initiatives in the places where we’re building.

We're making a difference where it matters from school breakfast clubs and knife crime prevention, to women’s cricket coaching and digital inclusion programmes for older people.

we have funded
196 projects

supporting more than
133,000 people

more than
£470k
donated to grassroots organisations







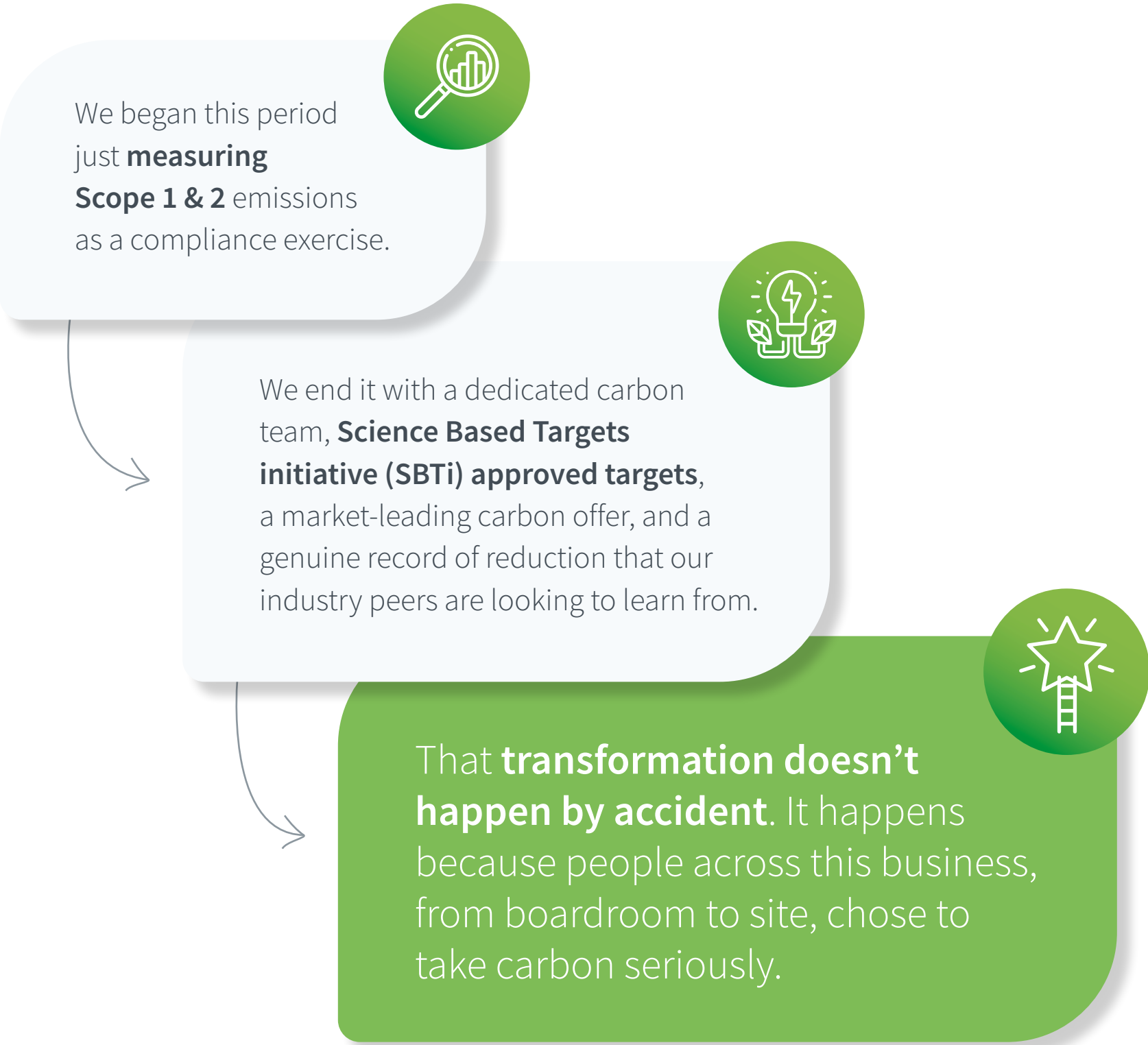
33%
reduction in Scope
1, 2 & 3 emissions

CARBON

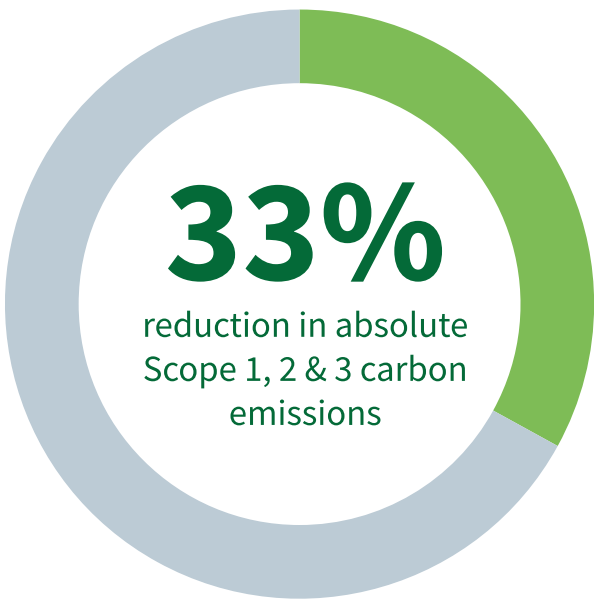
Our Progress & Key Achievements	18
Committing to Net Zero	19
Continued emission reductions	20
Scope 1 & 2: using less and switching to renewables	21
Scope 3: better data, deeper reductions	22
Reducing carbon, adding value	23
Certiably better	28

Our Progress & Key Achievements

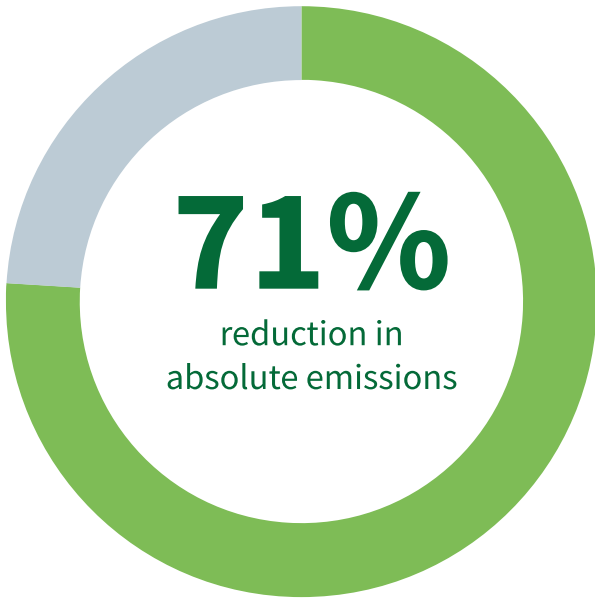
What we have accomplished in five years is extraordinary.



Over the five years, our ambition grew and our data matured. Our **Scope 3** calculation methodology evolved over time, so we re-calculated our FY20 baseline to enable us to accurately compare our performance.



Our **Scope 1 & 2** emissions have decreased significantly - 71% - from our baseline. This has been achieved through absolute reductions in energy consumption, moving from diesel to HVO, and increasing the proportion of electricity from REGO-backed renewable tariffs.



Committing to Net Zero

When we launched our sustainability strategy in 2020, the SRM Board formally committed to Net Zero Carbon. Our commitment focused on direct emissions, with a plan to reduce what we could and offset the rest.

