



FUTURE TOGETHER

ESG STRATEGY | 2026-2030

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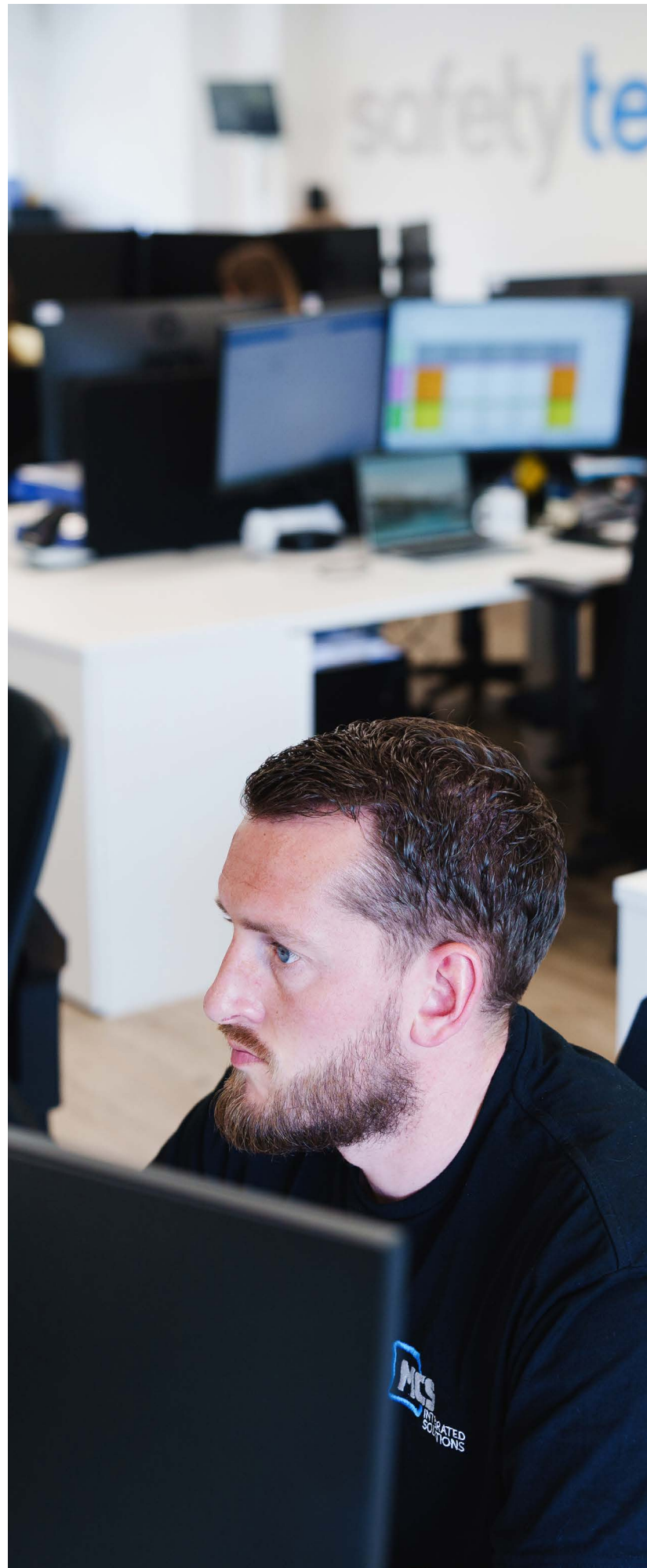
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ACHIEVING OUR 2030 TARGETS

At MCS, our purpose is simple and something I'm proud of:

BUILDING FOR THE FUTURE. TOGETHER.

Our Future Together ESG Strategy for 2026-2030 sets out how we will turn that purpose into action, focusing our efforts where they matter most - our clients, our people, our communities and the planet. It brings together the commitments we've already made across the business into one clear, joined-up framework that is practical, measurable and firmly aligned with how we operate day to day.

This strategy builds on the strong foundations and reflects a belief that sustainability and social value aren't standalone activities. They must be embedded throughout everything we do, from bids and design through to procurement, construction, commissioning, handover and our internal operations.

Future Together sets out clear targets for 2030, alongside the methodology for achieving them. For our clients, this means working in genuine partnership to deliver sustainable solutions through robust KPI monitoring, responsible procurement, energy-efficient plant and high-performance MEP systems.

For our people, it means creating an inclusive and supportive workplace, investing in apprenticeships, training, career development, wellbeing and inclusive practices.

For our communities, it means delivering meaningful, measurable

social value through engagement with schools and colleges, volunteering, supporting VCSE organisations, and investing in the places where we work. And for the planet, it's about reducing our environmental impact through focused action on carbon reduction, resource efficiency, water management and circular economy principles.

Strong governance underpins everything we do. **Future Together** is supported by a robust framework covering quality, health and safety, risk management, compliance and continual improvement. We will track and report our progress using recognised frameworks such as the National TOMs and science-based targets, allowing us to demonstrate not just our commitment but our delivery.

This strategy is about being accountable, collaborative and ambitious in equal measure, ensuring MCS continues to build for the future, together.



Danielle Haskings

ESG, Marketing
& People Director

STRATEGIC REPORT

ABOUT FUTURE TOGETHER

Future Together has been developed to create a single strategic framework for the way MCS manages ESG across the business.

It has been shaped by our clients, our team and our social value strategy. Together, this shows a clear evolution in how MCS speaks about sustainability: from a standalone environmental strategy to a broader, more integrated approach that connects delivery, people, social value and environmental performance. This framework is based on practical action, measurable targets and an understanding that performance must be reviewed over time. It adopts the narrative tone and roadmap format of the original strategy, while reframing the content around the ESG pillars now used externally by MCS: People, Communities, Planet and Governance.

HOW THE STRATEGY HAS BEEN SHAPED

By undertaking a risk-based materiality assessment, incorporating feedback from clients, board members, employees and external experts, we were able to focus on those areas where the business can make the greatest long-term impact. Our capability document and social value strategy continue this theme, highlighting the importance of consultation, accountability and partnership in shaping priorities.

Future Together therefore reflects both strategic business priorities and the expectations of key stakeholders. It recognises that MCS's role extends beyond compliant delivery. The company also has an opportunity to support clients with their ESG ambitions, create opportunity for people, strengthen local communities and reduce the environmental impact of both business operations and project delivery.

MEASUREMENT AND REPORTING

The strategy will be delivered through clear ownership, project-level implementation and regular reporting.

Progress will be reviewed through performance monitoring and reported against annually for each defined target. For social value activity, MCS already measures impact using recognised tools such as the National TOMs, Social Return on Investment and client-specific KPI and reporting tools. These mechanisms will continue to support transparency and continuous improvement.

Across environmental performance, MCS will continue to monitor progress against carbon, waste, water and project sustainability commitments, while health, safety, quality and risk management processes will support assurance across the wider business. In this way, Future Together becomes a working strategy rather than a standalone statement of intent.

OUR ROADMAP

Future Together is structured around four ESG pillars:

People, Communities, Planet and Governance. Each pillar sets out the outcomes MCS wants to achieve by 2030 and the methodology that will support delivery. A final section on delivery, governance and accountability sets out the management systems and control measures that will underpin the strategy as a whole.



OUR PEOPLE

Inclusive,
Empowered, and
Future-Ready



1



OUR COMMUNITIES

Creating Positive
Social Value



2



OUR PLANET

Reducing Our
Environmental
Impact



3



OUR GOVERNANCE

Business
Accountability,
Assurance and
Responsible Delivery



4

OUR PEOPLE



1

OUR PEOPLE

Inclusive, Empowered and Future-Ready

Our People pillar is focused on creating a workplace where everyone can thrive. We are committed to building a business that is inclusive, supportive, skilled and resilient, ensuring our people are equipped with the tools, opportunities and culture needed to grow with MCS. This reflects our focus on a diverse, safe and people-first environment, supported by wellbeing initiatives, learning pathways, inclusive leadership and regular engagement with colleagues.

