SUSTAINABILITY

25/26 REPORT

CONTENTS

Achieving our 2025 targets → 03

Our Sustainability Pillars → 04

Result Tracker → 05

Environment and Footprint → 09

People and Communities → 22

Governance and Resilience → 34

Looking Ahead → 43

Evolving our ESG strategy

From sustainability targets to ESG impact

Clients at the heart of our next phase

Project-level delivery and measurable outcomes

Our future ESG framework

What success looks like by 2030

What this means moving forward

ACHIEVING OUR 2025 TARGETS

During the 2025/26 reporting period, we are proud to confirm that MCS has successfully delivered against all of our 2025 sustainability targets, marking a significant milestone in our sustainability journey.

Following the publication of our Sustainability Strategy in 2023 and two consecutive years of structured delivery, we have now embedded sustainability across all areas of our business. This includes our environmental performance, our impact on people and communities, and our governance and operational resilience.

This achievement reflects the strength of our approach: setting clear targets, embedding responsibility across teams, and tracking progress year-on-year through robust monitoring and reporting processes. As demonstrated in our 2024/25 report, the majority of our 2025 targets had already reached completion or were on track, with structured plans in place to close remaining gaps. In 2025/26, we have successfully built on this foundation to ensure full delivery across all target areas.

Scott Hill
Group Managing Director

The report brings together activity and achievements from MCS, MCS IS, MCS Engage and Safety Test, reflecting the collective impact of our teams and the steps we are taking to build a more sustainable future.

OUR SUSTAINABILITY PILLARS

1

ENVIRONMENT AND FOOTPRINT

- Climate consciousness
- Resource efficiency
- Sustainable solutions for clients

2

PEOPLE AND COMMUNITIES

- Positive community Influence
- Employee wellbeing
- Industry collaboration

3

GOVERNANCE AND RESILIENCE

- Client satisfaction and quality assurance
- Operating responsibly
- Risk management

RESULT TRACKER

We have marked our progress against the targets under the following definitions:

1 **COMPLETE**
The target has been fully achieved and embedded into business operations. Where appropriate, performance will continue to be monitored to ensure long-term success.

2 **ONGOING MONITORING**
The target has been achieved or substantially progressed and is now part of ongoing business monitoring. Performance will continue to be tracked and reported to ensure continuous improvement.

3 **REMOVED**
The target is no longer applicable or has been superseded by a more appropriate approach. The intent of the original target remains addressed through alternative activities or revised strategic priorities.

We are continuing to monitor the achievement and progress towards our targets. Within each of our 3 core pillars, we have a varied number of targets categorised by Complete (blue), Ongoing Monitoring (Grey) and Removed (red). Each target's current status is indicated by the corresponding progress icon displayed next to the title throughout the report.

COMPLETE

ONGOING MONITORING

REMOVED

OUR 36 TARGETS FOR 2026

100% of targets either achieved, embedded into business-as-usual monitoring, or appropriately superseded.

30 are complete.

2 targets are removed.

9 targets ongoing monitoring

ENVIRONMENT AND FOOTPRINT

	2025 GOALS	
CLIMATE CONSCIOUSNESS	Implement a Bike2Work and EV Scheme	
	Install and Ensure efficient sensor lighting in Bristol Office	
	Encourage flexible working where appropriate	
	Develop a carbon reduction plan in line with UK government's procurement policy note 06/21	
	Commit to limiting business mileage to under 5000 miles per person	Ongoing monitoring
	Reduce scope 1 and 2 by 42% by 2030 - Net Zero target by 2045	Ongoing monitoring
RESOURCE EFFICIENCY	Start to record office waste	
	Engage with clients on waste management and resource efficiency targets and solutions moving forward to help track our waste and be part of their solutions	
	Start to report on office water usage	Ongoing monitoring
SUSTAINABLE SOLUTIONS FOR OUR CLIENTS	Working with our customers and clients to realise their sustainability aspirations on their projects	
	Create and implement a sustainable procurement plan policy with our customers/clients' interests at its heart	Ongoing monitoring
	Specify energy efficient equipment as a standard option to our customers	

COMPLETE

ONGOING MONITORING

REMOVED

ON TRACK

PROGRESSING

IN DEVELOPMENT

OUR PEOPLE AND COMMUNITIES TARGETS

	2025 GOALS	
POSITIVE COMMUNITY INFLUENCE	Create, drive and track volunteer days	
	Track organisational social value using the TOMS framework	
	Donate charity contributions of over £100k or £900 per employee (whichever is more)	
	Support at least two named voluntary/community organisations per year	
	Achieve 300 weeks of training (incl work experience, apprentices, and graduate training).	
	Ensuring we utilise local SME companies from within 30 miles of the project - target of 40% of project value (where possible)	
EMPLOYEE WELLBEING	One MHFA'der per 20 employees	
	Health surveillance monitoring for employees where appropriate	
	Start to record voluntary disclosure of ethnicity	
	Implement yearly employee surveys and act on recommendations as appropriate (target 70% response rate)	
INDUSTRY COLLABORATION	One employee to sit on a volunteer board	
	Commit to supporting our customers chosen charities (helping them raise money)	
	Support our supply chain with their sustainability aspirations - One SME	
	Continue to seek to collaborate with other like-minded organisations and participate with the supply chain sustainability school	

- COMPLETE
- ONGOING MONITORING
- REMOVED
- ON TRACK
- PROGRESSING
- IN DEVELOPMENT

OUR GOVERNANCE AND RESILIENCE TARGETS

	2025 GOALS
CLIENT SATISFACTION & QUALITY ASSURANCE	Implement process for capturing customer feedback and track responses/scores annually with a view to set quantifiable targets
OPERATING RESPONSIBLY	H&S and ENV inspections carried out in accordance with the requirements set out within the revised inspection policy
	H&S stats, achieve and maintain a lower than industry (construction) score AFR
	Undertake BREEAM training for internal H&S and Sustainability teams
	Ensure equality, diversity and inclusion training is completed by all new starters and managers complete training on a three yearly basis
	Formalise and enhance employee induction processes, including sustainability & social value responsibilities
RISK MANAGEMENT	Implement a business continuity plan
	Ensure ongoing adherence to anti-corruption, bribery, policies
	Create and maintain a company-wide legal risk register
	Ensure all staff undertake GDPR and Cyber Security training

COMPLETE

ONGOING MONITORING

REMOVED

ON TRACK

PROGRESSING

IN DEVELOPMENT

ENVIRONMENT AND FOOTPRINT

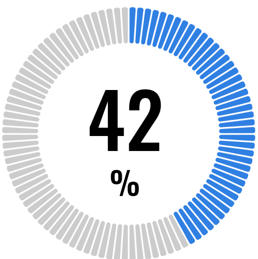
ENVIRONMENT AND FOOTPRINT

1

Across our environmental targets, we have moved from implementation to embedded practice.

Achievements include:

TARGET 1



REDUCE SCOPE 1 AND 2 BY 42% BY 2030 NET ZERO TARGET BY 2045

Carbon Performance Comparison: 2024/25 vs 2025/26

Building on the analysis presented in our 2024/25 Sustainability Report, our latest carbon data shows that total emissions have increased from 6,483.79 tCO_2e in 2024/25 to 7,089.16 tCO_2e in 2025/26, representing a 9.3% year-on-year increase.

1

Scope 1

Increased from 73.04 to 82.08 tCO_2e, reflecting continued reliance on company vehicles and increased operational activity

2

Scope 2 (Total)

Increased from 17.23 to 19.68 tCO_2e, indicating higher electricity consumption across our office portfolio.