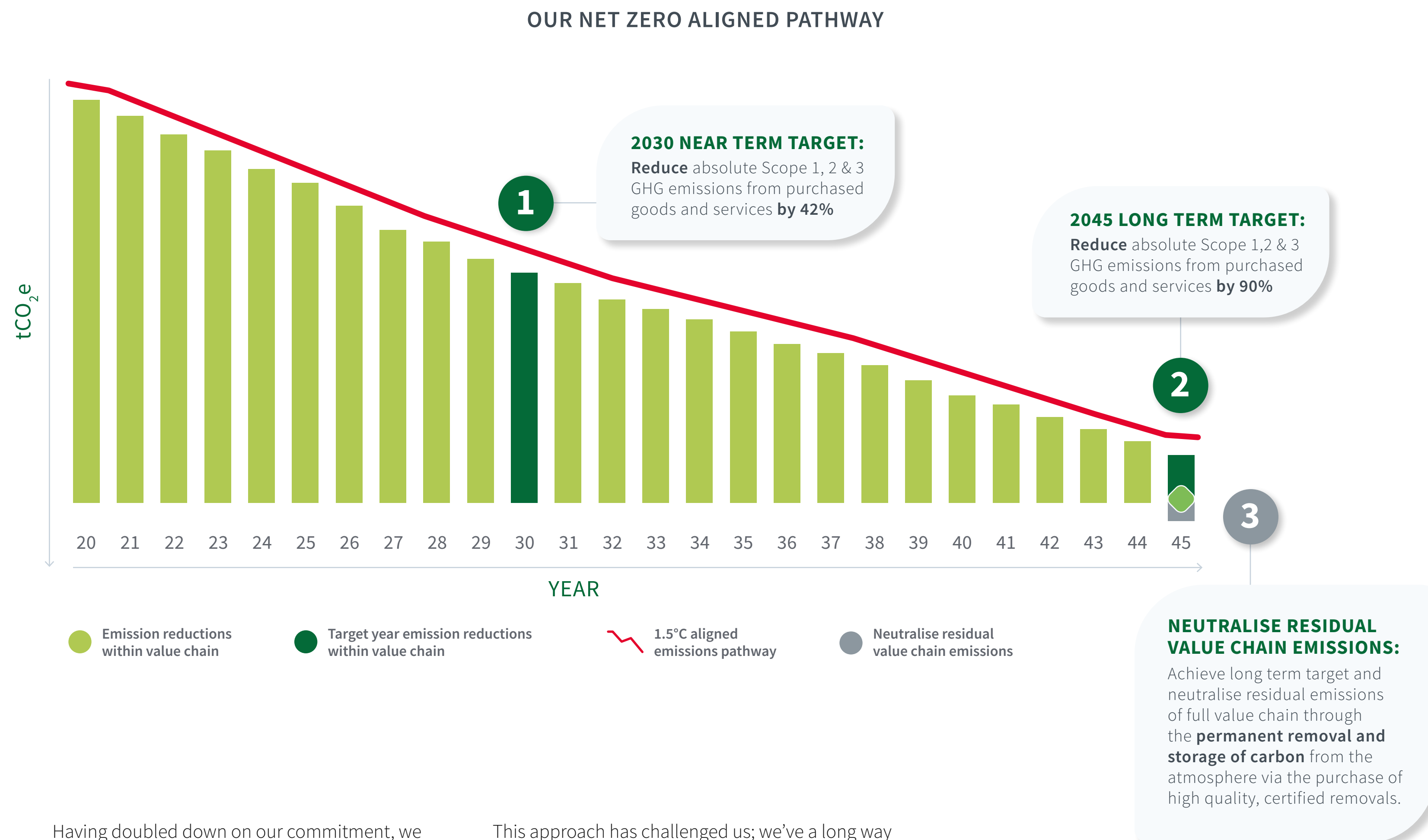
As the science evolved and the bar for credible net zero commitments rose, it became clear that a target relying on direct emissions and offsets wouldn't stand up to scrutiny. So, in June 2021, we went back to the Board, not to report progress, but to raise our ambition. We asked for approval to align to, and seek verification against, the Science Based Targets initiative (SBTi). To move from a commitment that covered our direct emissions to one that covered our entire value chain.



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

We were one of the first major construction companies in the UK to have our targets approved by the SBTi, and they continue to shape our emission reduction today.



Having doubled down on our commitment, we have implemented our carbon reduction plan across our business and decided that we're not settling for offsets, instead funnelling that budget into **carbon reduction initiatives to drive down our Scope 3 emissions.**

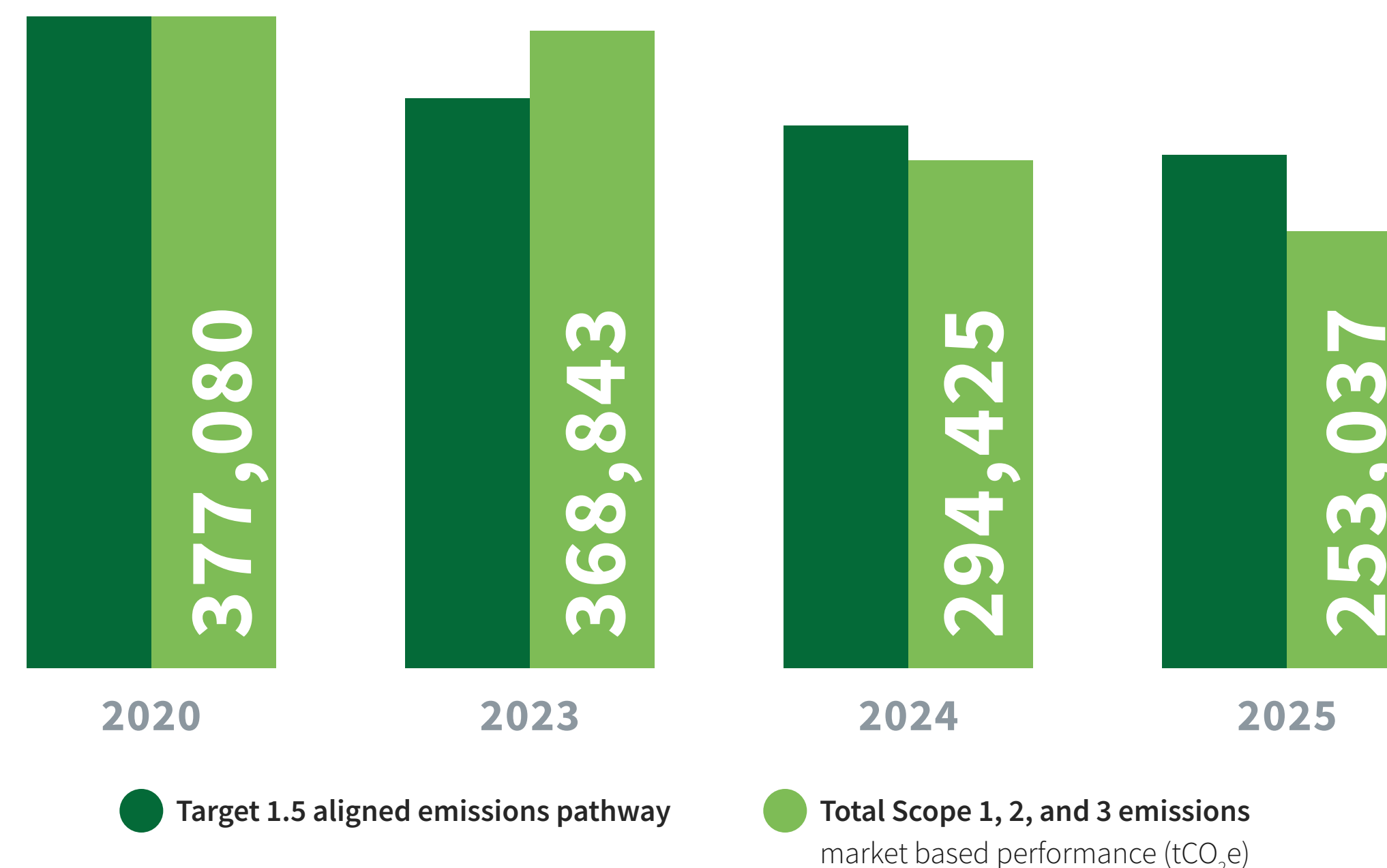
This approach has challenged us; we've a long way to go, but our ambition has only increased over the period of this strategy, and our efforts have yielded significant results.

Continued emission reductions

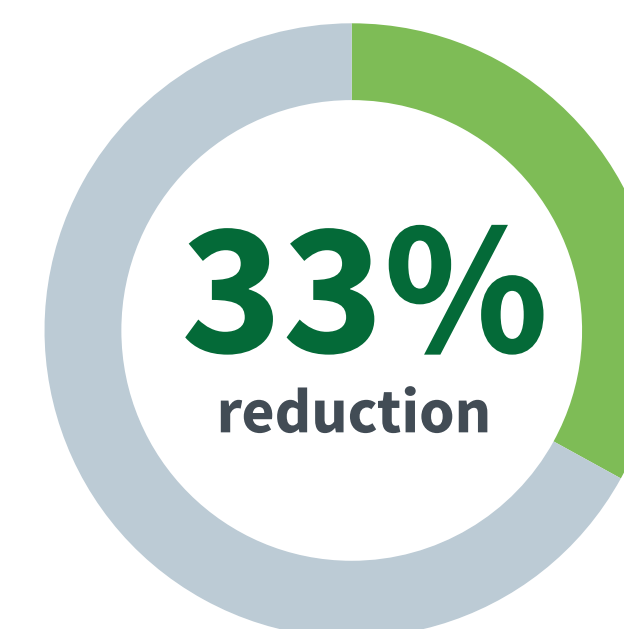
Since having our targets verified by the SBTi in August 2023, we've reported our annual performance publicly, openly and transparently, against both our baseline and our 1.5°C aligned pathway.

The five years of work to establish those targets, embed the right governance and reporting frameworks, and drive carbon reduction across our projects has delivered real results.