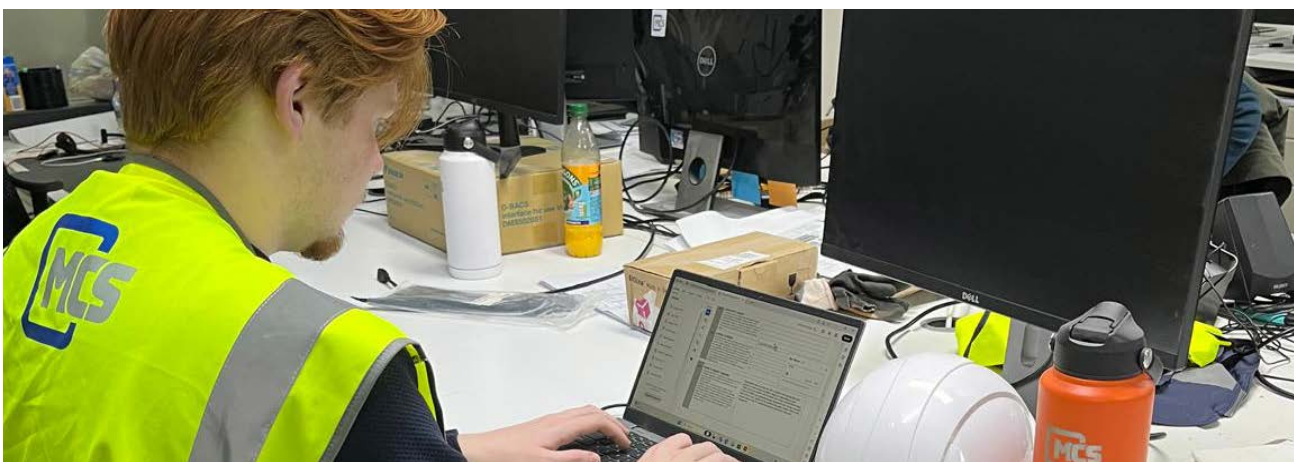
TARGET 1

PROVIDE 1,080 WEEKS OF APPRENTICESHIPS AND T-LEVEL PLACEMENTS BY 2030

MCS will provide 1,080 weeks of apprenticeships and T-Level placements by 2030, creating sustained opportunities for people entering the construction industry. This target forms a core part of our long-term employment and skills commitment.

Methodology

We will achieve this by continuing to grow our apprenticeship and placement offer across projects, supporting participants through structured development pathways and closer partnerships with education providers and training organisations. Our Social Value Strategy sets out a collaborative methodology for apprenticeships, placements and long-term professional growth, and this will continue to shape delivery. Opportunities will be designed to provide meaningful hands-on experience, recognised qualifications and clearer progression routes into long-term employment within the business and the wider sector.



2/3

OUR PEOPLE

TARGET 2

DELIVER 723 WEEKS OF STRUCTURED TRAINING ACROSS THE BUSINESS BY 2030

By 2030, MCS will deliver 723 weeks of structured training to support continuous professional development and skills progression. This target reflects our commitment to formalised and tracked learning as part of a future-ready workforce.

Methodology

We will deliver this by embedding learning and development pathways across roles, supporting technical, professional, digital and leadership development. Our methodology includes structured training plans, identification of individual development needs through feedback and performance reviews, and ongoing investment in upskilling. This will ensure that training is not ad hoc, but aligned to both business growth and individual career progression.

TARGET 3

PROVIDE 3,377 HOURS OF CAREERS SUPPORT BY 2030

MCS will provide 3,377 hours of careers support by 2030, including mentoring, guidance and employability interventions that help inspire future talent and remove barriers to entry.

Methodology

We will achieve this by increasing our presence in schools, colleges and communities through mentoring, careers talks, workshops, employability activity and direct guidance. Our Social Value Strategy already sets out a methodology for educational outreach based on co-designed programmes, repeated engagement and staff involvement. These initiatives will be aligned with local need and delivered in a structured way so that careers support contributes not only to awareness but also to meaningful progression into training, work experience and employment opportunities.

4

OUR PEOPLE

TARGET 4

INCREASE INVESTMENT IN MENTAL HEALTH CAMPAIGNS TO OVER £4,400 ANNUALLY BY 2030 AS WELL AS ENSURING WE HAVE 1 MENTAL HEALTH FIRST AIDER (MHFA) PER 10 EMPLOYEES

By 2030, MCS will increase investment in mental health campaigns to over £4,400 annually, supporting wellbeing across both our workforce and the communities we serve. This target builds on the wider wellbeing and mental health commitments already present across our strategies. We will also ensure we have 1 MHFA per 10 employees.

Methodology

We will deliver this through continued investment in awareness campaigns, mental health support, and a healthier workplace culture. Our mental health strategy takes a long-term approach to wellbeing across our workforce and supply chain, combining funding, awareness, accessible support, and ongoing culture-building to improve outcomes for our people.



5 / 6

OUR PEOPLE

TARGET 5

EMBED EQUALITY, DIVERSITY AND INCLUSION AND INCREASE FEMALE REPRESENTATION TO 30% BY 2030

MCS will continue to deliver Equality, Diversity and Inclusion (EDI) training alongside enhanced inductions, ensuring inclusion, responsibility, and awareness are embedded from day one and reinforced throughout employment. This approach will help create an environment where our people feel comfortable, supported, and able to thrive.

We are committed to increasing our female workforce to 30% by 2030, alongside strengthening female representation at board and senior management level. We are also targeting voluntary ethnicity disclosure across our workforce and will continue to mandate EDI training for all new starters, ensuring a consistent, informed, and inclusive culture across the business.

TARGET 6

CONTINUE TO BE A REAL LIVING WAGE (RLW) EMPLOYER

MCS is proud to be a Real Living Wage employer with a commitment to ensuring all eligible employees (those over the age of 18 and not undertaking an apprenticeship) are paid the RLW by going above and beyond the government minimum.



OUR COMMUNITIES



1

OUR COMMUNITIES

Creating Positive Social Value

Our Communities pillar focuses on creating meaningful and lasting social value in the areas where we live and work. Through strong partnerships, local engagement and targeted charitable work, we aim to strengthen communities, support long-term wellbeing and create a positive legacy that extends beyond project completion. This reflects our belief that business success should deliver lasting benefits for the people, places and communities connected to MCS.

TARGET 1

DELIVER 1,702 HOURS OF ENGAGEMENT WITHIN SCHOOLS AND COLLEGES BY 2030

MCS will deliver 1,702 hours of engagement in schools and colleges by 2030, supporting education, career awareness and skills development. This target reflects our long-term commitment to early engagement, future talent development, and long-term impact in the areas we operate.

Methodology

We will achieve this through a structured education engagement programme involving career talks, mentoring, workshops, site visits and curriculum-linked sessions delivered in partnership with schools, colleges and youth organisations. Our Social Value Strategy outlines a methodology based on tailored educational programmes, staff volunteers and longer-term engagement, and this will continue to guide delivery. By building relationships with education providers and revisiting learners over time, we will seek to create deeper and more sustained impact.



2

OUR COMMUNITIES

TARGET 2

DELIVER 142 HOURS OF VOLUNTEERING WITHIN LOCAL COMMUNITIES BY 2030

MCS will contribute 142 volunteering hours within local communities by 2030, supporting community-led initiatives and local wellbeing. This target supports our ambition to create a stronger volunteering culture across the business, enhancing our culture of care and the legacy we wish to create.