3

Scope 3

Increased from 6,405.80 to 6,987.40 tCO_2e, remaining the most significant contributor and largely driven by supply chain activity and purchased goods and services.

ENVIRONMENT AND FOOTPRINT

1

TARGET 1 *Conti*

Understanding the Increase

The rise in total emissions should be considered in the context of:

- Sustained business growth, with increased turnover and project activity directly influencing Scope 3 emissions
- Greater data accuracy and reporting maturity, building on improvements identified in 2024/25 where enhanced methodology contributed to changes in reported totals.
- Expanded operational footprint, including workforce growth and increased use of vehicles and office space
- Supply chain scaling, with subcontractor activity continuing to represent the largest share of emissions

As highlighted in the 2024/25 report, increases in absolute carbon emissions can occur alongside improved reporting transparency and organisational growth, and do not necessarily indicate a decline in environmental performance.

Carbon Intensity Performance (2025/26)

TOTAL EMISSIONS

7,089.16 tCO_2e

£97M TURNOVER | **172** EMPLOYEES

Tonnes per £1m Turnover (Calculation)

£7089.16 / £97M = 73.09 tCO_2e per £1m turnover

Tonnes per FTE (Calculation)

£7089.16 / 172 FTE = 41.22 tCO_2e per FTE

Performance Context
Despite the increase in absolute emissions, carbon intensity has continued to improve:

73.09 tCO_2e
per £1m turnover (2025/26) vs 92.62 tCO_2e (2024/25) → further reduction

41.22 tCO_2e
per FTE (2025/26) vs 41.83 tCO_2e (2024/25) → continued improvement

This demonstrates that while emissions have grown in line with business expansion, the carbon efficiency of our operations has improved, reflecting:

- More efficient delivery of projects
- Ongoing optimisation of resource use
- Continued integration of sustainability into operational decision-making

1

ENVIRONMENT AND FOOTPRINT

TARGET 1 *Conti*

Overall, the 2025/26 data reinforces a key trend identified in our previous reporting: absolute emissions are increasing as the business grows, but carbon intensity is reducing, demonstrating improved efficiency and progress towards our long-term targets.

We remain focused on delivering against our commitment to reduce Scope 1 and 2 emissions by 42% by 2030 and achieve Net Zero by 2045, while continuing to engage our supply chain and clients in reducing Scope 3 emissions.

Carbon Intensity Trends (3-Year Comparison)

While absolute emissions have increased over the past three reporting periods, our carbon intensity metrics demonstrate a consistent and meaningful improvement in efficiency across the business.

METRIC	2023/24	2024/25	2025/26
Tonne	117.83	92.62	73.09
Ton	45.73	41.83	41.22

Percentage Reduction Over 3 Years

- **Tonnes per £1m Turnover** – Reduced from 117.83 to 73.09 tCO_2e → 38% reduction
- **Tonnes per FTE** – Reduced from 45.73 to 41.22 tCO_2e → 9.9% reduction

Summary of Performance

Over the three-year period, MCS has demonstrated a strong downward trend in carbon intensity, despite continued business growth and increased total emissions.

This reduction reflects:

- Improved operational efficiency in project delivery
- Greater integration of sustainable practices across the business
- Continued focus on reducing energy consumption and travel-related emissions
- Increased awareness and engagement across the workforce

Importantly, the data shows that we are delivering more output with proportionally lower carbon impact, reinforcing the effectiveness of our sustainability strategy.

Positioning Statement

This three-year trend highlights a key achievement in our sustainability journey: while our total carbon footprint has grown alongside the business, our carbon intensity has consistently reduced, demonstrating measurable progress towards decoupling emissions from business growth.

This provides a strong foundation as we continue working towards our targets of reducing Scope 1 and 2 emissions by 42% by 2030 and achieving Net Zero by 2045.

ENVIRONMENT AND FOOTPRINT

2/3

TARGET 2

IMPLEMENT A BIKE2WORK AND EV SCHEME

Our sustainable travel initiatives continue to grow and deliver measurable impact, supporting a shift away from single-occupancy vehicle use.

We now have 30 employees utilising the Bike2Work scheme across London and Bristol, an increase of 4 since 2024/25, with uptake rising from just 4 employees in 2023/24 to 20 in 2025/26 — a 400% increase in two years. Alongside this, EV charging points are now available at our Bristol office, making it easier for employees to choose low-carbon travel options and further embedding sustainable commuting into everyday behaviour.

TARGET 3

DEVELOP A CARBON REDUCTION PLAN IN LINE WITH THE UK GOVERNMENT'S PROCUREMENT POLICY NOTE 06/21

Developing our carbon reduction plan has been a comprehensive and strategic process aimed at aligning with the UK Governments Procurement Policy Note 06/21. Our plan focuses on promoting alternative travel methods, reducing single occupancy vehicle usage, and encouraging the adoption of public transport and more active modes of travel. We have set ambitious targets, including a 42% reduction in Scope 1 and 2 emissions by 2030 and achieving net zero carbon emissions across all scopes by 2045. Our strategy includes implementing energy-efficient measures, such as sensor lighting, and incentivising the use of electric vehicles and bikes. By continuously monitoring our progress and adjusting our approach, we aim to create a sustainable and environmentally responsible business model. Our carbon reduction plan can be found on our website.

4

ENVIRONMENT AND FOOTPRINT

TARGET 4

COMMIT TO LIMITING BUSINESS MILEAGE TO UNDER 5000 MILES PER PERSON

We are committed to reducing reliance on single-occupancy vehicles across our business by actively promoting alternative and more sustainable travel methods. This approach is delivering consistent, measurable progress, with mileage per FTE reducing from 6,401 miles in 2022/23 to 4,436 in 2023/24, 3,261 in 2024/25, and further to 3,167 in 2025/26. This reflects a clear downward trend and sustained behavioural change across company-owned vehicles, business travel in employee-owned vehicles, and commuting.

We will continue to report these combined figures to demonstrate whole-business impact, while exploring more granular reporting as our strategy develops, including separating company and personal mileage. Encouragingly, increased use of public transport and more active travel options is already contributing to these reductions, reinforcing our commitment to lower-carbon commuting and long-term sustainable change.

5/6

ENVIRONMENT AND FOOTPRINT

TARGET 5

ENCOURAGE FLEXIBLE WORKING

MCS continues to champion flexible working where possible as a key enabler of employee wellbeing, work-life balance, and reduced commuting emissions. As of FY 2025/26, 17% of our full-time equivalent employees are working flexibly across our Bristol and London offices (up from 15% in FY 2024/25), representing a 13.3% increase year-on-year. This upward trend reflects our ongoing commitment to creating a supportive, adaptable working environment while also contributing to a reduction in travel-related emissions.

TARGET 6

INSTALL AND ENSURE EFFICIENT SENSOR LIGHTING IN BRISTOL OFFICE

MCS continues to invest in energy efficiency and renewable energy generation across its office locations. Our Bristol office has seen strong progress in on-site renewable energy, supported by photovoltaic (PV) panels, alongside the continued use of sensor-operated lighting to ensure energy is only used when needed, delivering both environmental and cost benefits. While our London office operates within a serviced building, which limits direct control over energy procurement, we are actively exploring solutions to better monitor and understand our own energy consumption. This will enable more informed decision-making.