SCOPE 1, 2 & 3 CARBON EMISSIONS



By the end of 2025 we achieved

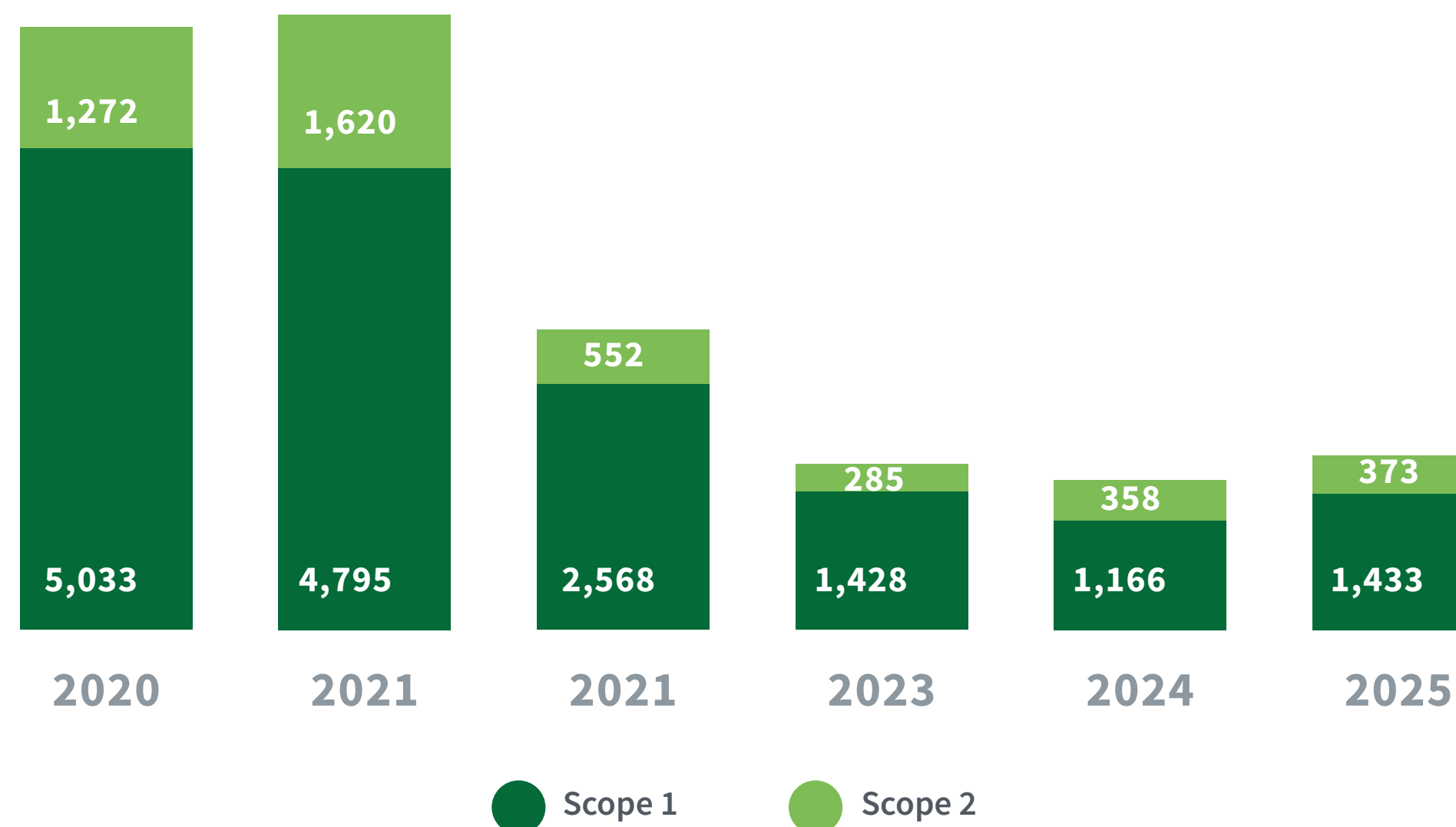


in emissions against our baseline and we're on track for Net Zero by 2045.

Scope 1 & 2: using less and switching to renewables

SCOPE 1 & SCOPE 2 EMISSIONS

(market based, tCO₂e)



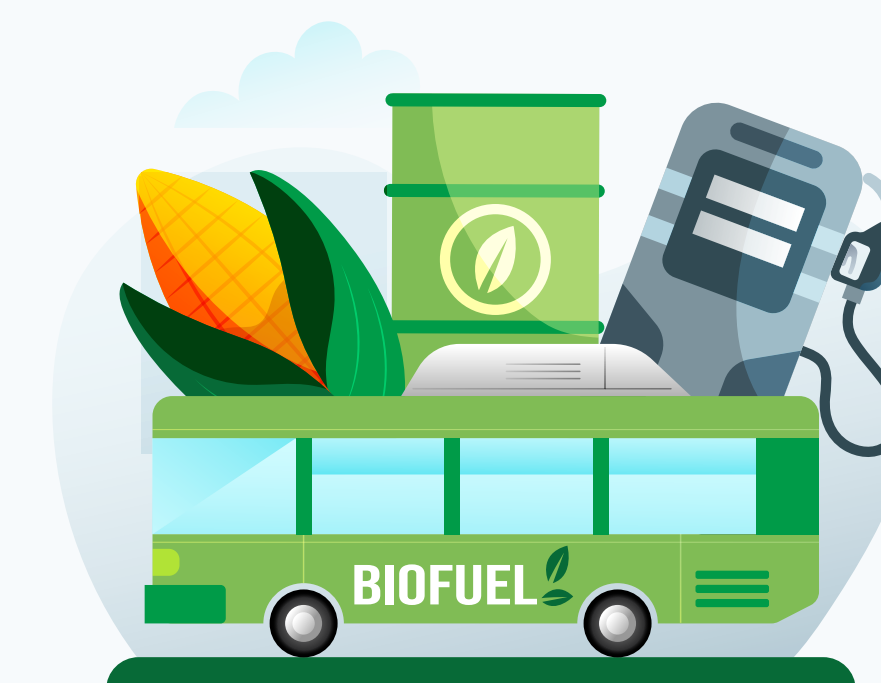
71% reduction

in our Scope 1 and 2 emissions through a combination of consumption reduction and clean energy switching.

Electricity, gas and fuel consumption down 34%



92% of our total electricity comes from renewables.