Methodology

We will deliver this by embedding volunteering into employee engagement and project planning, making it easier for colleagues to participate in activities that align with both community needs and their own interests. The Social Value Strategy outlines our methodology in more detail, incorporating structured volunteering programmes, active employee participation and formal recognition of contributions towards social value objectives. Alongside local volunteering opportunities being promoted and encouraged, these approaches will help drive participation and make volunteering a visible part of the MCS culture.



OUR COMMUNITIES

3 / 4

TARGET 3

DELIVER 78 HOURS OF DIRECT SUPPORT TO VCSES BY 2030

By 2030, MCS will deliver 78 hours of direct support to voluntary, community and social enterprise organisations, helping to strengthen local organisations and community resilience.

Methodology

We will achieve this by identifying local organisations aligned with our values and working with them through practical support, collaboration and capacity-building activity. Our Social Value Strategy already sets out a methodology based on partnership working, targeted support and direct engagement with community organisations. This will include offering time, expertise and project-based support in ways that respond to need while remaining aligned with our strategic objectives.

TARGET 4

INVEST OVER £61,000 ANNUALLY IN COMMUNITY SPONSORSHIPS BY 2030

MCS will invest over £61,000 annually in community sponsorships by 2030, supporting grassroots initiatives, education and local enterprise.

Methodology

We will deliver this through a targeted sponsorship approach that supports communities where we operate and aligns with local need and shared values. As described in the Social Value Strategy, sponsorship will be used to strengthen community partnerships, support inclusion and wellbeing, and increase long-term local benefit. Investment decisions will be guided by measurable impact, relevance and the opportunity to create broader social outcomes alongside financial support.



5

OUR COMMUNITIES

TARGET 5

DIRECTLY DONATE OVER £64,000 ANNUALLY TO CHARITABLE CAUSES BY 2030

By 2030, MCS will donate over £64,000 annually to charitable causes, helping to support those organisations and individuals most in need in addition to our time and expertise.

Methodology

We will achieve this through a combination of direct charitable giving, partnership activity and alignment with initiatives that matter to our people, clients and communities. Our existing Social Value Strategy positions charitable support as part of a wider community investment approach, including sustained relationships with named organisations. That same methodology will continue, ensuring charitable contributions are both generous and strategically meaningful. Alongside this, MCS will also continue to fundraise annually for these charities through meaningful initiatives that raise awareness and increase collaboration with our supply chain.



6

OUR COMMUNITIES

TARGET 6

INCREASE SOCIAL VALUE IMPACT
YEAR-ON-YEAR TO 2030

MCS will increase its overall social value impact year-on-year to 2030, ensuring that business growth is aligned with measurable community, economic and social outcomes. This overarching commitment already sits at the centre of our 2030 targets.

Methodology

We will deliver this by embedding social value into project delivery, partner engagement and reporting processes. Our Social Value Strategy makes clear that impact should be measured through recognised frameworks such as National TOMs, Social Return on Investment and client-specific reporting tools. By integrating commitments into bids, project reviews and annual reporting, we will be able to demonstrate progress transparently while continuously improving the way social value is delivered across the business.



A wide-angle landscape photograph showing rolling green hills under a dramatic, cloudy sky at sunset or sunrise. In the foreground, there is a dense forest of green trees. In the middle ground, a small village with several houses and a prominent stone tower is visible. The hills in the background are covered in green grass and some trees, with a few power lines visible on the horizon.

OUR PLANET



OUR PLANET

Reducing Our Environmental Impact

Our Planet pillar focuses on reducing our environmental footprint and accelerating progress toward Net Zero. We recognise our responsibility to operate sustainably, protect natural resources and deliver projects in ways that support environmental performance for both MCS and our clients.

1

BUSINESS SUSTAINABILITY

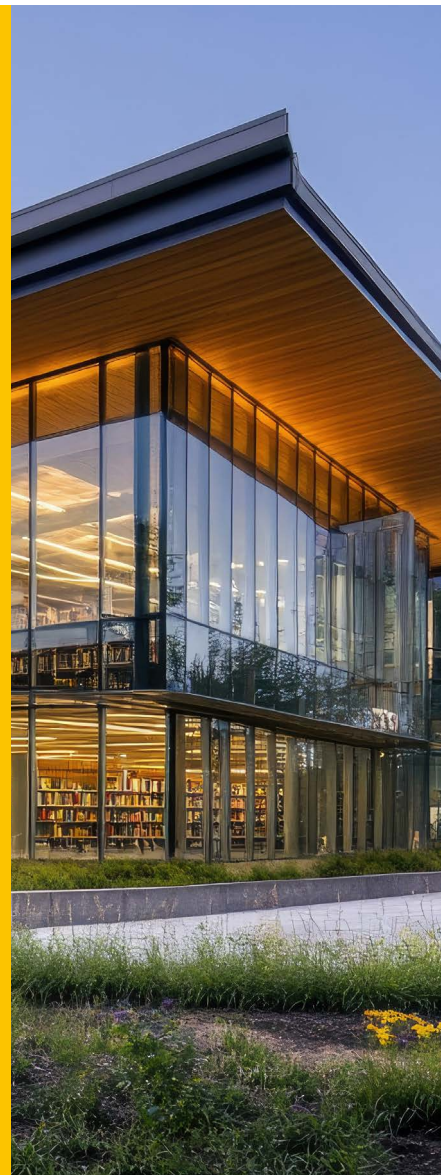
Reducing the environmental impact of our operations through carbon reduction, resource efficiency, responsible procurement and continual improvement.



2

CLIENT SUSTAINABILITY

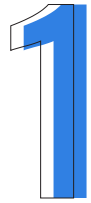
Helping clients deliver lower-carbon, energy-efficient buildings by embedding sustainability throughout every stage of project delivery.





OUR PLANET

BUSINESS SUSTAINABILITY



OUR PLANET

BUSINESS SUSTAINABILITY

TARGET 1

REDUCE BUSINESS SCOPE 1 AND 2 EMISSIONS BY 42% BY 2030

MCS will reduce our own Scope 1 and 2 carbon emissions by 42% by 2030, using the 2023/24 financial year as the baseline, and maintain progress towards our net zero commitment.

Our carbon baseline has been calculated using the Greenhouse Gas Protocol (GHG) methodology, details of exact basis of reporting can be found on our website.

Our total carbon baseline is equal to 6127.51 tonnes of CO₂e - of which scope 1 and 2 make up 5% and scope 3 the remaining 95%.

SCOPE	CATEGORY	2023/24 tCO ₂ e
Scope 1	Direct fuel	20.20
Total Scope 1		20.20
Scope 2	Purchased electricity	11.86
Total Scope 2		11.86
Scope 3		
Category 1 & 2	Purchased goods and services	5554
Category 3	Fuel and energy related activities (not included in scope 1 or scope 2)	22.99
Category 5	Waste generated in operations (includes water)	0.21
Category 6	Business travel	316.30
Category 7	Employee commuting incl. Homeworking	201.95
Total Scope 3		6095.45
Total		6127.51

Methodology

We will achieve this by implementing a structured carbon reduction programme that focuses on business travel, office energy efficiency, fleet transition and operational controls. Carbon performance will be tracked regularly, and reduction measures will be embedded into decision-making so that progress is continuous, measurable and accountable.