ENVIRONMENT AND FOOTPRINT

7

TARGET 7

ENGAGE WITH CLIENTS ON WASTE MANAGEMENT AND RESOURCE EFFICIENCY TARGETS AND SOLUTIONS MOVING FORWARD TO HELP TRACK OUR WASTE AND BE PART OF THEIR SOLUTIONS

MCS has continued to strengthen its understanding of client requirements by undertaking targeted assessments of waste management objectives, resource efficiency targets, and the specific challenges faced across different projects. This insight is informing the development of tailored waste management solutions, aligned to each client's operational context and regulatory requirements.

Work is progressing on enhanced monitoring and analysis of waste data through spreadsheet tracking, dashboards, and the review of waste transfer notes (WTNs). This includes tracking waste volumes, carbon content, and diversion rates from landfill, providing greater visibility and improved data-led decision making.

Looking ahead, MCS plans to integrate waste management and reporting into digital systems, including Microsoft Business Central, enabling more efficient and real-time tracking of resource use and waste performance. Data generated from these systems will support the creation of case studies that demonstrate measurable outcomes and benefits, while establishing an iterative approach to continuously refine and improve waste strategies in line with client needs.

This approach will also enable more robust reporting of waste metrics, supporting the identification of cost-saving opportunities through reduced waste generation and improved resource efficiency. Over time, insights gained will be used to further strengthen client relationships, demonstrating how effective waste management contributes to enhanced brand reputation and stakeholder confidence, while supporting closer alignment with clients' own sustainability strategies.

8

ENVIRONMENT AND FOOTPRINT

TARGET 8

CREATE AND IMPLEMENT A SUSTAINABLE PROCUREMENT PLAN POLICY WITH OUR CUSTOMERS/CLIENTS INTERESTS AT ITS HEART

MCS has successfully implemented a Sustainable Procurement Policy, embedding environmental, social and ethical considerations into all procurement activities across the business. The policy ensures that sustainability is considered from the earliest stages of procurement, supporting responsible material selection, low-carbon alternatives and alignment with client sustainability goals.

A robust supplier pre-qualification and evaluation process has been established, assessing partners against environmental performance, compliance, and ethical standards. This is supported by ongoing supplier monitoring, approved supplier lists and the identification of alternative sourcing options to strengthen resilience and accountability across the supply chain.

In addition, MCS actively engages with suppliers to improve transparency and data quality, including the collection of Environmental Product Declarations (EPDs) and carbon data to support more informed decision-making and accurate environmental reporting. This structured approach ensures that procurement activities contribute positively to reducing environmental impact, promoting ethical practices and supporting the delivery of sustainable outcomes across all projects.

9

ENVIRONMENT AND FOOTPRINT

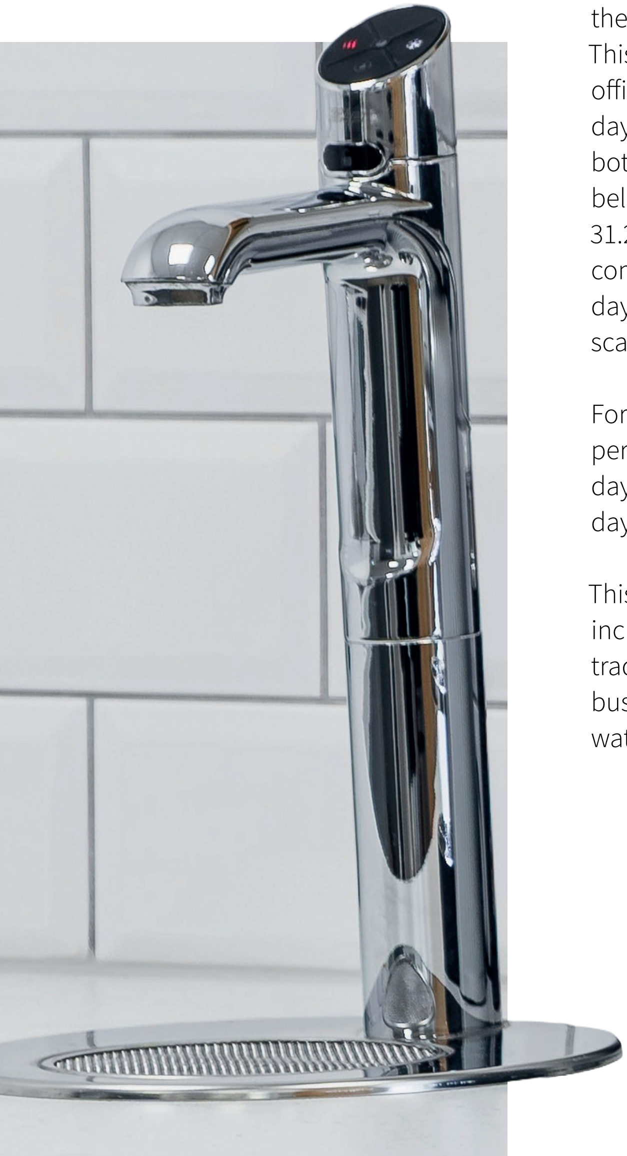
TARGET 9

START TO REPORT ON OFFICE WATER USAGE

For the 25/26 reporting period, we estimated the total water usage for the Bristol office to be 300 m^3 for the year. This estimate was based on 6 months of billed data showing 150 m^3, which we extrapolated for the full year. For the London office, we estimated a total water usage of 383.25m^3 for the year. This estimate was based on an average of 30 people based full time in the office each day and a consumption rate of 35 litres per person per working day, as per the REEB Benchmarks 2019. The total water consumption across both sites for the year was 683.25m^3. At present, our offices are performing below typical office consumption benchmarked data. Our offices consume 31.2 litres per person per day per year (of full-time equivalent office staff), compared to similar UK organisations averaging at 34 litres per person per day per year. Conserving our water supply to minimise our risk of water scarcity will be essential.

For the 2024/25 reporting period, our offices consumed 33.14 litres per person per day, compared to a UK benchmark of 34 litres per person per day. In the 2025/26 period, this has decreased to 31.2 litres per person per day, demonstrating continued progress in water efficiency.

This reduction reflects our ongoing focus on conservation measures, including the use of more efficient systems such as Zip taps in place of traditional kettles, alongside increased awareness of water usage across the business. While overall office occupancy has increased, efficiencies in how water is used have enabled us to reduce consumption on a per-person basis.