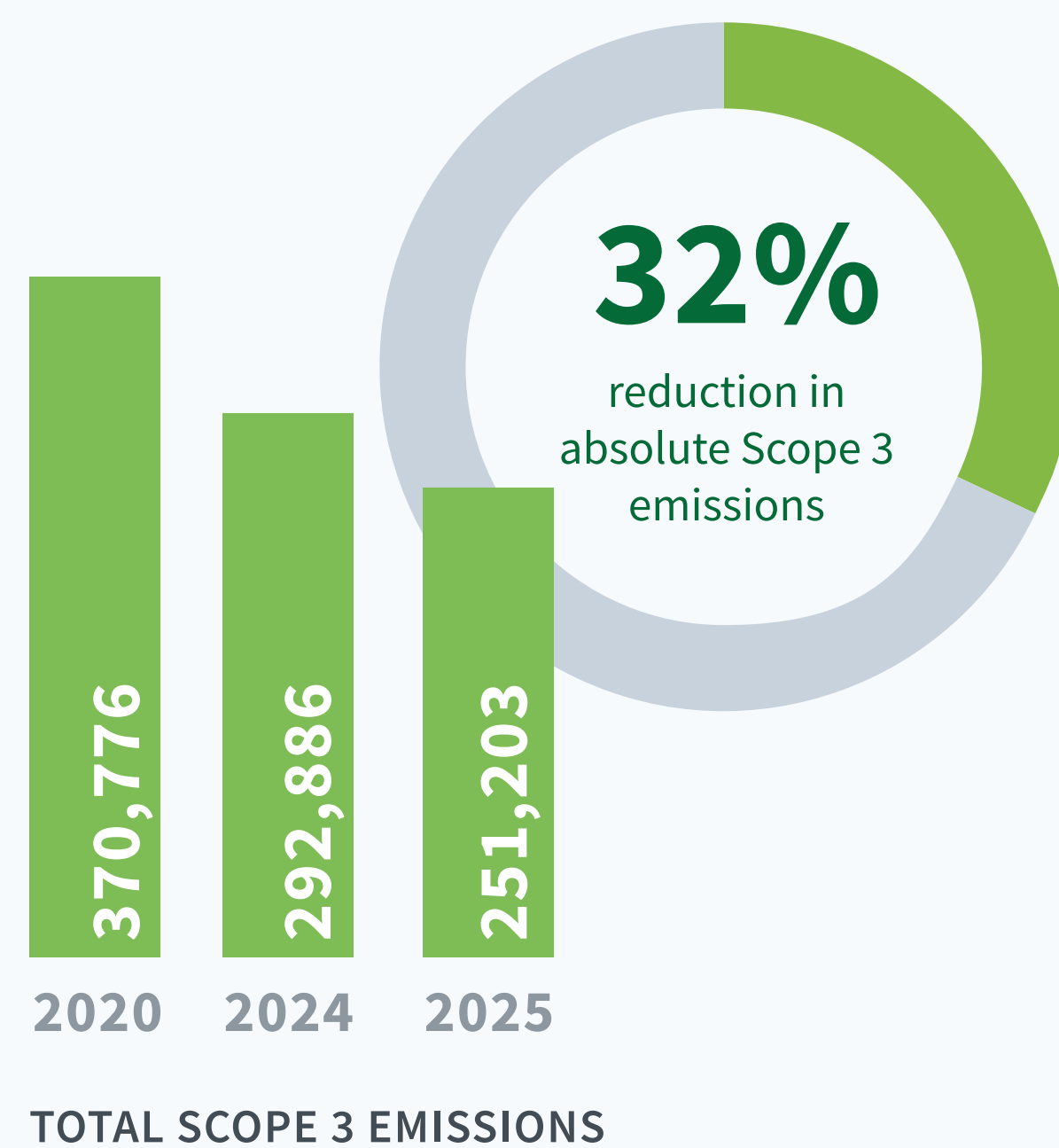


2.5million litres Hydrotreated Vegetable Oil (HVO) used instead of diesel.

Scope 3: better data, deeper reductions

Our Scope 3 emissions account for 88% of our total footprint. They are the hardest to tackle and the most important to get right.

Which is why we're proud to have reduced them by 32% over the course of this strategy. Replacing carbon intense materials, optimising designs and acquiring better data have been key.



CLIMATE GROUP
STEELZERO

CLIMATE GROUP
**CONCRETE
ZERO**

Our membership of ConcreteZero and SteelZero has been instrumental, providing the granularity our reporting needs and reinforcing our commitment to driving decarbonisation through our supply chain.

Behind these headlines are thousands of difficult decisions, in design, in procurement, in delivery.

Carbon reduction at this scale is complex, and we won't pretend otherwise. But the trajectory is clear, and our momentum encouraging.

Reducing carbon, adding value

LOW CARBON EXEMPLAR AT 100 LIVERPOOL STREET

Carbon reduction was a driver from concept to handover on this project and buy- in from everyone involved helped us deliver industry leading performance.

Our team worked to retain as much of the existing building as possible, pairing that with design solutions focused on reducing embodied carbon.

The result? An ultra-low upfront embodied carbon building that fully met our client's brief. Some key figures being:

49%

of existing foundations and slabs reused (saving 4,086 tCO₂e)

395

kgCO₂e/m² (A1-A5)

32%

of existing steel frame reused (saving 3,435 tCO₂e)

51%

secondary aggregate content in concrete

46%

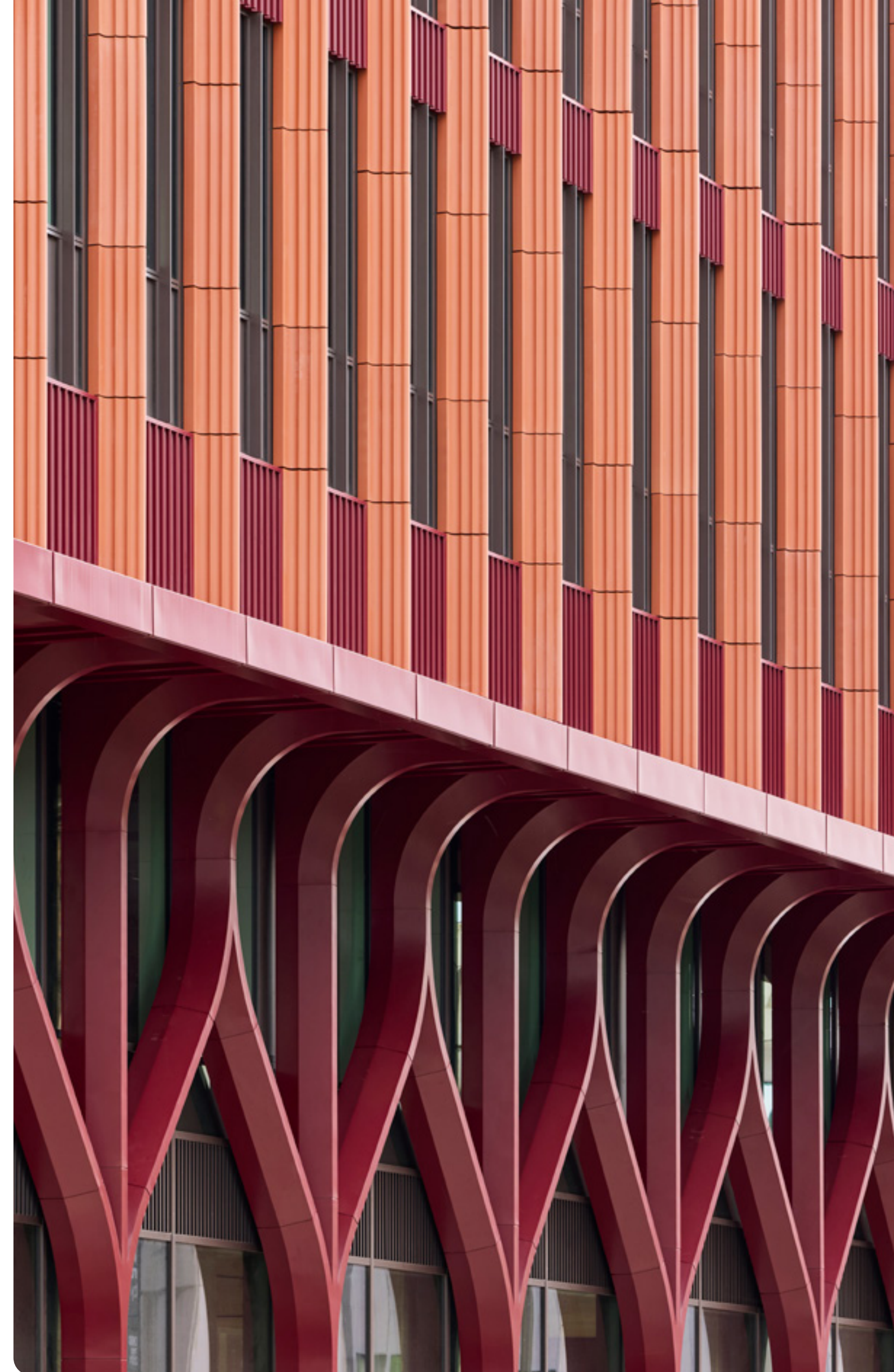
GGBS cement replacement in concrete (saving 26,000 tCO₂e)





DELIVERING A LOW CARBON NEW BUILD AT 3 CHAMBERLAIN SQUARE

3 Chamberlain Square in Birmingham achieved an embodied carbon figure of $479 \text{ kgCO}_2\text{e/m}^2$ (A1-A5), exceptionally low for an entirely new build development, along with a NABERS rating of 5* and BREEAM Outstanding.



Fundamental to our success was the implementation of our carbon management system to ensure early identification of opportunities to improve material efficiency, utilise low carbon alternatives and an attention to detail to validate proposals throughout the project.

Key interventions include:

Maximising **biogenic materials** within internal finishes

The methodical **off-site** prefabrication of **drylining works**

By opting for 215 mm thick post-tensioned slabs and utilising high-strength steel strands rather than an increased quantity of rebar we **reduced** the quantity of **steel by 45-50%** as well as delivering a significant **reduction in concrete** needed.





ICE CARBON CHAMPION AT GRADEL, OXFORD

Our carbon saving initiatives at Gradel College, Oxford were recognised by the Institution of Civil Engineers as industry leading.

The project team were challenged to reduce the embodied carbon of the build, key deliverables being:

- Replacing the planned sprayed concrete roof with a glulam timber structure solution with tessellated aluminium tiles **reduced** the embodied carbon by **202.6 tCO₂e**
- Maximising GGBS in piled foundations **saved** **433 tCO₂e**
- Using local Ancaster limestone for cladding **saved** **100 tCO₂e**
- Zero carbon electricity for site **saved** **26 tCO₂e**
- Green travel plan for construction **saved** **17 tCO₂e**





DELIVERING NET ZERO AT THE FORGE

The Forge in London was the UK's first building constructed and operated in accordance with the UKGBC Net Zero Buildings Framework.

From the outset, our team focused on cutting embodied carbon at every stage. We adopted a platform approach to design for manufacture and assembly, combining a prefabricated steel frame and concrete beams with

reusable formwork, high levels of cement replacement, and carefully selected low-carbon materials. Suspended ceilings and partitions were designed out entirely on office floors to strip back unnecessary material use.