6127.51

Tonnes of CO₂e

45.73

tCO₂e Per FTE

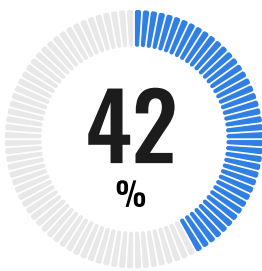
117.83

tCO₂e Per £ Million

2

OUR PLANET - BUSINESS SUSTAINABILITY

TARGET 2



Reduce scope 1 and 2
by 42% by 2030

MAINTAIN PROGRESS TOWARDS NET ZERO BY 2045

MCS will maintain progress towards its Net Zero target by 2045, aligning long-term carbon reduction efforts with wider decarbonisation commitments. In adherence to the UK government's Procurement Policy Note 06/21, we have developed a Carbon Reduction Plan. This plan outlines the strategy for reducing carbon emissions across our operations to achieve our stretching carbon reduction targets.

Targets can be seen below:

- ▷ Reduce scope 1 and 2 by 42% by 2030
- ▷ Net zero target by 2045

Our strategy takes a holistic approach aimed at integrating sustainability into every aspect of our operations. Through a combination of transportation initiatives, energy efficiency measures, emission reduction targets, and a net-zero commitment, we strive to be a leader in mitigating climate change and promoting environmental stewardship.

Methodology

We will deliver this by aligning operational improvement, project decarbonisation and supply chain engagement with a long-term transition pathway. Our Carbon Reduction Plan provides a direction aligned with the Science Based Targets initiative (SBTi)-aligned direction and an end-to-end sustainability commitment across bid, design, procurement, construction, commissioning and aftercare. By taking a whole-business view rather than isolated actions, we will ensure our environmental approach supports both near-term reductions and long-term net zero goals.

3 / 4

OUR PLANET - BUSINESS SUSTAINABILITY

TARGET 3

LIMIT ANNUAL BUSINESS MILEAGE TO UNDER 3,000 MILES PER PERSON

By 2030, MCS will limit business mileage to under 3,000 miles per person, helping reduce one of the more significant operational contributors to carbon emissions.

Methodology

We will achieve this by continuing to encourage flexible working where appropriate, promoting lower-carbon commuting and travel choices, and embedding travel awareness into operational planning. Initiatives such as our Bike2Work scheme, EV incentive programme, and mileage reduction commitments support this approach, alongside our wider decarbonisation and transport management priorities.

We actively track business mileage on a monthly basis, with all staff responsible for completing and submitting their travel data. This enables ongoing monitoring, helps identify trends and opportunities for reduction, and ensures we can measure and report progress effectively.

TARGET 4

MONITOR UPTAKE OF EV AND BIKE2WORK SCHEMES

MCS will monitor uptake of electric vehicle and Bike2Work schemes as part of its wider travel and emissions reduction programme. This target supports behavioural change and helps measure the effectiveness of lower-carbon travel incentives.

Methodology

We will deliver this through regular internal monitoring, communication and promotion of sustainable travel initiatives. Scheme uptake will be reviewed to understand participation, identify barriers and inform future transport-related actions.



5

OUR PLANET - BUSINESS SUSTAINABILITY

TARGET 5

ACHIEVE YEAR-ON-YEAR REDUCTION IN WASTE PER PERSON

By 2030, MCS will achieve a year-on-year decrease in waste per person across the business.

Methodology

Waste generation is notoriously difficult to report on for smaller organisations, and our London office is a good example of this. We have developed an internal tracking system to begin reporting the office waste as currently our waste is combined as part of our serviced office contract. This documents the amount of general mixed waste collected over a week and is recorded daily. Combining this data, along with our Bristol office waste contractor data, will allow us to monitor the total tonnes of waste we produce and assess our existing waste management practices.

Reducing the waste we generate is a priority and we will begin to set reduction targets across our offices, as well as integrating behavioural change initiatives through education with our teams. We will also seek to collaborate with our waste contractors to ensure we maximise recycling and reduce the amount of waste we send to landfill in our production process.



6

OUR PLANET - BUSINESS SUSTAINABILITY

TARGET 6

**ENSURE 100% OF PROJECTS OPERATE UNDER THE CERTIFIED EMS**

By 2030, MCS will ensure that 100% of projects, including all tenders, live contracts and subcontractor activities, operate under the ISO 14001-aligned Environmental Management System.

Methodology

We will achieve this by fully integrating EMS procedures into project lifecycle management, from tender submission through to project completion and handover.

All project teams will operate in line with ISO 14001 procedures, supported by standardised documentation, project-specific environmental plans and clear responsibilities across delivery teams and supply chain partners. Subcontractors will be required to align with EMS requirements through onboarding, contractual obligations and performance monitoring. This ensures that environmental management is not isolated, but consistently applied across every project, reinforcing compliance, accountability and environmental performance.



7

OUR PLANET - BUSINESS SUSTAINABILITY

TARGET 7

DELIVER ANNUAL EMS MANAGEMENT REVIEW WITH MEASURABLE KPI IMPROVEMENT

MCS will complete an annual EMS management review with documented and measurable KPIs covering energy, waste diversion, transport CO₂ and water use, achieving a minimum 5% year-on-year improvement in each KPI through to 2030.

Methodology

We will achieve this through a data-driven performance management approach that integrates environmental KPIs into business reporting and decision-making.

Environmental data will be collected through project reporting, operational monitoring and supply chain inputs. This data will be reviewed annually at senior management level as part of a formal Management Review process, where performance trends, risks and improvement opportunities will be assessed. Targeted action plans will be developed where performance falls below expectations, ensuring improvements are delivered year-on-year. This approach aligns with the wider strategy commitment to measurable outcomes and continuous improvement.



8

OUR PLANET - BUSINESS SUSTAINABILITY

TARGET 8

INCREASE PROCUREMENT FROM SUPPLIERS WITH EPDS OR VERIFIED CARBON DATA

By 2030, MCS will ensure that 80% of annual procurement spend (by value) for mechanical and electrical materials and equipment is sourced from suppliers providing Environmental Product Declarations (EPDs) or verified lower embodied carbon data, with an interim milestone of 50% by 2027.

Methodology

We will achieve this by embedding environmental data requirements into procurement processes and supplier engagement.

Procurement teams will prioritise suppliers who can demonstrate transparency in environmental performance through EPDs or equivalent verified data. Supplier evaluation and onboarding processes will be updated to include environmental data requirements, and procurement tracking will be used to measure performance against targets.

This will involve close collaboration with suppliers providing Environmental Product Declarations (EPDs), verified carbon data or evidence of lower embodied carbon performance.. This strengthens supply chain engagement while improving MCS's ability to influence whole-life carbon outcomes.

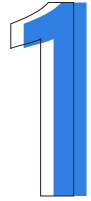


A photograph of two people standing in front of a large window, looking out at a cityscape. On the left, a woman with short grey hair, wearing a light grey blazer and black trousers, is seen from the back. On the right, a man with grey hair and glasses, wearing a blue shirt, a high-visibility yellow safety vest, and blue jeans, is seen in profile. The text 'OUR PLANET' is in a small, white, sans-serif font above the word 'CLIENT', which is in a large, bold, white, sans-serif font. Below 'CLIENT' is the word 'SUSTAINABILITY' in a large, bold, white, sans-serif font.

OUR PLANET
CLIENT
SUSTAINABILITY

OUR PLANET

CLIENT SUSTAINABILITY



Collaborating to Deliver Sustainable Solutions

Centred on helping customers achieve their sustainability ambitions, we will look to embed low-carbon, commercially practical and future-ready thinking into every stage of project delivery. We believe our role goes beyond installation and delivery. We act as a strategic partner, working alongside clients, consultants and supply chain partners to shape sustainable designs, improve building performance, reduce whole-life impact and create long-term value. This reflects the approach already set out in our Capability Document, which positions MCS as a collaborative delivery partner focused on energy-efficient environments and measurable ESG outcomes.