10

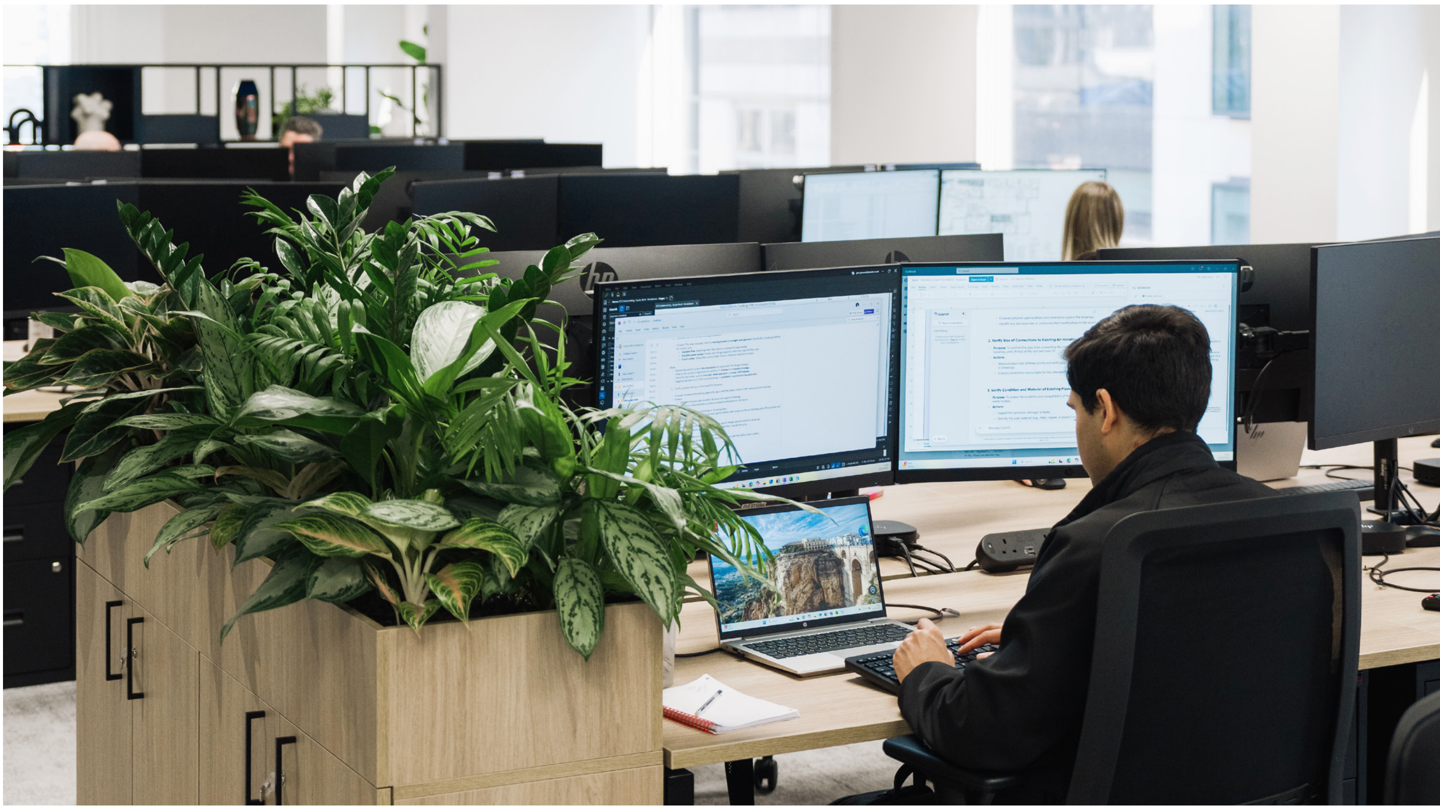
ENVIRONMENT AND FOOTPRINT

TARGET 10

START TO RECORD OFFICE WASTE

MCS has made significant progress in improving waste management across our London and Bristol offices. We have established partnerships with dedicated waste tracking organisations in each location, enabling us to better monitor, manage, and drive improvements in our office waste performance.

As a result, we have achieved strong outcomes across both locations. In London, 2.1 tonnes of waste were generated with 100% diverted from landfill. In Bristol (April 2025 - March 2026), we delivered a total waste profile of 3.793 tonnes, with 97.26% diverted from landfill and only 2.74% sent to landfill (0.104 tonnes landfilled, 3.689 tonnes diverted).



11

ENVIRONMENT AND FOOTPRINT

TARGET 11

WORKING WITH OUR CUSTOMERS AND CLIENTS TO REALISE THEIR SUSTAINABILITY ASPIRATIONS ON THEIR PROJECTS.

We undertake preliminary sustainability audits to assess existing systems and assets, identifying opportunities for improvement at the earliest stage. This is supported by in-depth engagement with clients to understand their sustainability ambitions—whether focused on energy efficiency, waste reduction, carbon neutrality or wider environmental performance. We work collaboratively through design workshops to develop solutions that are more efficient and closely aligned with project requirements. Where possible, we seek early involvement, typically at RIBA Stage 2/3, to maximise influence on design outcomes and embed sustainable principles from the outset.

Our approach supports the integration of renewable energy technologies, such as solar PV and energy storage systems, alongside the development of solutions that meet or exceed recognised sustainability standards, including BREEAM, WELL, NABERS and LEED.

We are also implementing digital platforms and reporting mechanisms that provide clear, accessible insight into sustainability performance, including energy use, waste management and resource efficiency. This is complemented by procurement strategies that expand access to more sustainable plant and equipment, enabling clients to evaluate lower carbon and higher efficiency alternatives.

Through this, we demonstrate measurable reductions in energy consumption, global warming potential (GWP) and VOCs, while improving HVAC system performance. These efficiencies not only support net zero ambitions, but also enhance long-term value through reduced operational costs, improved return on investment, and strengthened ‘green business’ credentials. To ensure continuous improvement, we are embedding systems that track sustainability metrics in real time, enabling ongoing performance monitoring and data-led decision making across our projects.

ENVIRONMENT AND FOOTPRINT

12

TARGET 12

SPECIFY ENERGY EFFICIENT EQUIPMENT AS A STANDARD OPTION TO OUR CUSTOMERS

We engage collaboratively with clients and principal contractors through structured design review sessions, enabling us to influence design standards and assess the feasibility of system integration within each project's scope. This is supported by close working relationships with our suppliers and manufacturers, from whom we obtain sustainability documentation, certifications, Government Technology List compliance (where required), and DELC calculations to validate the energy efficiency of proposed equipment.

We are developing the integration of key performance metrics such as Energy Efficiency Ratio (EER), Seasonal Energy Efficiency Ratio (SEER), and Energy Performance Certificates (EPCs) into our digital specification platforms, providing greater transparency and data-led decision-making. Alongside this, we are establishing baseline specifications that position energy-efficient equipment as the standard across systems, including HVAC and lighting, while also advancing preferred vendor agreements with trusted suppliers known for high-performance, low-impact products.

In parallel, we are working with our supply chain to support certification readiness and the development of mandatory sustainability data requirements in line with future reporting expectations. This includes collaborating with manufacturers to produce clear, accessible specification guidance that outlines the benefits, performance, and application of energy-efficient solutions. Collectively, this approach enables a broader choice of sustainable options, strengthens procurement efficiency, and ensures alignment with both current and future sustainability standards.

PEOPLE AND COMMUNITIES

PEOPLE AND COMMUNITIES

1/2

TARGET 1

CREATE, DRIVE AND TRACK VOLUNTEER DAYS

Our volunteering procedure has been in place for over a year and continues to be embedded across the business. We actively encourage staff to use their volunteering days and have introduced mandatory usage for all apprentices to help build early engagement. While uptake across the wider team has been slower than anticipated, we have taken steps to improve this, including launching a dedicated staff newsletter that promotes a wide range of volunteering opportunities and makes it easier for individuals to get involved. We are now seeing increased awareness across the business, with a stronger pipeline of opportunities and better visibility of the impact our teams can have within the communities we operate in.

TARGET 2

TRACK ORGANISATIONAL SOCIAL VALUE USING THE TOMS FRAMEWORK

We continue to measure our impact using the National TOMs (Themes, Outcomes and Measures) Framework, a recognised standard for quantifying social value across the UK.

THE TOMS FRAMEWORK ENABLES US TO:

- Assign financial proxy values to our initiatives
- Track and report on both direct and indirect social value outcomes
- Provide transparent, measurable data to clients and stakeholders

In FY25/26, we achieved a total Social Return on Investment (SROI) of £1,437,093.92, representing a 173% increase on FY24/25 (£525,772.41). This significant uplift reflects the continued growth, maturity and impact of our social value approach across individuals, communities and the environment.

A separate Social Value Report is available for those seeking a more detailed breakdown of our contributions and methodology.