The outcome was a fully electric building delivering industry-leading performance and meeting our client's brief in full:

Embodied carbon of
845 kgCO₂e/m² (A1-A5)
— independently verified
and fully offset

A **30%** reduction
against the RIBA
Stage 3 baseline

Up to **50%** GGBS
cement replacement
in the substructure

Green travel plan for
construction **saved 17 tCO₂e**

5-Star
NABERS UK rating





DESIGNING FOR LEAN BUILDINGS: REUSE & DISASSEMBLY AT THE TEMPLE QUARTER ACADEMIC BUILDING

Our TQA1 project in Bristol showed how low-carbon design, applied early and backed by close collaboration with our supply chain, can deliver a real step-change in emissions.

We challenged the design from the ground up, reworking the 38,500m² steel frame to a leaner grid and swapping precast planks for reinforced concrete slabs to cut material use. During procurement, we directly sourced all superstructure steel to meet SteelZero requirements and, as ConcreteZero members, worked with Buro Happold to specify lower-carbon concrete with up to 85% GGBS.



The result was a building that met the client's brief while making significant embodied carbon savings:

Upfront embodied carbon (A1-A5) halved, from 29,560 to **15,569 tCO₂e**

93% of concrete achieving a B rating or higher under the Lower Carbon Concrete Group's benchmark

A **25.7%** embodied carbon reduction (A1-A3) from concrete alone

Supporting the client's **2030** net-zero goal



Certifiably better

Reducing carbon emissions and finding low carbon solutions for our clients go hand in hand.

At the start of this strategy, we conducted a gap analysis of our processes and tools and identified a clear opportunity to build a more rigorous, consistent approach to how we identify and manage carbon across our projects.

We began developing a carbon management system drawing on hard-won lessons from landmark projects including 100 Liverpool Street, The Forge, and 1 Broadgate - and then rolling our processes which we ultimately sought certification for against PAS 2080, the internationally recognised standard for carbon management in buildings and infrastructure.

We became the first Tier 1 contractor to have our entire business certified to PAS 2080.

It's a milestone we're incredibly proud of but what matters more is what it enables.

It gives assurance that we have robust systems, processes and technical expertise in place to provide accurate prediction, management and reporting of whole life carbon at all stages of a project lifecycle.

For our clients, that means a contractor who arrives at the table with the capability to help them hit their own carbon targets, not just manage our own.



A first for a Tier 1 contractor

WHAT ARE YOU MOST PROUD OF?

"The leadership we've shown in embedding carbon reduction across our business. It's a genuine technical capability.

Reducing emissions for our client and ourselves, and moving the whole industry forwards"

Simon Leek
Company Carbon Manager





98%
diversion
from landfill

RESOURCE EFFICIENCY

Our Progress & Key Achievements	30
Our performance tells a story	31
Our focus must be on Circularity	32
Using digital tools to reduce waste	33
Materials passport	34



Our Progress & Key Achievements

Waste remains a challenge across our industry. We haven't solved it and we won't pretend otherwise. But over the course of this strategy, we've become better informed, educated our people, and empowered real change on the ground. Progress has been made. But there is more to do.

What drives our continued commitment is simple: improve waste performance and almost every other sustainability metric moves with it.

Carbon, resource use, cost efficiency, circular economy, they're all connected.

That's why the progress we've made is essential to the future of our business and we're now building on what's been started through this strategy.



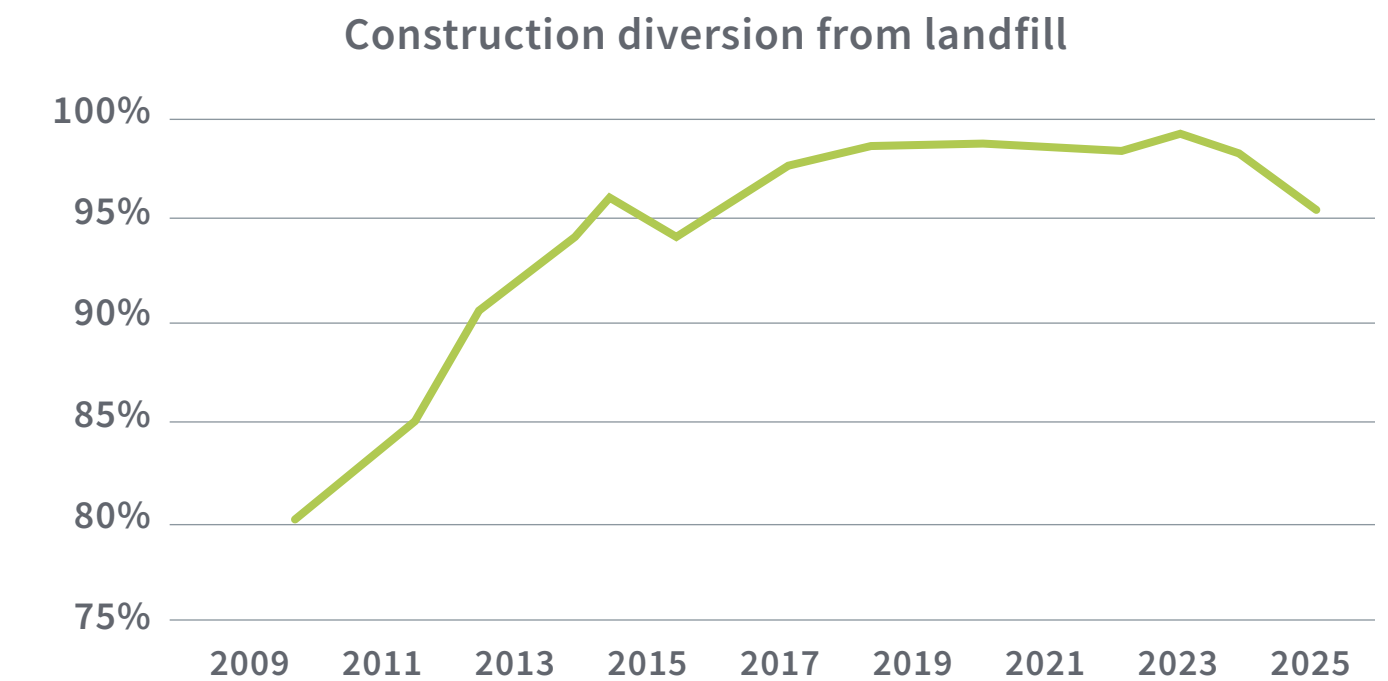
Our performance tells a story

Waste data in construction is rarely a straight line. Project mix, scope, site complexity, project phase, all have an influence on the numbers year on year. Which is why we look beyond single-year snapshots and focus on the longer-term trajectory. And that trajectory is clearly moving in the right direction.