TARGET 1

ACHIEVE VIA PRODUCT PASSPORT, EPD OR MID-LEVEL TM65 COMPLIANCE FOR 75% OR MORE OF ALL MEP PRODUCTS SPECIFIED ON ALL RELEVANT MCS PROJECTS BY Q4 2026

The project sustainability manager and sustainability apprentice have completed an initial supply-chain audit of the MEP products, compiling 310 SCR (Sustainability Credentials Records) product entries, each with multiple specific product criteria, from our MEP manufacturers, suppliers and subcontractors.

Methodology

To date, approximately 90 additional EPD and/or mid-level TM65s have been initially verified and added to the secondary technical database. These 90 additional are comprised of several subsections (within each entry) detailing: REACH declarations, Hazardous Content declaration, BES 6001 accreditation, FSC or PEFC compliant, EPD data verified declarations or TM65 product data sheets, linked to BREEAM embodied carbon assessments and CIBSE product data requirements etc. Therefore, each of the 90 additional entries equates to a total of 630 unique items of information that has been gathered in total thus far.

2

OUR PLANET - CLIENT SUSTAINABILITY

TARGET 2

REDUCE OPERATIONAL GREENHOUSE GAS EMISSIONS (EMS-SPECIFIC)

By 2030, MCS will reduce Scope 1 and Scope 2 greenhouse gas emissions associated with site operations and fleet activity by 48% per project against a 2025 baseline, with interim reductions of 20% by 2026 and 35% by 2028.

Methodology

We will achieve this through a targeted carbon reduction programme focused specifically on site operations and fleet performance.

This includes:

- ▷ Improved fuel efficiency and fleet transition measures
- ▷ Reduced idling and optimised site logistics
- ▷ Improved energy efficiency on sites
- ▷ Monitoring through fuel cards and utility usage data

Carbon performance will be measured at project level (kg CO₂e/project) to ensure consistent benchmarking and comparability over time. This approach complements the wider carbon reduction targets already set within the Planet pillar, providing additional operational focus and accountability.



3

OUR PLANET - CLIENT SUSTAINABILITY

TARGET 3

SET A WATER USAGE BASELINE AND ESTABLISH A 2030 TARGET AND ACHIEVE A 30% REDUCTION IN WATER CONSUMPTION ON PROJECTS

MCS will establish a water usage baseline and maintain a clear water reduction target through to 2030. This target forms part of our evolving approach to resource efficiency. MCS will achieve a 30% reduction in water consumption on projects through low-flow fixtures and efficient systems.

Methodology

This commitment aligns with our broader environmental responsibility goals, aiming to minimise our water footprint and contribute to the conservation of this vital resource. Our Resource Efficiency strategy reflects a holistic commitment to sustainable practices, waste reduction, and responsible water management. Through initiatives focusing on office waste reduction, client collaboration on site waste, and setting targets for water consumption, we are actively working towards a more resource-efficient and environmentally responsible future.



4

OUR PLANET - CLIENT SUSTAINABILITY

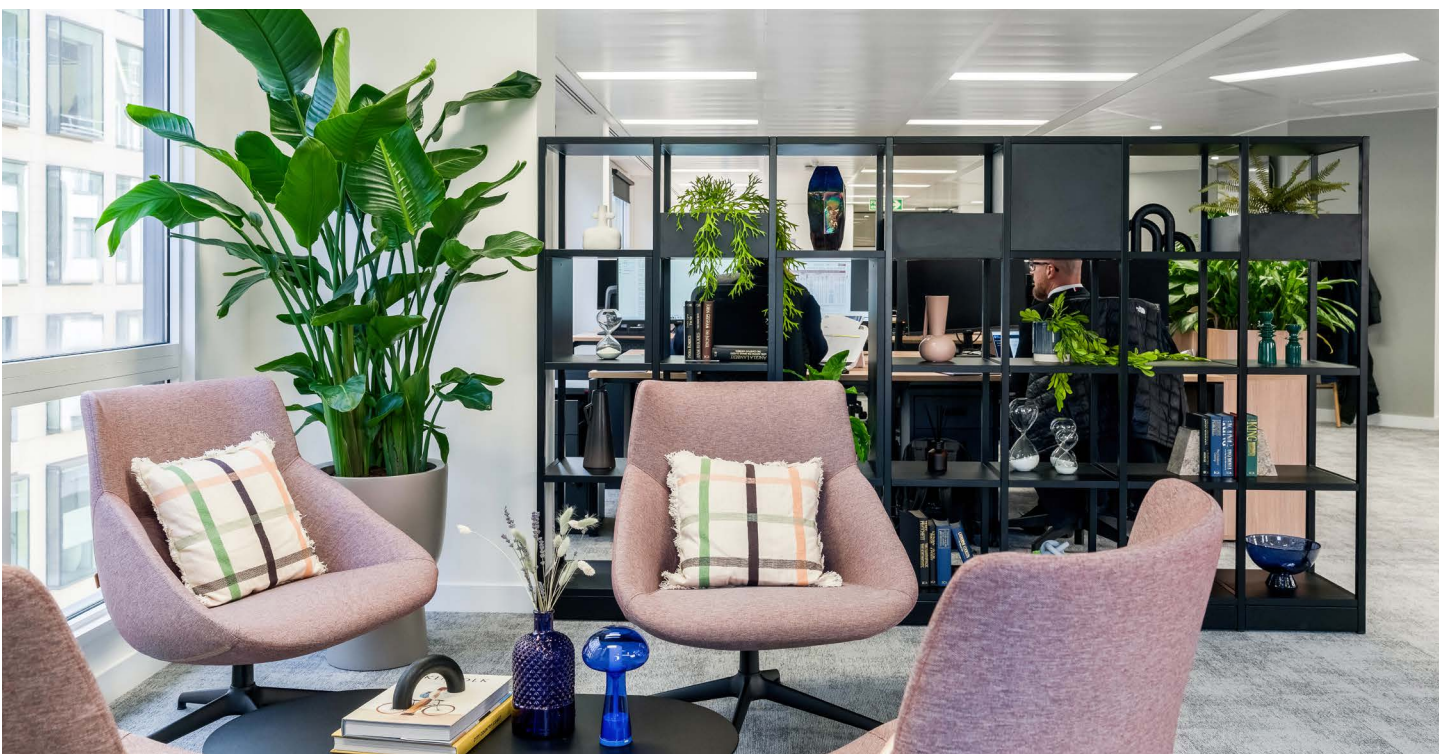
TARGET 4

IMPROVE INDOOR AIR QUALITY RATINGS TO AT LEAST 15% ABOVE BENCHMARK ON PROJECTS

On applicable projects, MCS will support indoor air quality performance that meets the relevant project standard and targets performance at least 15% better than the agreed baseline for selected measurable indicators.

Methodology

The applicable benchmark, indicators and method of verification will be agreed at project commencement and may be based on the project's BREEAM, WELL, CIBSE TM40 or Employer's Requirements criteria. We will support delivery through appropriate MEP specification, installation quality, system performance optimisation, commissioning assurance and commissioning records, as well as post-completion monitoring where included within the project scope. As outlined in our Capability Document, MCS aims to deliver high-performance MEP installations that optimise overall building performance and support best-in-class sustainability outcomes. Indoor air quality will therefore be treated as a key design and delivery consideration on applicable projects, helping to create healthier, more efficient environments for building users.





OUR PLANET - CLIENT SUSTAINABILITY

TARGET 5

ENSURE AT LEAST 30% OF ENERGY USED IN CLIENT MEP SYSTEMS COMES FROM RENEWABLE SOURCES

By 2030, MCS will ensure that at least 30% of energy used in client MEP systems comes from renewable sources where project scope and client requirements allow.

