JCOFFEY

2023–2024 Annual Report

Environment Social Governance

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Message from our Managing Director

Embracing the Circular Economy for a Regenerative Future

At J Coffey Group (J Coffey), 2025 marks a pivotal chapter in our sustainability journey as we deepen our commitment to building a regenerative, circular future. This year's ESG report centers on the circular economy–not as a trend, but as a transformative business imperative that shapes how we design, operate, and grow responsibly.

The transition to a circular economy requires rethinking the entire value chain–from how we source materials and engage suppliers, to how we extend product lifecycles, eliminate waste, and regenerate natural systems. In 2025, we advanced this transformation by embedding circularity into our core business practices, expanding reuse and recycling frameworks, and driving innovation in materials efficiency and waste reduction.

Beyond environmental considerations, our ESG approach continues to reflect our belief that long-term success depends on social equity, ethical governance, and stakeholder trust. We strengthened our workplace culture through initiatives that prioritise safety, well-being, and inclusivity, and we continued to support our people through skills development and fair employment practices. At the same time, we reinforced our due diligence processes, enhanced cybersecurity capabilities, and upheld our responsibilities across our supply chain.

Our governance structure remains strong and responsive. With the active guidance of our Board of Directors and ESG-focused subcommittees we are fostering innovation and accountability in equal measure.

This report offers a transparent view of our ESG performance in 2024. It captures our progress, reflects on lessons learned, and outlines how circular economy principles are helping us redefine value creation–for our clients, our communities, and the planet.

As we look ahead, we remain committed to scaling circular solutions, building resilient systems, and leading with purpose

Eddie Barret
Managing Director
J Coffey Group

Message from our Sustainability, and Systems Director

In 2025, we shifted our perspective—not just on what we do, but how we do it. At J Coffey, our focus this year has been on designing out waste, rethinking value creation, and moving toward a truly circular economy. This isn't simply a sustainability goal; it's a strategic shift that's reshaping the way we build, collaborate, and grow. From reclaiming materials on project sites to reducing our dependency on virgin resources, we've been bold in re-evaluating long-standing practices. Alongside environmental gains, we've continued to champion equity and wellbeing—ensuring that our culture of responsibility is as regenerative as the systems we aim to build.

Adrian Clamp
Sustainability & Systems Director
J Coffey Group

Executive Summary

The 2024 Environmental, Social, and Governance (ESG) report marks a significant milestone for J Coffey Group as we strengthen our commitment to fostering a sustainable, inclusive, and responsible future. Since launching our inaugural report in 2022, we have continuously built upon our ESG foundations, with a renewed emphasis this year on empowering our people as catalysts for change. This report showcases the evolution of our approach, highlighting not only our environmental and ethical objectives but also the critical role each team member plays in driving meaningful impact.

Our commitment to ethical governance remains steadfast. We strive to uphold the highest standards of integrity, advocate for human rights, and nurture a culture that prioritizes well-being, diversity, and inclusion. The strength of our progress is rooted in the dedication and expertise of our team. By investing in advanced training and fostering a culture of empowerment, we equip our employees with the tools to actively contribute to our ESG objectives and align with the corporate responsibility expectations of our clients.

This report provides a comprehensive overview of our achievements, challenges, and progress on our ESG journey in 2024. It reinforces our dedication to ethical leadership, forward-thinking sustainability initiatives, and a vision of positive change that not only inspires our industry but also fortifies our organization for the future.

ESG Process

ESG Policy → ESG Strategy
↓
ESG Annual Report ← ESG Implementation Plan

Vision

To be the organisation of choice, setting the highest standards that support and promote our client base, who have the same shared ESG ethical values we have and achieve our vision through:

- Working with like-minded supply chain partners and clients who share the same objectives and values as we do.
- To ensure the service provision we provide in project delivery and sustainable procurement is in line with our Pledge to Net Zero commitments.
- To empower our workforce to share in our ESG vision and act ethically and responsibly in their work ethic and to lead by example.
- To work closely with our Plant Division regarding research and development in identifying opportunities and solutions that are innovative and promote carbon emission reduction.
- To closely monitor our impact both socially and environmentally, to ensure we mitigate anything that might compromise our ethical values.

Core Objectives

Social

• To promote an Equality, Diversity & Inclusion culture within our business and those working on our behalf.

• To leave a positive legacy within the community where our works are conducted, through pro-bono work and volunteering.

• To support the Mental Health & Well-being of our staff, workforce and supply chain.

• To promote continual professional development and training to our staff and operatives across all aspects of the business.

Governance

• To continue to run the business in a participatory, consensus-oriented, accountable, transparent, responsive, efficient, equitable and inclusive way.

• To ensure our policies and strategy are clearly communicated to our supply chain.

• To monitor appropriately the ESG materiality criteria and to make transparent disclosures accordingly.

Environmental

• To minimise the impact of our activities and supply chain regarding carbon emission reduction, in alignment with Net Zero.

• To prioritise opportunities in investment where we can add long term value in a climate resilient manner.

• To regularly review innovative opportunities that we can apply across our projects to reduce the impact of our operations.