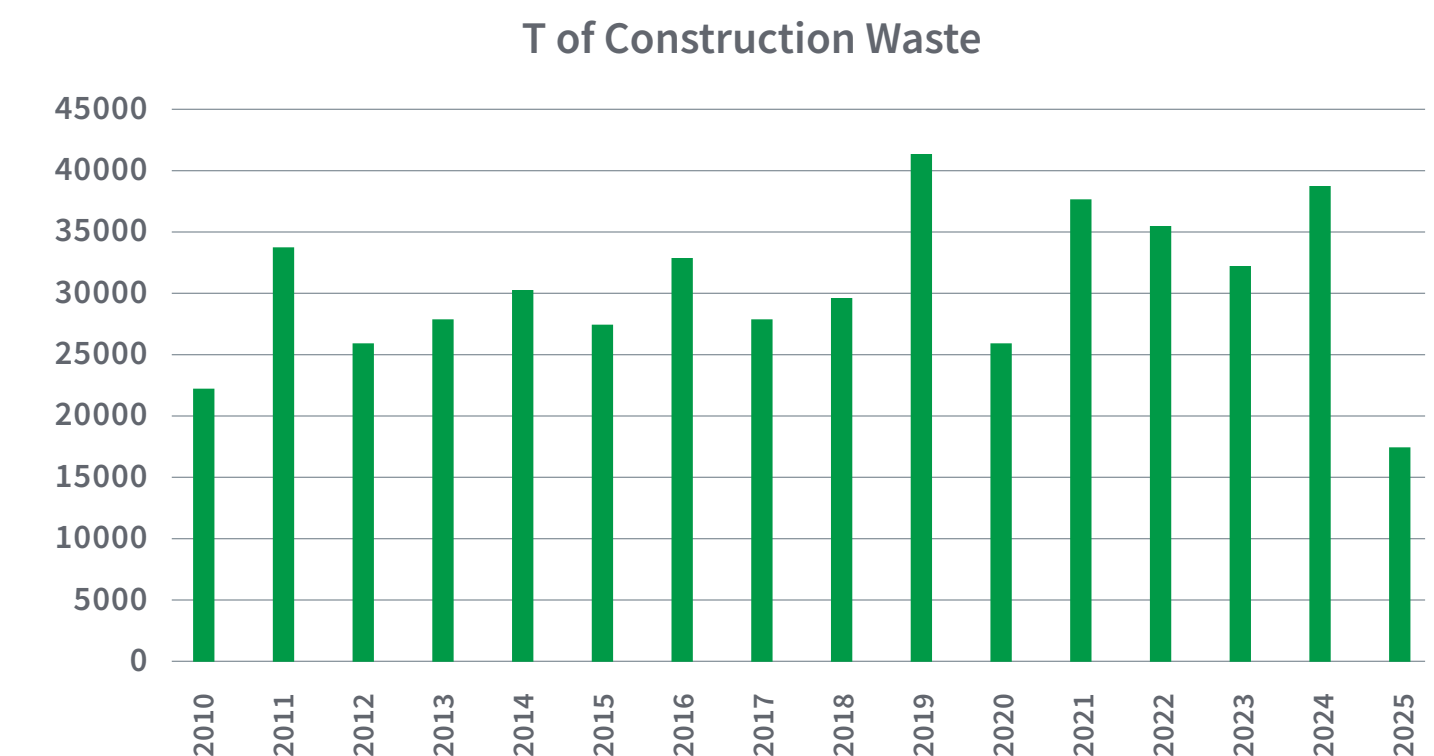
DIVERSION FROM LANDFILL

Our diversion from landfill rate has improved from around 80% in 2009 to consistently above 95% across the final years of this strategy, representing a fundamental shift in how waste leaving our sites is managed and where it goes.

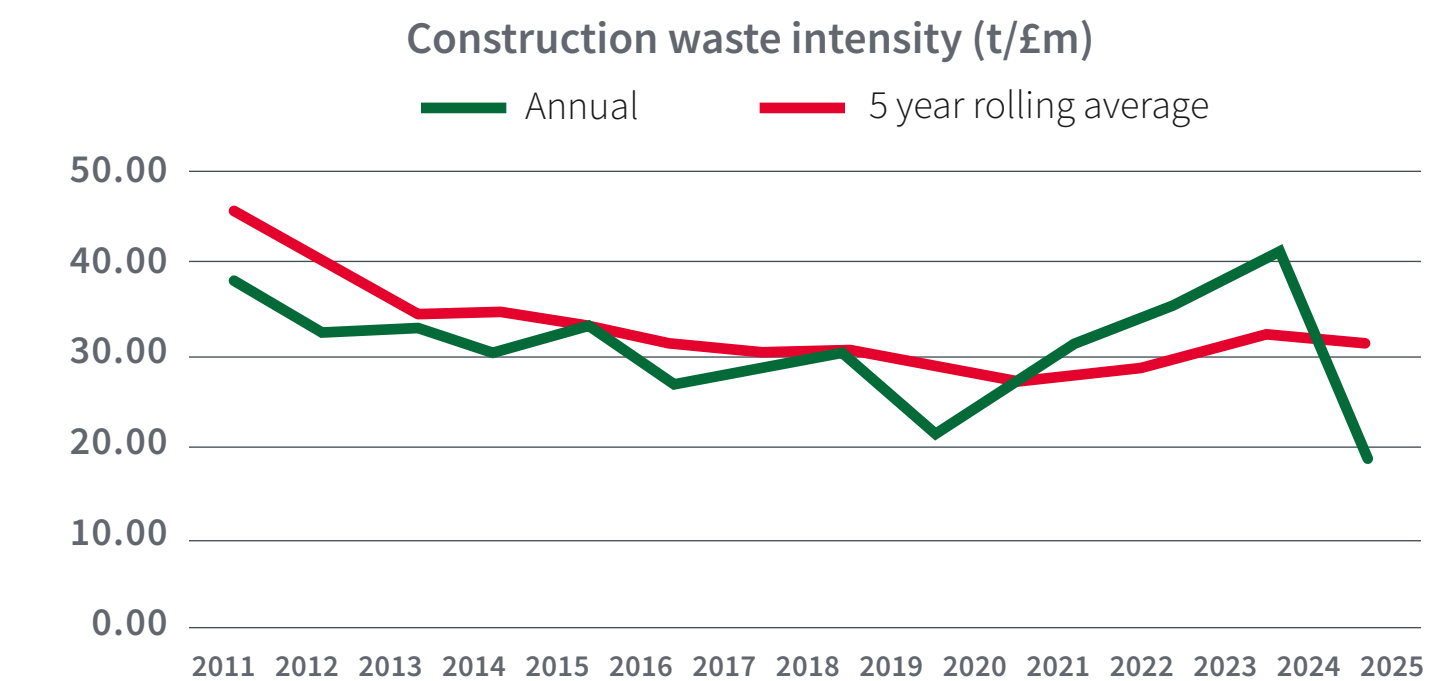


ABSOLUTE WASTE & WASTE INTENSITY

Absolute waste tonnage has also fallen significantly. After peaking around 2019, volumes have trended downward, and in 2025 we recorded our lowest tonnage in over a decade.



Crucially, waste intensity - the tonnes of waste we generate per £m of turnover - tells the most honest story. Our five-year rolling average has remained stable, masking the real breakthrough: in 2025, our annual intensity figure dropped to its lowest ever recorded level.



These numbers reflect years of work - embedding better planning, smarter procurement, digital tracking, and a growing commitment to circular economy principles across our projects.

THE PROGRESS IS REAL. THE AMBITION FOR WHAT COMES NEXT IS GREATER STILL.

Our focus must be on Circularity

For too long, resource efficiency in construction has been treated as a reporting exercise. Measure what leaves site, demonstrate diversion from landfill, hit the target. And that's where we were at the start of this strategy.

The lessons of the past five years have shown us what's possible when circular thinking is built into design, procurement and delivery from the outset.



Using digital tools to reduce waste

Understanding waste starts with seeing it clearly. One of the most significant shifts we've made over the course of this strategy has been moving from manual, retrospective reporting to real-time, data-driven insight at the point waste is generated.

We've learnt that digital tools don't just help us report on waste. They help us prevent it.

At **The Forge**, we deployed Qflow, a platform using AI and machine learning to automate waste data capture at the site gate, driving commercial and carbon savings and reducing compliance risk.

At **3 Chamberlain Square**, early engagement with our dry-lining contractor and off-site pre-fabrication reduced site waste by as much as 25%.



At **Battersea Power Station**, we used these tools to optimise plasterboard layouts and cut patterns before installation, significantly reducing one of construction's most persistent problem materials.

At **1 Broadgate**, we went further, becoming the first large-scale project in the UK to deploy materials passports, which are digital datasets tracking exactly what buildings are made of, through construction and throughout the life of the building. The project won the Delivering Sustainability with Digital Innovation category at the 2024 Digital Construction Awards.

But **the biggest gains come from never generating waste in the first place**. Working with our digital construction team, we've used **BIM and digital modelling** to identify and design out waste before a single material arrives on site.



Materials passports

Embracing a circular economy means planning not just how we build, but what happens when a building reaches the end of its life. Buildings are banks of materials, and materials passports are how we unlock that value for the future.

Over the course of this strategy, we've moved from understanding their potential to leading their implementation at scale.

Materials passports are digital documents detailing a building's components, characteristics and materials, tracking what was used during construction, supporting future reuse and repurposing, and embedding circular economy principles from day one. At 1 Broadgate, working with British Land, our design consultants and supply chain, we became the first large-scale development in the UK to deploy materials passports, creating the largest and most complex materials passport in the UK.

The impact was immediate: during demolition, 27% of materials were reclaimed for reuse and more than 13,000 tonnes of non-hazardous demolition waste diverted from landfill. But the true measure of success will come when British Land looks to realise the value of those materials at end of life.

Over the course of this strategy, we've successfully investigated tools and the proof of concept to urban mine at scale in the future. Our next strategy will build on this work to embed circularity into all we do.

27%
of materials
reclaimed

13,000t
of non-hazardous
demolition
waste diverted
from landfill

(stats - 1 Broadgate)

Our next phase is making circularity the standard, not the exception:



engaging earlier with clients and design teams to challenge material choices before they're fixed



working with our supply chain to understand where materials come from and where they can go next,



and treating every building as a **future bank of materials**, designed for disassembly, tracked through its life, and ready to give back.

**THE FOUNDATIONS HAVE BEEN LAID.
NOW WE BUILD ON THEM.**



WHAT ARE YOU MOST PROUD OF?

"That our collective approach during this period has shifted from a focus on legal compliance and diversion from landfill to indentifying and realising opportunities to design out waste."