PEOPLE AND COMMUNITIES

2

TARGET 2

DONATE CHARITY CONTRIBUTIONS OF OVER £100K OR £900 PER EMPLOYEE (WHICHEVER IS MORE)

This year, we have donated and raised a total of £147,611 across multiple charities, alongside a further £50,465.22 invested into local sponsorship opportunities, exceeding our expected target.

Looking ahead, we anticipate a significant boost in fundraising through our upcoming MCS Cycle Challenge in Italy in Q4 2026. This high-profile initiative is expected to make a substantial contribution to our People and Communities commitments and support continued strong performance into the next reporting cycle.

As the business continues to grow, we will keep this target under review to ensure it remains both ambitious and achievable - enabling us to maximise our positive impact without placing undue strain on the business.

We remain committed to supporting local communities and charitable causes through a combination of financial contributions, partnerships, and employee-led initiatives, ensuring our approach continues to deliver meaningful and lasting impact.

PEOPLE AND COMMUNITIES

3

TARGET 3

SUPPORT AT LEAST TWO NAMED VOLUNTARY/ COMMUNITY ORGANISATIONS PER YEAR

MCS has significantly exceeded this target, continuing to broaden its support across a wide range of community and charitable initiatives. During the year, the business has sponsored six sports teams, reinforcing its commitment to supporting local communities and grassroots participation.

MCS also continues its long-standing partnership with The Grand Appeal (Wallace & Gromit's Children's Charity), having raised over £200,000 since the partnership began, demonstrating a sustained commitment to creating meaningful impact.

In addition, MCS has maintained its three-year partnership with the Engineering Development Trust, supporting young people into engineering careers. This year, this has included engagement with a Bronze STEM group of Year 9 students, focused on sustainability projects, alongside continued support for the Gold STEM programme, where Year 12/13 students develop innovative products and services.

Further community engagement includes support for Dads House, a charity focused on supporting fathers and families through periods of hardship, providing essential services, advice and community support. MCS has also worked with the Construction Youth Trust, supporting careers fairs, work experience opportunities and activity sessions aimed at introducing young people to careers in construction and the built environment.

In Bristol, MCS continues to support Empire Fighting Chance, a charity that uses boxing as a platform to engage and inspire young people, helping them build confidence, resilience and positive life pathways. Our involvement has included participation in careers fairs and construction-focused activity days to encourage engagement with the industry. This breadth of activity highlights MCS's ongoing commitment to social value, education and community investment, demonstrating impact well beyond the original target.

4

PEOPLE AND COMMUNITIES

TARGET 4

ACHIEVE 300 WEEKS OF TRAINING (INCL WORK EXPERIENCE, APPRENTICES AND GRADUATE TRAINING)

We are proud to report that we have significantly exceeded this target, delivering a total of 867 weeks of training in FY25/26, a 139% increase on 2024/25, demonstrating our continued investment in developing skills and creating opportunities across the business and wider community.

THIS ACHIEVEMENT INCLUDES:

- Nine T Level placements, providing hands-on industry experience to students preparing for careers in construction and engineering.
- Twenty Level 3, 4 and degree MCS apprentices progressing through our structured apprenticeship programme.

Our apprenticeship scheme takes a holistic approach, offering apprentices the opportunity to carousel across departments. This rotational model ensures they gain a well-rounded understanding of the business from commercial and procurement to project delivery and sustainability equipping them with the skills and insight needed to thrive in the industry.

This continued investment in early careers and continuous learning reflects our commitment to developing future talent, strengthening our workforce, and creating meaningful career pathways within the industry.

5

PEOPLE AND COMMUNITIES

TARGET 5

ENSURING WE UTILISE LOCAL SME COMPANIES FROM WITHIN 30 MILES OF THE PROJECT

MCS has set a clear target to ensure that, where possible, a minimum of 40% of project value is delivered through local SMEs within a 30-mile radius. This commitment is central to our social value approach, ensuring that the economic benefits of our projects are retained within the communities in which we operate.

Current data demonstrates strong performance against this target in regions such as Bristol, where 61% of project value is delivered within 30 miles and 58% within 20 miles. This reflects our proactive approach to engaging and supporting local supply chains.

LOCATION	30-MILE LOCAL SPEND (%)	20-MILE LOCAL SPEND (%)
Target	40% (minimum)	–
Bristol	61%	58%
London	66%	46.5%

This data highlights MCS's ongoing commitment to strengthening local economies across areas including Southampton, Bristol, Reading, and London.

PEOPLE AND COMMUNITIES

6/7

TARGET 6

ONE MHFA'DER PER 20 EMPLOYEES

We are committed to ensuring employees can access the support they need and have a strong network of Mental Health First Aiders (MHFAiders) available across the business.

MCS has surpassed its 2025 target of one MHFA per 20 employees and now operates at a ratio of one MHFA per 16 employees, with 12 trained MHFAiders supporting our workforce.

This achievement reflects our continued focus on employee wellbeing, strengthening access to mental health support and ensuring it is readily available across the organisation. We have also already secured two additional MHFA training places for 2026, which will be included in our 26/27 reporting cycle, further enhancing our support offering as the business continues to grow.

TARGET 7

HEALTH SURVEILLANCE MONITORING FOR EMPLOYEES WHERE APPROPRIATE

We have introduced BUPA private healthcare for all PAYE staff, fully funded by MCS, significantly strengthening our approach to employee health, wellbeing and early intervention. This ensures all employees have access to professional medical support, helping to identify and address potential health issues at an early stage.

This initiative forms a key foundation of our wider health surveillance programme, providing both reactive and preventative care. We are now progressing this further by developing a structured health surveillance rollout and aim to have our first cohort of employees enrolled by the end of the year. This approach reflects our commitment to creating a healthier workforce, supporting long-term wellbeing, and embedding proactive health management across the business.

PEOPLE AND COMMUNITIES

8

TARGET 8

START TO RECORD VOLUNTARY DISCLOSURE OF ETHNICITY

As part of our ongoing commitment to Equality, Diversity and Inclusion (EDI), MCS has embedded the voluntary collection of workforce diversity data across its recruitment and onboarding processes. All new starters, including apprentices, are invited to complete EDI surveys, alongside the capture of diversity data at application stage.

These practices support our ambition to build a workforce that is more representative of the communities we serve, ensuring inclusive growth as the business continues to expand.

EDI Summary – 2025/2026 Workforce Profile

Age Profile (%)

AGE RANGE	TOTAL WORKFORCE %
16–24	3.6%
20–24	13.5%
25–29	10.8%
30–34	18.9%
35–39	18.9%
40–44	14.0%
45–49	8.1%
50–54	7.2%
55–59	2.7%
60–64	1.4%
65+	0.5%
Not to say	0.5%
Total	**100%**

Ethnicity (%)

ETHNICITY	TOTAL WORKFORCE %
White British	84.7%
White Irish / Northern Irish	1.8%
Other White	5.9%
White & Black African	0.5%
White & Asian	1.4%
Indian	0.5%
Bangladeshi	0.5%
Other Asian	0.9%
African	0.9%
Caribbean	0.5%
Not to say	2.7%
Total	**100%**

Gender (%)

GENDER	TOTAL WORKFORCE %
Male	87.8%
Female	9.9%
Non-binary	2.3%
Not to say	0.0%
Total	**100%**

PEOPLE AND COMMUNITIES

9/10

TARGET 9

IMPLEMENT YEARLY EMPLOYEE SURVEYS AND ACT ON RECOMMENDATIONS AS APPROPRIATE (TARGET 70% RESPONSE RATE)

This target has been formally removed from the 2025 milestone plan and will instead be carried forward and aligned with our longer-term objectives for 2030.