Methodology

We will achieve this by supporting low-carbon system design, encouraging renewable-ready solutions and working with clients to identify appropriate technologies and energy strategies during early project stages. This approach aligns with our role as a collaborative partner and with the Capability Document's focus on future-ready, energy-efficient environments. By shaping solutions earlier and linking them to performance outcomes, we can support higher renewable contribution across applicable schemes.

TARGET 6

DELIVER SUSTAINABILITY KPI MONITORING AS A STANDARD SERVICE

By 2030, MCS will make sustainability KPI monitoring a standard part of project delivery. This reflects our existing commitment to incorporate sustainability key performance indicator monitoring into our service offering, giving clients better visibility over the environmental and social performance of their projects.

Methodology

We will achieve this by embedding sustainability reporting into project mobilisation, delivery and handover processes. This will include the use of aligned environmental and social value metrics, project-level tracking of agreed sustainability measures, and structured reporting that supports client ESG requirements. Our methodology will build on the client reporting approach and will ensure that sustainability performance is monitored, reviewed and communicated in a consistent way across projects.



OUR PLANET - CLIENT SUSTAINABILITY

TARGET 7

ENSURE 100% ADHERENCE TO OUR SUSTAINABLE PROCUREMENT POLICY

By 2030, MCS will ensure full adherence to its sustainable procurement policy, supporting both responsible sourcing and client sustainability priorities.

Methodology

We will deliver this through a structured procurement approach that prioritises environmental credentials, ethical sourcing and alignment with project sustainability objectives. Our approach will include supplier onboarding requirements, clear procurement standards, and closer collaboration with procurement teams, suppliers and manufacturers. Procurement will be used as a lever to improve sustainability performance, increase confidence in materials selection and ensure environmental considerations are embedded from the earliest stages of delivery.

TARGET 8

CONTINUE COLLABORATIVE SUSTAINABILITY DELIVERY WITH CLIENTS

MCS will continue to work in partnership with clients to realise their sustainability aspirations and deliver solutions that align with their project, portfolio and ESG goals. This reflects a long-standing commitment to collaborative project development and customer-centric sustainability delivery.

Methodology

We will achieve this by engaging early, providing practical advice during design development, and working closely with customers to identify opportunities for carbon reduction, energy efficiency, waste minimisation and social value enhancement. The MCS Way already places strong emphasis on early collaboration, buildability and partnership-led delivery, and this same approach will underpin how we support clients with sustainable and social outcomes. By getting involved early and maintaining open, transparent communication throughout delivery, we will help clients make informed decisions that improve long-term performance and value.

9

OUR PLANET - CLIENT SUSTAINABILITY

TARGET 9

SPECIFY ENERGY-EFFICIENT EQUIPMENT AS STANDARD

By 2030, MCS will support applicable projects to achieve at least 30% of the annual energy consumed by client MEP systems from verified renewable sources, where this is within MCS's scope of influence and supported by the client's design and energy-procurement strategy.

Methodology

We will deliver this through the standardised consideration of high-efficiency systems, low-carbon plant and low-GWP equipment throughout design, procurement and installation. As set out in our Capability Document, MCS aims to provide energy-efficient equipment and low-carbon solutions as standard, supported by technical reviews, value engineering and design management processes. We will work closely with designers, manufacturers and supply chain partners to ensure recommended systems are commercially viable, aligned with long-term performance objectives and maximise opportunities for renewable energy integration. Performance will be measured as the percentage of energy consumption derived from renewable sources, calculated using annual metered or otherwise verified energy consumption data (kWh). Renewable energy will include eligible on-site renewable generation consumed by MEP systems and purchased renewable energy supported by recognised contractual evidence. Progress will be monitored and verified through project energy models, metering data, commissioning records and client or supplier energy statements, where available, ensuring a robust and transparent assessment of performance.



10

OUR PLANET - CLIENT SUSTAINABILITY

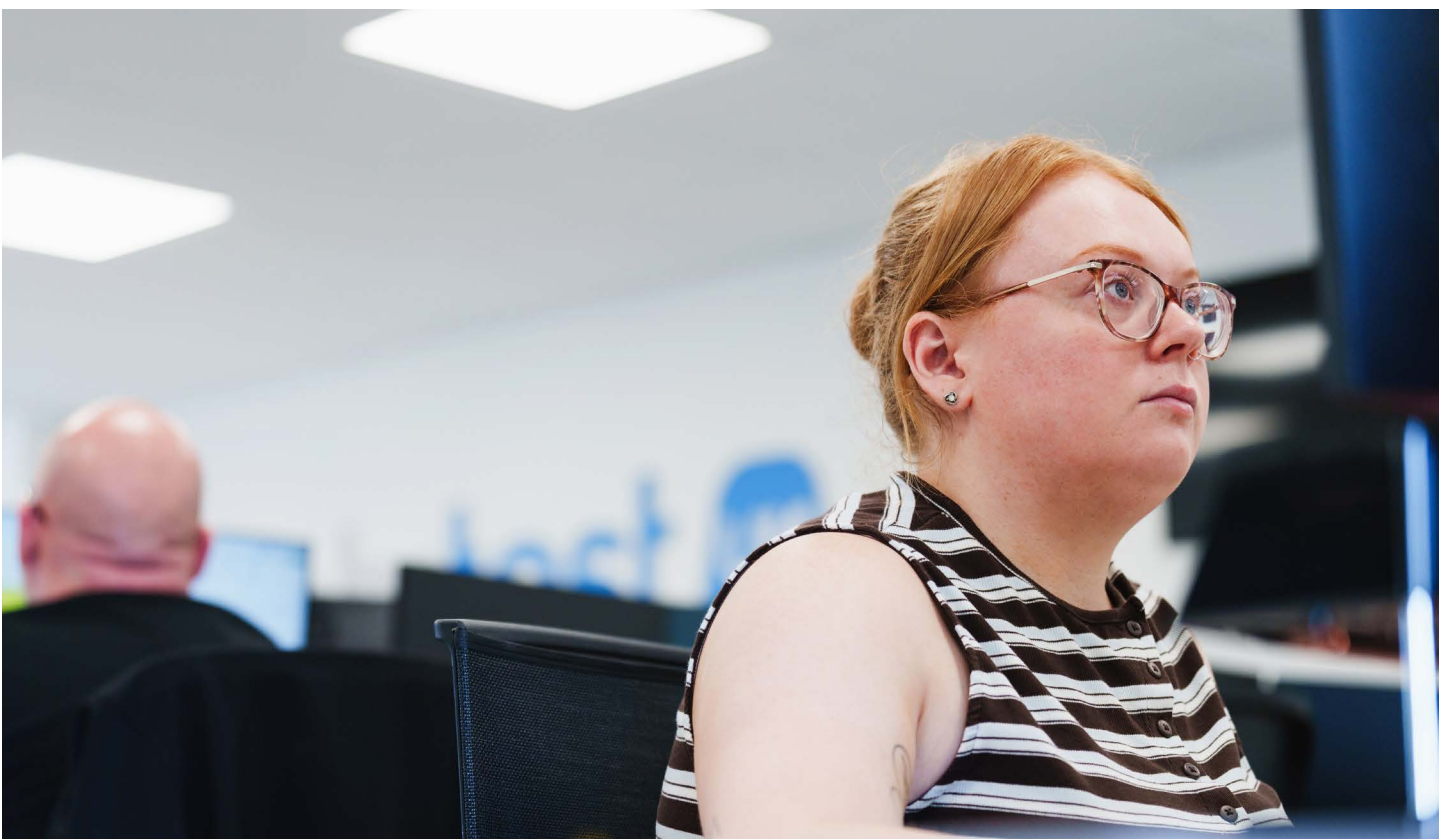
TARGET 10

IMPLEMENT BUILDING PERFORMANCE MONITORING FOR REAL-TIME ENERGY AND WATER ANALYTICS

By 2030, MCS will implement building performance monitoring systems capable of providing real-time energy and water analytics. This strengthens our commitment to transparency, accountability and ongoing optimisation of installed systems.