Darron Hall
Head of Sustainability





96%
of key materials
responsibly
sourced

ETHICAL PROCUREMENT

Our Progress & Key Achievements	37
An aligned supply chain	39
Sustainable procurement	40
Committed to tackling modern slavery	41

Our Progress & Key Achievements

Responsible sourcing of key materials

Through this strategy we've driven consistent improvement in the responsible sourcing of our key building materials. That trajectory, sustained over five years throughout our highly complex supply chain, reflects both the rigour of our systems and the commitment of our people and partners.

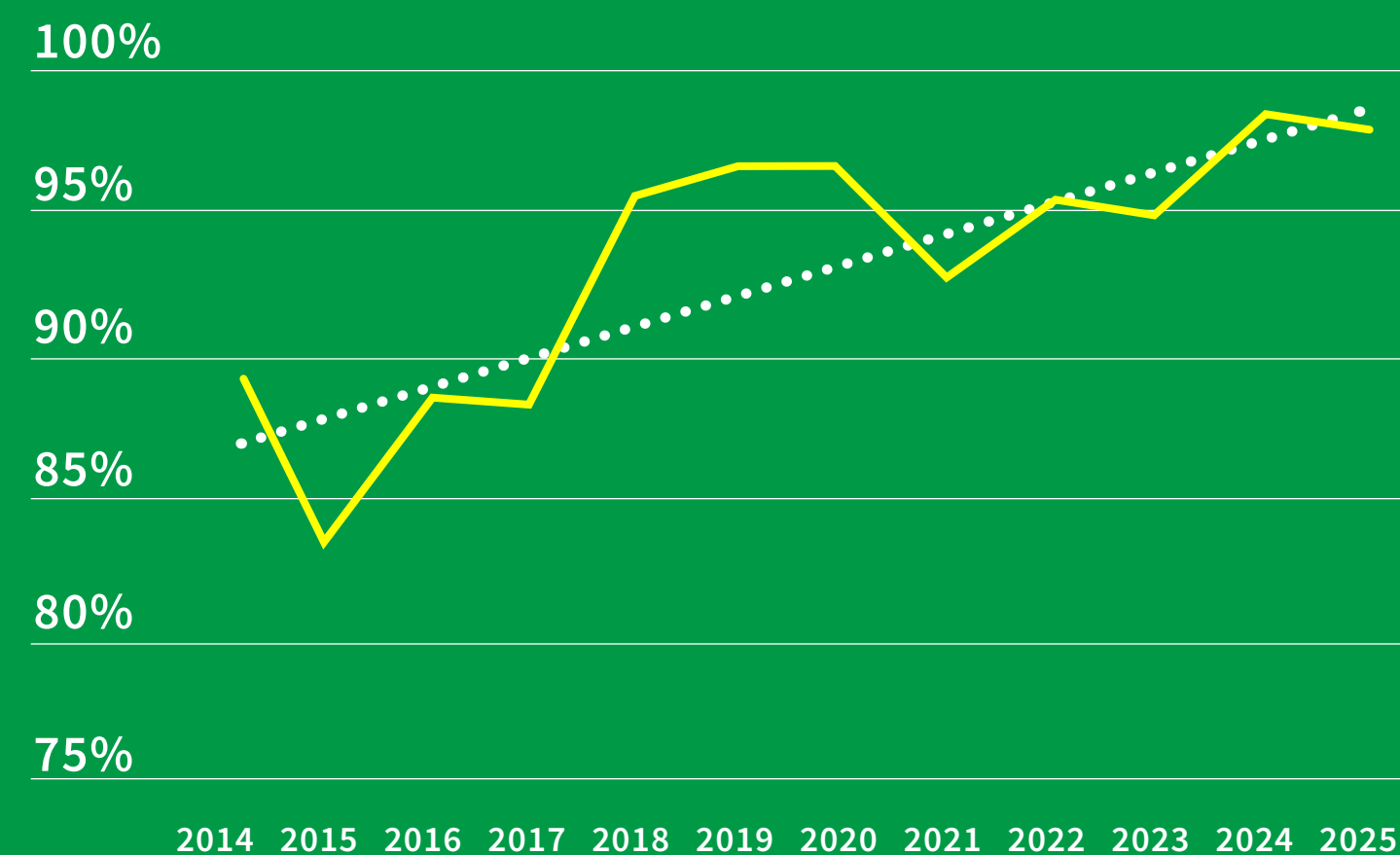


We require our sites to source materials certified to either BES 6001, the framework standard for responsible sourcing, or ISO 14001, the internationally recognised environmental management standard.

Together these provide assurance that the materials arriving on our sites have been produced responsibly, with environmental impact considered and managed at source.

More than 40 supply chain framework agreements underpin this requirement, giving us the consistency and visibility to drive performance at scale.

% RESPONSIBLE SOURCING OF KEY MATERIALS



An aligned supply chain

We've developed a preferred supply list of approved, like-minded partners: businesses that have demonstrated the capability, the values and the commitment to deliver to the standards we and our clients expect.

Responsible sourcing, carbon reduction, social value, waste management: these aren't conditions we impose at contract stage and hope for the best, they are embedded into how we select, onboard and manage the businesses we work with.

The impact of this goes far beyond procurement efficiency. When a supply chain partner is properly vetted, aligned to our values and monitored against clear performance standards, the results show up across every pillar of our sustainability strategy.

higher
responsible
sourcing rates ▲

better
waste
data ▲

lower
carbon
from
materials ▼

more
social value
delivered ▲



Sustainable procurement

Getting the right materials specified and procured is one of the most powerful tools we have.

None of the procurement choices shown here happened by chance. They happened because our procurement teams, project teams and supply chain partners were aligned, engaged early, and willing to push beyond the default specification.

At the **London Museum**, we trialled and implemented calcined clay and recycled concrete aggregate concrete mixes alongside limestone filler and ternary blend concrete, delivering meaningful embodied carbon reductions.



At **3 Chamberlain Square**, mycelium panels and wood wool demonstrated that bio-based, low-carbon materials can be successfully specified on complex commercial projects.



At **HS2**, basalt reinforcement was pioneered in temporary works. Providing a low carbon alternative to rebar, it's a solution which we've successfully implemented on other projects since.



And across multiple projects, central procurement of HVO fuel and structural optimisation through approaches like the Wi Column system have driven further carbon and material savings.



Committed to tackling modern slavery

Forced labour and modern slavery are live risks in construction. Global supply chains, high proportions of self-employed workers, and commercial pressures create conditions where exploitation can take hold if businesses aren't actively looking for it.

*...everyone
is treated
fairly, with
dignity and
respect*



We are committed to ensuring that everyone working on our projects, either directly employed or through our supply chain, is treated fairly, with dignity and respect.



Our Labour Code of Conduct, embedded into supply chain contracts, sets the baseline standards we expect of everyone on our sites.



We operate an independent third-party whistleblowing helpline, available to anyone working on our projects, ensuring concerns can always be raised safely.



We work with Achilles to carry out ethical labour audits and site engagement surveys across our supply chain,



and we are a signatory to the Gangmaster and Labour Abuse Authority (GLAA) Construction Protocol.

We won't overstate our progress.

There is more to do, and over the next strategy period, tackling modern slavery more rigorously across our supply chain is a priority we are committed to.



THE VITAL ROLE OF DATA

Data driven decision making	43
Improved data driving performance	44
What’s next for our data?	45

Data driven decision making

SILOED EMAILS AND SPREADSHEETS

Over five years, we've shifted from siloed emails and spreadsheets to integrated online platforms and automated data handling that allow teams to focus on insights and decision-making.

We now use this comprehensive performance data to benchmark new projects and push standards higher.