This adjustment ensures we take a more structured and consistent approach to employee feedback as the business continues to grow, allowing us to implement a solution that is scalable, meaningful and fully integrated into our wider people strategy.

TARGET 10

ONE EMPLOYEE TO SIT ON A VOLUNTEER BOARD

In FY25/26, MCS has continued to strengthen its commitment to industry collaboration and skills development. Danielle Haskings, now ESG, Marketing and People Director, sits on the BESA Education and Skills Board, actively contributing to shaping the future of skills within the building services sector.

During the year, Danielle stepped back from two additional external positions—one due to increasing work commitments and the other due to a lack of recent activity within the board. This ensures focus remains on roles where meaningful impact can be delivered.

Alongside this, MCS is actively encouraging more employees to take part in industry boards and external initiatives, supporting the progression of this ongoing target and helping to broaden our collective contribution to the industry.

PEOPLE AND COMMUNITIES

11

TARGET 11

COMMIT TO SUPPORTING OUR CUSTOMERS CHOSEN CHARITIES (HELPING THEM RAISE MONEY)

in FY25/26, £30,000 of our total charitable contribution was directed towards our customers' chosen charities, supporting a wide range of causes from The Veterans Charity to Macmillan.

Supporting our customers in this way remains a key priority for MCS, and we consistently look for opportunities to align our charitable efforts with theirs to maximise impact.

We have also worked closely with customers such as Overbury, where we have proudly been a main sponsor of their annual Charity Quiz for the past five years. The 2026 event alone raised an incredible £621,400, contributing to a total of £1.5 million raised over the past five years, with charities including Wallace & Gromit's Grand Appeal benefiting directly from these efforts.

MENTAL HEALTH
WORLD CUP

In addition, MCS has been a main sponsor of the Mental Health World Cup for the past five years, a commitment we will continue as part of our wider approach to supporting both our clients and important causes within the industry.

12

PEOPLE AND COMMUNITIES

TARGET 12

SUPPORT OUR SUPPLY CHAIN WITH THEIR SUSTAINABILITY ASPIRATIONS – ONE SME

Across FY25/26, we have significantly strengthened our approach to collecting and managing TM65 and Environmental Product Declaration (EPD) data, embedding this as a core part of our project sustainability delivery.

Working closely with procurement, manufacturers, and our supply chain, we have implemented structured processes to gather, track and verify product-level sustainability information for all major MEP systems. This includes the development of a centralised database of sustainability credentials, incorporating EPDs, TM65 assessments, and supplementary declarations to support embodied carbon reporting and client requirements.

To support this, we have introduced a clear hierarchy of environmental data, prioritising:

- Verified Environmental Product Declarations (EPDs) as the preferred option.
- TM65 calculations where EPDs are not available.
- Supplementary product passports and manufacturer declarations where required.

This structured approach ensures that we can provide robust and transparent environmental data aligned with BREEAM requirements, embodied carbon assessments and wider ESG commitments, while also responding to increasing client expectations for sustainability data on all projects.

We have also made strong progress in building our internal capability, including the creation of a comprehensive Sustainability Credentials Record (SCR) and associated technical registers, allowing us to track product-level data across projects and support more informed procurement decisions.

This work places MCS in a strong position to respond to evolving industry and legislative requirements, with product-level environmental data expected to become increasingly mandatory across the construction supply chain in the coming years.

13

PEOPLE AND COMMUNITIES

TARGET 13

CONTINUE TO SEEK TO COLLABORATE WITH OTHER LIKE MINDED ORGANISATIONS AND PARTICIPATE WITH THE SUPPLY CHAIN SUSTAINABILITY SCHOOL

In FY25/26, MCS has continued to strengthen its industry engagement and collaborative approach to sustainability.

We have maintained our Gold Membership with the Supply Chain Sustainability School, reinforcing our commitment to continuous learning, best practice sharing, and staying aligned with evolving industry standards.

Alongside this, we have continued to engage in customer-led sustainability workshops and discussions, using these opportunities to better understand client priorities, challenges and expectations. This collaborative approach ensures our delivery remains aligned with industry demands while also supporting knowledge exchange across the wider supply chain.

By continuing to learn from and work alongside like-minded organisations, we are strengthening our position as a proactive, informed and forward-thinking delivery partner.

GOVERNANCE AND RESILIENCE

GOVERNANCE AND RESILIENCE

1

TARGET 1

IMPLEMENT PROCESS FOR CAPTURING CUSTOMER FEEDBACK AND TRACK RESPONSES/SCORES ANNUALLY WITH A VIEW TO SET QUANTIFIABLE TARGETS

MCS remains committed to strengthening client satisfaction through a structured and measurable feedback approach. To support this, a new Quality Manager has been appointed to lead the development and implementation of a consistent company-wide feedback framework.

This includes establishing clear processes for capturing client feedback, analysing responses, and using insights to inform service improvements and drive accountability across the business. While a number of key elements are now in place, the full rollout of this initiative will continue to evolve, with plans extending through to 2030.

This phased approach ensures the process is robust, scalable, and aligned with the business's wider commitment to continuous improvement and delivering high-quality outcomes for our clients.

GOVERNANCE AND RESILIENCE

2

TARGET 2

H&S AND ENV INSPECTIONS CARRIED OUT IN ACCORDANCE WITH REQUIREMENTS SET OUT WITHIN THE REVISED INSPECTION POLICY

Health, Safety (H&S) and Environmental (ENV) inspections continue to be embedded as a core part of project delivery at MCS, undertaken in accordance with our established inspection procedures. We have maintained a consistently strong safety performance, with our Accident Frequency Rate (AFR) remaining significantly below the HSE industry average and aligned with our own internal benchmarks.
Our commitment to compliance and robust governance is reinforced through continued certification and membership of recognised industry schemes, including CHAS Elite Assured, Constructionline Gold and SafeContractor. During 2025/26, we have also achieved the Constructionline Building Safety Act accreditation for high-risk buildings and fire safety, further strengthening our capability and assurance in this critical area.

MCS continues to hold a comprehensive suite of accreditations and partnerships, including ISO 45001, CHAS Elite Assured, Constructionline Gold, Builders Profile, SafeContractor, NICEIC, BESA, F-Gas/Refcom, Cyber Essentials+, IEMA, CSR, Supply Chain Sustainability School Gold, Daikin D1+, and Mitsubishi Diamond Partner.

- H&S inspections are carried out twice monthly by the MCS H&S Manager - **Yes**
- Project teams actively participate in weekly H&S inspections on site - **Yes**
- Directors and Senior Management undertake a minimum of one site safety tour per project each month – **Yes**

GOVERNANCE AND RESILIENCE

3

TARGET 3

H&S STATS, ACHIEVE AND MAINTAIN A LOWER THAN INDUSTRY (CONSTRUCTION) SCORE AFR

MCS continues to maintain a strong health and safety performance, with AFR consistently remaining well below previous industry benchmarks. Historically measured against the HSE average range of 10.2–13.1 (now no longer published), performance has, since 2024, been benchmarked against MCS's own historic data to drive continuous improvement.