Methodology

We will achieve this by promoting digital monitoring and commissioning verification as part of high-performance MEP delivery. As outlined in the Capability Document, project sustainability should extend from design and procurement through to commissioning, handover and aftercare. Building performance data will enable both MCS and its clients to understand how systems are operating in practice, identify opportunities for optimisation and support evidence-based reporting against agreed performance objectives.



11

OUR PLANET - CLIENT SUSTAINABILITY

TARGET 11

SOURCE AT LEAST 50% OF MEP MATERIALS FROM CERTIFIED SUSTAINABLE SOURCES

By 2030, at least 50% of the annual procurement value of applicable MEP materials and products purchased directly by MCS will be supported by recognised third-party responsible-sourcing, chain-of-custody, recycled-content or equivalent product-level sustainability evidence.

Methodology

We will deliver this target by embedding responsible sourcing considerations into procurement, design and supply chain engagement activities across all applicable projects. MCS will work closely with manufacturers, suppliers and subcontractors to prioritise materials and products supported by recognised third-party responsible sourcing certifications, chain-of-custody schemes, recycled-content verification or equivalent product-level sustainability evidence. This approach will be reinforced through procurement reviews, technical evaluations and the ongoing development of our Sustainability Credentials Record (SCR), ensuring sustainability credentials are considered alongside quality, performance and commercial requirements. Progress towards the target will be measured as the percentage of annual procurement spend on applicable MEP materials and products that is supported by qualifying sustainability evidence. The calculation will exclude labour, plant, preliminaries, temporary works and service-only expenditure. Performance will be monitored through procurement records and the MCS Sustainability Credentials Record (SCR), with supporting evidence retained against qualifying products to ensure a robust and auditable record of achievement.



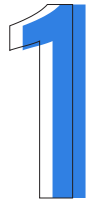
A full-page background image showing a close-up of a worker from behind. The worker is wearing a white safety helmet with a headlamp and a dark grey t-shirt. They are standing next to a blue vehicle, possibly a truck or bus, with a large blue 'U' logo visible on its side. The worker's curly brown hair is visible. The scene is brightly lit, suggesting an outdoor work environment.

OUR GOVERNANCE

DELIVERY AND ACCOUNTABILITY

OUR GOVERNANCE

DELIVERY AND ACCOUNTABILITY



FUTURE TOGETHER

While Future Together is structured around the four ESG pillars, successful delivery also depends on strong governance, quality assurance and operational resilience. We treat governance and resilience as a core strategic area, and those commitments remain essential to how this strategy will be implemented and managed.

TARGET 1

ISO CERTIFICATION & CONTINUAL IMPROVEMENT

Achieve and maintain ISO 9001, 14001 and 45001 certification, with continual improvement demonstrated through regular audits, inspections and management reviews.

MCS will maintain ISO 9001, ISO 45001 and ISO 14001 certification, embedding quality, health and safety, and environmental management into the business. This commitment has been a clear part of the original Sustainability Strategy and sits alongside the strong SHEQ culture described in the Capability Document.

Methodology

We will deliver this through integrated management systems, formal audits, structured compliance processes and a culture of continuous improvement. The original strategy describes a planned route toward accreditation, while the Capability Document explains how MCS has already formalised and strengthened its SHEQ approach through dedicated leadership, disciplined systems and clear accountability. This same approach will continue to support accreditation and ongoing compliance.

2

OUR GOVERNANCE – DELIVERY AND ACCOUNTABILITY

TARGET 2

HEALTH & SAFETY PERFORMANCE

Drive continuous improvement from H&S inspections and maintain an Accident Frequency Rate (AFR) below industry average through to 2030.

MCS will maintain continuous improvement arising from health and safety inspections and keep its Accident Frequency Rate below the industry average. These commitments are already embedded within the 2030 targets and supported by the strong safety culture outlined in the Capability Document.

Methodology

We will achieve this by maintaining regular inspections, leadership involvement, behavioural safety focus and strong SHEQ support across projects. The original strategy references inspection policies, director involvement and continuous improvement, while the Capability Document explains that safety at MCS is rooted in care, compliance, competence and communication. Ongoing review of inspection findings, corrective actions and performance trends will continue to drive improvement.



3 / 4

OUR GOVERNANCE – DELIVERY AND ACCOUNTABILITY

TARGET 3

SUSTAINABILITY & CLIMATE AWARENESS TRAINING

Deliver annual sustainability and climate change training to all staff and extend to key subcontractor personnel where practical.

MCS will deliver annual, business-specific sustainability training to all staff, strengthening the business's ability to contribute to more sustainable buildings and projects.

Methodology

We will deliver this by extending sustainability-related training beyond specialist teams and increasing the capability of project and site-based staff to understand, support and contribute to environmental performance requirements. We will begin with internal teams before extending the training to other relevant employees. This staged approach will continue, building knowledge and consistency across the business.

TARGET 4

DEVELOP SUPPLY CHAIN CONTINGENCY PLANS, MAINTAIN RISK REVIEWS AND LEGAL COMPLIANCE STRUCTURES

MCS will develop supply chain contingency plans, carry out biennial governance risk reviews, maintain a Risk and Audit Committee, and maintain a legal risk register and compliance training. These targets ensure that resilience, integrity and business continuity remain part of our ESG delivery framework.

Methodology

We will achieve this through structured risk management processes, formal oversight and ongoing training. The original Sustainability Strategy already commits to business continuity planning, supply chain contingency measures, a legal risk register, governance reviews and a Risk and Audit Committee. These mechanisms will remain the backbone of responsible delivery, ensuring that risk is identified early, monitored consistently and managed with transparency and accountability across the business.

5

OUR GOVERNANCE – DELIVERY AND ACCOUNTABILITY

TARGET 5

RESPONSIBLE AI & DIGITAL INNOVATION

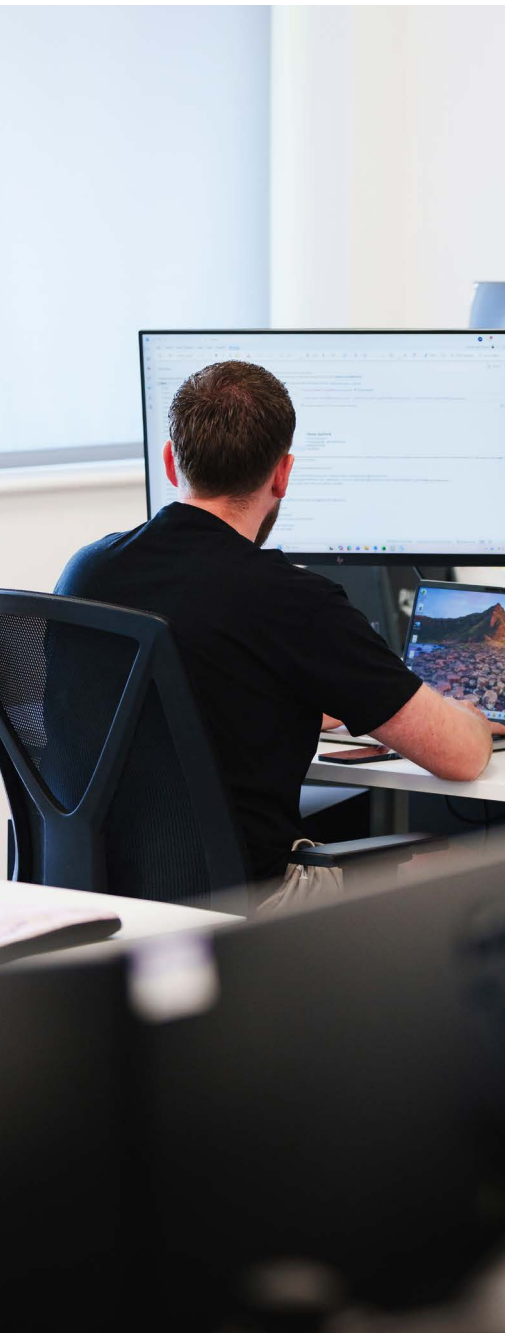
Adopt AI and digital tools responsibly, with clear governance, staff training and annual review to ensure they support quality, efficiency and compliance.