sustainability data infrastructure

assurance and governance procedure

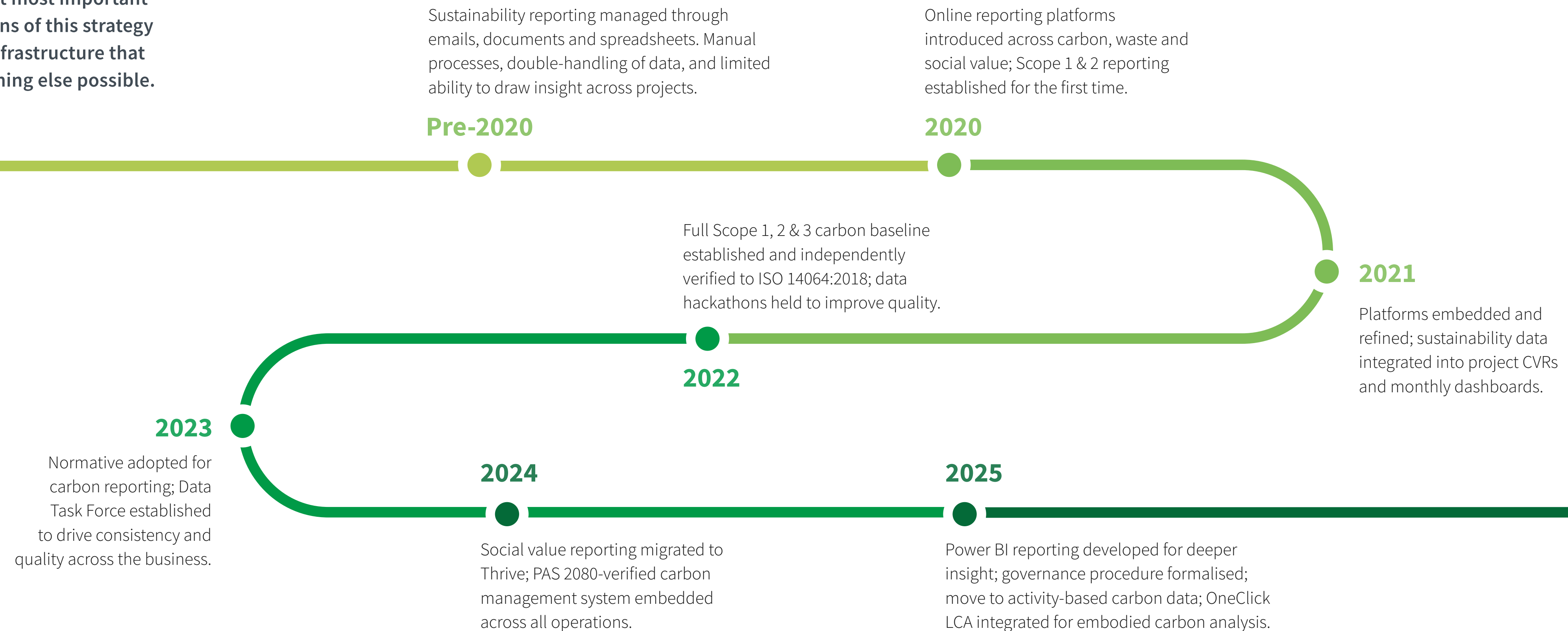
datasets are continuously assessed and improved

Critically, this hasn't just been about better reporting tools. **We've focused equally on the quality and accuracy of the data** itself through regular auditing, targeted training, and working with source platforms to improve data integrity from the point of entry. A formal assurance and governance procedure is now embedded into how we operate, ensuring each of our datasets is continuously assessed and improved.

The result is a sustainability data infrastructure we can stand behind, regularly audited, verified to recognised standards, and built to support the decisions that matter most to our business and our clients.

Improved data driving performance

The evolution of our data capability has been one of the less visible but most important transformations of this strategy period - the infrastructure that makes everything else possible.

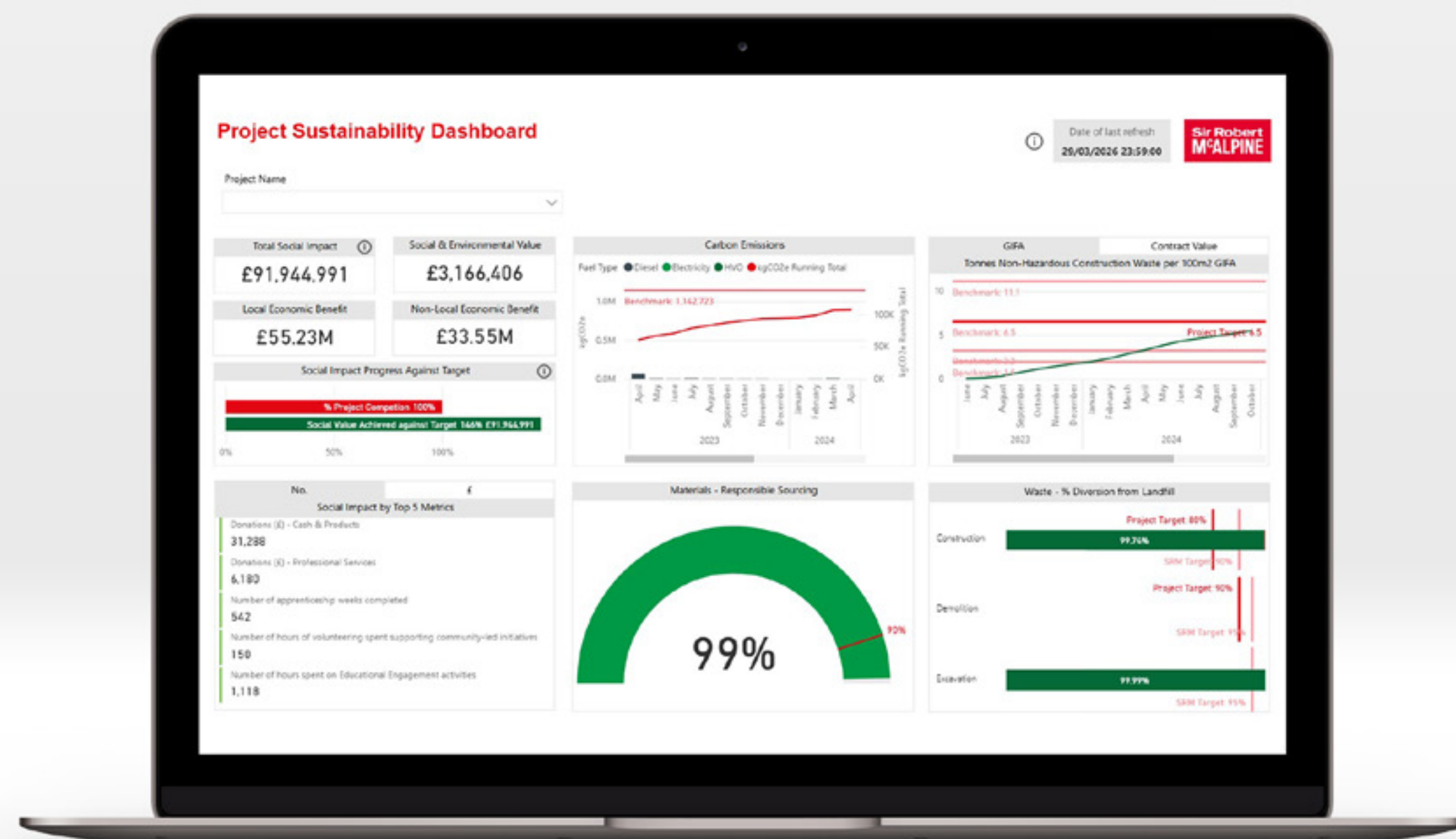


What's next for our data?

We have embedded effective platforms and processes for managing sustainability data. Going forward, we will continue to improve these systems through our governance and assurance procedure.

We will continue to work collaboratively with other business disciplines to combine our data with other sources, so that we can better embed sustainability, and develop previously untapped insights. We will begin realising the true value of our data by using it

more pro-actively for predictive modelling, so that we can make informed decisions earlier, and maximise our impact. Our data is a significant asset, and we will continue to embrace and utilise it to great effect.



WHAT ARE YOU MOST PROUD OF?

"The journey we've taken. From spreadsheets and emails to data infrastructure that people across the business use and trust. Five years ago we were capturing data. Now we're using it to inform decisions and drive improvement."

That transformation has made everything else possible."

Adam Robinson
Senior Sustainability Manager



Five years ago, we set out with a commitment to do more, to move beyond good intentions and embed sustainability into the fabric of how Sir Robert M^cAlpine operates.

The lessons of this strategy are clear:

- Ambition without structure doesn't deliver.
- Data without governance doesn't convince.
- And sustainability without the whole business behind it doesn't stick.

Our new strategy, **Sustainable Engineering Excellence**, takes everything we've learned and raises the bar.



Sustainable Engineering Excellence

It places sustainability at the heart of our engineering and construction capability, not alongside it. It challenges us to make better choices earlier, collaborate more deeply with our clients and supply chain, and lead our industry towards a built environment that is genuinely lower carbon, more circular, and more socially impactful.



Carbon



Circularity

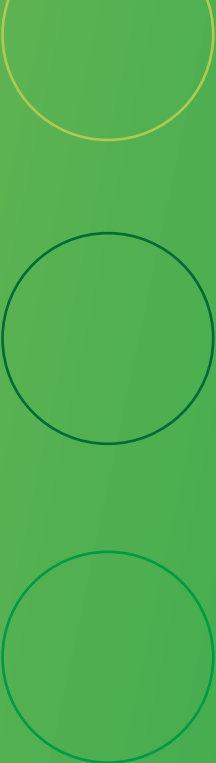


Social Impact

The tagline is simple.

MAKING CHOICES THAT MATTER.





Proudly building Britain's future heritage

Sir Robert McAlpine Limited
Concept House, Home Park Mill Link,
Kings Langley, Hertfordshire
GB | WD4 8UD
+44 (0) 333 566 3444
information@srm.com

 WeAreMcAlpine  WeAreMcAlpine  Sir Robert McAlpine  WeAreMcAlpine

**Sir Robert
McALPINE**