2025 Performance:

- 4 accidents
- 2 near misses
- Average AFR: 0.83
- End of year AFR: 0.61
- 658,568 recorded hours

2026 Performance (end of April):

- 2 accidents (to date)
- 1 near miss (to date)
- Current AFR: 0.48
- 209,919 recorded hours

Across the reporting period, MCS has achieved:

- 0 fatalities
- 0 serious injuries
- 0 RIDDOR reportable incidents
- 0 HSE Prohibition Notices
- 0 HSE Improvement Notices
- 0 environmental non-conformances

Compared to 2024, MCS has demonstrated a marked improvement in health and safety performance across all key metrics. Accidents reduced from 7 in 2024 to 4 in 2025 (**a 43% reduction**), despite an increase in recorded hours (625,382 to 658,568). The Average AFR improved from 1.21 to 0.83 (**31% reduction**), while the end-of-year AFR decreased from 1.12 to 0.61 (**45% reduction**), highlighting continued progress in reducing incident frequency.

Near misses increased slightly from 1 to 2, reflecting improved reporting and a proactive safety culture rather than a decline in performance. Overall, these improvements have been achieved alongside business growth, demonstrating the effectiveness of MCS's evolving health and safety processes and commitment to continuous improvement.

GOVERNANCE AND RESILIENCE

4/5

TARGET 4

UNDERTAKE BREEAM TRAINING FOR INTERNAL H&S AND SUSTAINABILITY TEAMS

This target is no longer applicable. MCS has established in-house expertise through a dedicated Project Sustainability Manager with advanced knowledge of BREEAM and wider environmental accreditation frameworks. In addition, all employees receive environmental management training appropriate to their role, ensuring a consistent baseline of environmental awareness across the business.

Our core sustainability personnel hold the necessary specialist training and competencies to deliver their roles effectively, including carbon calculation training, enabling accurate in-house environmental reporting and supporting our wider Net Zero objectives.

TARGET 5

ENSURE EQUALITY, DIVERSITY AND INCLUSION TRAINING IS COMPLETED BY ALL NEW STARTERS AND MANAGERS COMPLETE TRAINING ON A THREE YEARLY BASIS.

This target remains on track. The introduction of the HandsHQ training system has strengthened how training is allocated, tracked and managed across the business. All new starters are required to complete EDI training within their first month, ensuring early alignment with MCS values and expectations.

In addition, EDI training is assigned to all employees on a three-year rolling basis. Currently, 96.8% of staff have completed this training, with the remaining employees having expired certifications that are scheduled for renewal. This structured approach ensures consistent compliance while embedding inclusive behaviours across the organisation.

GOVERNANCE AND RESILIENCE

6

TARGET 6

FORMALISE AND ENHANCE EMPLOYEE INDUCTION PROCESSES, INCLUDING SUSTAINABILITY & SOCIAL VALUE RESPONSIBILITIES

The MCS onboarding programme extends beyond Health & Safety, incorporating the core fundamentals of working at MCS, including systems and processes such as holiday booking, expenses, and SharePoint. This ensures all new starters are supported and fully equipped from day one.

Sustainability and Social Value are embedded throughout the induction process, reinforcing their importance across all roles and aligning new employees with wider business objectives.

All new starters receive environmental awareness and social value briefings, helping to establish responsible behaviours early in their journey with MCS.

Environmental awareness training is delivered to all employees, including apprentices, with 91.6% having completed the training to date. In addition, our apprenticeship programme includes dedicated placements within both Sustainability and Social Value functions. This provides valuable hands-on experience of our strategy, reporting, and delivery, enabling apprentices to develop a practical understanding of how these principles are applied across both live projects and the wider business.

7

GOVERNANCE AND RESILIENCE

TARGET 7

IMPLEMENT A BUSINESS CONTINUITY PLAN

This target has now been achieved, with the Business Continuity Plan formally developed and implemented in June 2026, slightly beyond the original 2025 target timeframe.

The business continuity plan establishes a structured and risk-based framework to ensure the continuity of operations in the event of disruption. It applies across all areas of the business, including project delivery, supply chain, IT systems, and corporate functions, ensuring a coordinated and consistent approach to managing risk and maintaining service delivery.

The plan is designed to safeguard employees, protect critical operations, minimise disruption to clients, and enable a controlled and efficient recovery following any incident. It includes clearly defined governance arrangements, with a Crisis Coordinator and Business Continuity Committee responsible for overseeing response, decision-making, and recovery actions.

A range of potential disruption scenarios has been considered, including IT failure, loss of personnel, supply chain disruption, and wider emergency events. The plan outlines practical response and recovery strategies, such as resource reallocation, alternative sourcing, and prioritisation of critical business functions, ensuring resilience across the organisation.
The BCP also incorporates supply chain resilience measures, robust communication protocols, and IT and data protection arrangements, alongside a commitment to regular review, testing, and continuous improvement. This ensures the plan remains effective, up to date, and aligned with evolving business needs and risks.

GOVERNANCE AND RESILIENCE

8/9

TARGET 8

ENSURE ONGOING ADHERENCE TO ANTI-CORRUPTION AND ANTI-BRIBERY POLICIES'

MCS continues to uphold strict anti-corruption and bribery standards across all operations. Policies are subject to annual review to ensure they remain aligned with current legislation, industry expectations and best practice.

All new starters are required to familiarise themselves with these policies as part of the onboarding process, reinforcing awareness and accountability from day one. This consistent approach supports a strong culture of integrity and ensures ethical conduct is embedded throughout the business.

TARGET 9

CREATE AND MAINTAIN A COMPANY WIDE LEGAL RISK REGISTER

MCS continues to maintain and actively manage a comprehensive company-wide legal risk register, overseen by our internal Health & Safety team. The register remains a key tool in identifying, evaluating and tracking legal and compliance risks across all areas of the business.

It enables a proactive approach to risk management, supporting informed decision-making and ensuring governance is consistently embedded within day-to-day operations. The register is subject to regular review and refinement to reflect changes in legislation, industry standards and operational activity.

This ongoing process strengthens our approach to risk management, reinforcing transparency, accountability and long-term business resilience.

GOVERNANCE AND RESILIENCE

10

TARGET 10

ENSURE ALL STAFF UNDERTAKE GDPR AND CYBER SECURITY TRAINING

MCS continues to prioritise strong data protection and cybersecurity practices across the business. Mandatory training is provided to all new starters and supported by regular updates and refresher sessions to ensure awareness remains current and responsive to evolving risks. Current staff performance remains high, with an average GDPR and cybersecurity training score of 92.14%.

To further strengthen resilience, MCS maintains an established IT continuity plan alongside a dedicated risk register, supporting effective preparation for and response to potential digital disruptions. In addition, MCS has implemented cyber insurance cover, providing an additional layer of protection and reinforcing our ability to respond to and recover from cyber-related incidents.

The business also retains Cyber Essentials Plus accreditation, demonstrating ongoing compliance with recognised cybersecurity standards and a proactive approach to safeguarding sensitive information.

EVOLVING OUR ESG STRATEGY

Achieving our 2025 sustainability targets marks an important milestone for MCS, but it is not the end point of our journey. It represents the successful completion of our first major phase of structured sustainability delivery.

Over the last three years, we have worked to embed sustainability across our business, developing clearer processes, stronger data, improved reporting, greater accountability and a deeper understanding of where we can make the most meaningful impact. This has helped us move sustainability from a standalone initiative into something that is increasingly embedded within how we operate, deliver projects and support our clients.

As we look ahead to 2030, we are evolving our approach through **Future Together**, our new ESG Strategy for 2026–2030. This strategy reflects our purpose: **Building for the future. Together.** It brings together our commitments across clients, people, communities, governance and the planet into one clear framework that is practical, measurable and aligned with how MCS operates day to day. This next phase is about building on the foundations we have created and taking a more integrated approach to ESG. Sustainability and social value are no longer separate activities. They need to be considered from bids and design through to procurement, construction, commissioning, handover and internal operations.