MCS will adopt AI and digital technologies responsibly, ensuring transparency, proper governance and accountability remain central to implementation. These tools will be used to support efficiency while maintaining appropriate controls and oversight across the business.

Methodology

We will adopt a structured and responsible approach to the use of AI and digital tools across the business, ensuring that innovation supports compliance rather than introducing risk. This will include the development of clear internal guidance on the appropriate use of AI, covering data protection, accuracy, transparency and accountability.

Staff will be supported through training and awareness programmes to ensure digital tools are used confidently and responsibly within their roles. New technologies will be assessed before implementation, with consideration given to operational benefit, data security and alignment with business objectives. Usage and effectiveness will be reviewed annually, alongside any emerging risks or regulatory changes, ensuring that our approach to digital innovation remains controlled, proportionate and aligned with best practice.



6

OUR GOVERNANCE – DELIVERY AND ACCOUNTABILITY

TARGET 6

BUSINESS CONTINUITY & RESILIENCE

Maintain a proportionate Business Continuity Plan that is briefed out, tested and reviewed annually to address current and emerging risks.

Methodology

We will maintain a proportionate, risk-based Business Continuity Plan that reflects the scale and complexity of our operations and the environments in which we work. This will be aligned with recognised standards, including ISO 22301 principles, ensuring a structured and consistent approach to resilience across the business.

The plan will be regularly reviewed and updated to reflect current and emerging risks, including supply chain disruption, project-specific challenges and wider external factors. It will be communicated across relevant teams, with clear roles, responsibilities and escalation routes established. Testing and scenario-based exercises will be carried out periodically to validate its effectiveness, ensuring that the business can respond quickly and maintain continuity of service in the event of disruption.



7

OUR GOVERNANCE – DELIVERY AND ACCOUNTABILITY

TARGET 7

SUBCONTRACTOR QUALITY & COMPLIANCE

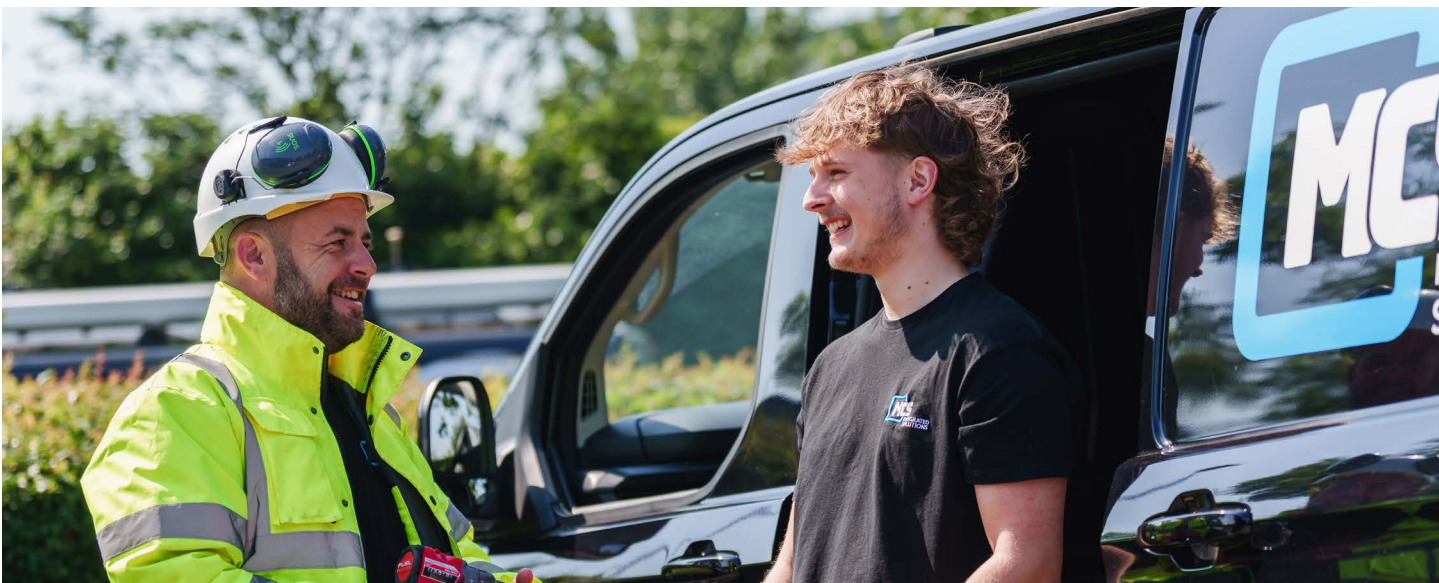
Monitor subcontractor performance on quality, compliance, H&S and environmental standards at both project and company level, with findings feeding into the approved supplier list.

Methodology

MCS will monitor subcontractor performance across quality, compliance, health and safety, and environmental management throughout the project lifecycle. This will begin at prequalification stage, where subcontractors are assessed against defined criteria, including competence, accreditations and previous performance.

During project delivery, subcontractor performance will be monitored through inspections, audits and ongoing engagement with project teams. Key performance indicators will be tracked, and any non-conformances will be addressed through defined corrective actions. Performance data will be reviewed at both project and business level, informing continuous improvement and feeding into the management of the approved supplier list.

This approach ensures that supply chain partners are not only compliant, but aligned with MCS standards and expectations, supporting consistent delivery of quality and responsible outcomes across all projects.



MEASUREMENT AND REPORTING

To ensure transparency and accountability, progress against Future Together will be monitored, reviewed and reported regularly.

We are committed to setting clear objectives, tracking progress and reviewing performance on an ongoing basis. Our Social Value Strategy also reinforces the use of recognised reporting frameworks such as National TOMs, Social Return on Investment and client-specific KPI tools to demonstrate impact clearly and consistently.

This means Future Together will not sit separately from operations. It will be embedded into project planning, procurement, delivery, review and annual reporting processes, ensuring that sustainability, social value and responsible governance are fully integrated into how MCS works every day. Through consistent measurement and transparent reporting, we will be able to demonstrate progress,

identify areas for improvement and ensure our commitments remain meaningful and credible through to 2030.

We will report annually against the targets outlined above within our ESG reports, using a RAG rating to track year-on-year progress, highlight successes and identify any changes needed throughout the reporting period.

OUR COMMITMENT

Future Together reflects our belief that better outcomes come from working together.

By aligning our expertise with the ambitions of our clients, investing in our people, supporting our communities and protecting the planet, we are building a strategy that is not only responsible, but practical, measurable and rooted in the way MCS already works. It is our commitment that as the business grows, our positive impact will grow with it — creating long-term value for everyone connected to MCS.



END OF DOCUMENT