LOOKING AHEAD

FROM SUSTAINABILITY TARGETS TO ESG IMPACT

Our original Sustainability Strategy helped us establish the systems, behaviours and commitments needed to drive progress across the business. It gave us a clear roadmap and enabled us to track delivery against defined targets.

The next phase takes this further.

Future Together has been developed to create a single strategic ESG framework for MCS. It reflects a clear evolution in how we talk about sustainability: moving from a standalone environmental strategy to a broader and more integrated approach that connects project delivery, people, social value, governance and environmental performance.

This means shifting from business-wide targets alone to a stronger focus on measurable outcomes at project level. ESG will be embedded into the way we work with clients, support our people, strengthen communities, manage risk and reduce our environmental impact.

For MCS, this means ESG must be:

- **Commercially relevant** - supporting client priorities and project outcomes.
- **Operationally embedded** - built into delivery rather than treated as an add-on.
- **Measurable** - tracked through clear targets, KPIs and reporting.
- **Accountable** - supported by ownership, governance and regular review.
- **Collaborative** - shaped by clients, employees, communities, supply chain partners and wider stakeholders.

This moves our approach beyond simply reporting what we have done. It focuses on how ESG creates value for the people, clients, communities and environments connected to every project we deliver.

LOOKING AHEAD

CLIENTS AT THE HEART OF OUR NEXT PHASE

A key development within Future Together is the greater emphasis on client sustainability.

Our role increasingly extends beyond installation and delivery. We act as a strategic partner, working with clients, consultants and supply chain partners to shape more sustainable designs, improve building performance, reduce whole-life impact and create long-term value.

This client-led approach reflects the changing expectations of the market. Clients are increasingly looking for partners who can support their own ESG goals, provide meaningful data, identify practical solutions and help evidence measurable outcomes.

Through our new strategy, we will strengthen how we support clients across:

- Sustainable design and specification.
- Energy-efficient MEP systems.
- Responsible procurement.
- EPD, TM65 and product sustainability data.
- Project-level carbon and water performance.
- Sustainability KPI monitoring.
- Building performance monitoring.
- Social value delivery.
- Governance, quality and compliance.

By aligning our delivery more closely with client ESG ambitions, we can help ensure sustainability is considered earlier, measured more effectively and embedded more consistently throughout the project lifecycle.

Our ambition is not simply to deliver projects sustainably, but to help clients achieve their wider environmental, social and governance objectives through the way we design, procure, deliver and hand over our work.

LOOKING AHEAD

PROJECT-LEVEL DELIVERY AND MEASURABLE OUTCOMES

One of the most important changes within the new strategy is the move towards project-level implementation and reporting.

Future Together will be delivered through clear ownership, project-level implementation and regular reporting, with progress reviewed annually against defined targets. This is an important step forward. It means ESG performance will become more closely connected to project delivery, allowing us to better demonstrate the impact of our work in practice.

This includes setting, tracking and reporting against targets linked to:

- Operational carbon.
- Water consumption.
- Waste and resource efficiency.
- Sustainable procurement.
- Product sustainability data.
- Indoor air quality.
- Renewable energy contribution.
- Building performance monitoring.
- Social value commitments.
- Quality, risk and compliance.

By embedding ESG into project planning, procurement, delivery, review and annual reporting processes, **Future Together** becomes a working strategy rather than a standalone statement of intent.

This approach will give MCS and our clients greater visibility of performance, helping us identify opportunities for improvement, evidence progress and ensure our commitments remain meaningful and credible through to 2030.

LOOKING AHEAD

OUR FUTURE ESG FRAMEWORK

Our 2030 ESG Strategy is structured around clear areas of focus, bringing together the commitments that will guide our next phase.

People and Communities
Our People and Communities commitments focus on creating an inclusive, supportive and future-ready workplace, while continuing to deliver meaningful social value in the places where we work.

This includes apprenticeships, T Level placements, structured training, careers support, volunteering, community investment, charitable giving, wellbeing, EDI and year-on-year social value growth. [View document]

This reflects our belief that ESG is not just about environmental performance. It is also about opportunity, inclusion, wellbeing, local impact and long-term investment in people.

Planet
Our Planet commitments focus on reducing our environmental footprint and accelerating progress towards Net Zero. This includes reducing Scope 1 and 2 emissions by 42% by 2030, maintaining progress towards Net Zero by 2045, reducing business mileage, improving waste and water performance, strengthening our Environmental Management System and increasing the use of verified environmental product data.

These targets support both our own operational performance and the wider environmental outcomes we can influence through project delivery and supply chain engagement.

Client Sustainability
Client Sustainability is a major focus of the next phase. Through Future Together, we will work with clients to deliver sustainable solutions that are commercially practical, future-ready and aligned with project and portfolio goals. This includes KPI monitoring, sustainable procurement, energy-efficient equipment, building performance monitoring, renewable energy contribution, water reduction and sustainable materials sourcing.

This strengthens the link between ESG and the value we provide as an M&E specialist.

Governance and Resilience
Governance sits at the heart of successful ESG delivery. Our strategy recognises that strong governance, quality assurance, health and safety, risk management, compliance and operational resilience are essential to how ESG is implemented and managed.

This includes our commitment to ISO certification, continuous improvement, health and safety performance, sustainability and climate awareness training, supply chain contingency planning, responsible AI and digital innovation, business continuity and subcontractor quality and compliance.

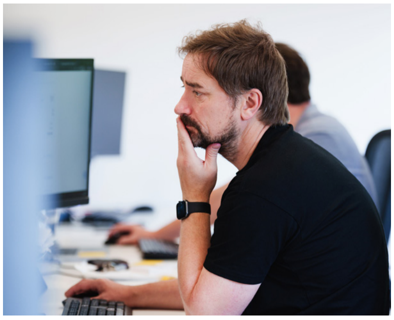
This is where governance becomes more than compliance. It becomes the structure that gives confidence to clients, protects the business and ensures ESG delivery is controlled, accountable and resilient.

LOOKING AHEAD

WHAT SUCCESS LOOKS LIKE BY 2030

By 2030, success will not be measured by target completion alone.

It will be measured by the value we create and the consistency with which ESG is embedded across our business and project delivery.



Success will mean:

- Stronger client partnerships focused on shared ESG outcomes.
- Clearer project-level sustainability objectives.
- Improved environmental performance across carbon, waste, water and procurement.
- Increased social value impact year-on-year.
- Greater investment in people, skills, wellbeing and inclusion.
- More robust governance, risk management and assurance.
- Stronger supply chain engagement and accountability.
- Better data, better reporting and clearer evidence of impact.
- ESG embedded into how we plan, deliver, review and improve.

The purpose of **Future Together** is to ensure that, as MCS grows, our positive impact grows with it. 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 responsible, practical, measurable and rooted in the way MCS already works.

WHAT THIS MEANS MOVING FORWARD

Our 2025 achievements have given us the foundation, confidence and evidence needed to take a more ambitious approach.

We have developed the systems, relationships, data and governance needed to move from target delivery into deeper ESG integration.

Through **Future Together**, we will continue to build on what has already been achieved while strengthening our focus on client outcomes, project-level performance, social value, governance and measurable environmental improvement.

This means ESG will no longer sit alongside the business. It will become part of how we make decisions, how we support clients, how we manage risk, how we develop our people and how we deliver long-term value across every project.

Building for the future. Together.

END OF DOCUMENT