ESG Policy Statement

About Us

J Coffey is an organisation operating in the Construction and Infrastructure sectors, specialising in sub and superstructure works, design and build and data centre development, both in the UK and Northern Europe. We operate with four UKAS recognised International Standards for ISO 9001:2015, ISO 14001:2015, ISO 45001:2018. ISO 50001:2018 Energy Standard compliant with ESOS & FSC® Chain of Custody. In 2020 the organisation made the commitment to Pledge to Net Zero by 2034 in line with the Greenhouse Gas Protocol.

The Committee meets regularly to set goals, budgets, and implementation of timelines and monitor progress and results. We strive to build sustainable, equitable, healthy, and diverse communities through a combination of innovative construction practice and exemplary environmental, social and governance (ESG) performance.

This commitment informs every aspect of our business, including how we build new projects, operate our portfolio, collaborate with stakeholders, and report progress.

ESG Governance

Our Corporate Sustainability Committee oversees our policies and operational controls for environmental, health, safety and social risks, and is led by the Group Managing Director.

ESG Commitment

We strive to build sustainable, equitable, healthy and diverse communities through a combination of innovative construction practice and exemplary environmental, social and governance (ESG) performance. This commitment informs every aspect of our business, including how we build new projects, operate our portfolio, collaborate with stakeholders and report progress.

Environmental Stewardship

Overview

We aim to embed environmental stewardship in everything we do. We believe we have a responsibility to minimize the energy, carbon, water and waste impacts of our business and recognise that these impacts occur not just in the daily operations of our portfolio, but also throughout our entire value chain. As a result, we strive to reduce environmental impacts across our corporate operations.

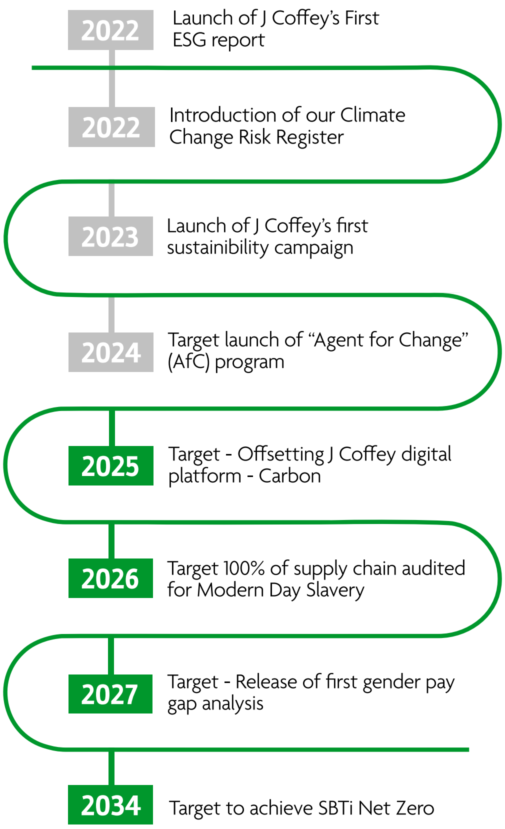
Statement on Climate Change

We are committed to driving down our energy and carbon impacts, as we believe that climate change is one of the greatest risks to our world and know that buildings contribute 40% of global greenhouse gas (GHG) emissions. Our culture of sustainability is committed to environmentally sustainable initiatives that deliver value and health for our business, staff, and community in which we operate. In 2019, we committed to a 15-year objective to achieve Net Zero based on Science Based Target initiatives which excludes carbon offsetting in line with the Greenhouse Gas Protocol.

Industry Engagement

We also strive to engage key industry players including vendors, peers, and standard setters on sustainability, as averting a climate crisis and other environmental disasters requires large-scale transformation that we cannot achieve alone. We are active participants with industry associations/organisations, including:

- Corporate Partner to ISEP
- Corporate Partner to Supply Chain Sustainability School
- Planet Mark (Social Value)
- GLAA (Gangmasters and Labour Abuse Authority)
- SEDEX Member
- Green Element/Compare Your Footprint
- TISC (Transparency in the Supply Chain)



Social Responsibility

Overview

At J Coffey, social responsibility is not just a principle–it's a practice embedded in how we operate, collaborate, and contribute. In 2024, we've continued to build on this foundation by deepening our engagement with our people, our clients, and the communities we serve.

We understand that a thriving business depends on the wellbeing of those it touches. That's why we've focused on strengthening our workplace culture–ensuring it remains inclusive, empowering, and supportive. Our teams are the driving force behind our success, and we remain committed to being an employer of choice, where individuals feel valued, heard, and equipped to grow.

Beyond our internal culture, we've advanced our commitment to creating measurable social impact. Through our partnership with Planet Mark, we have continued to validate our Social Value performance using the government-recognised TOMs (Themes, Outcomes, and Measures) framework. This ensures our contributions–whether through community investment, local employment, or responsible procurement–are meaningful, transparent, and aligned with national standards.

As we move forward, our focus remains clear: delivering excellence while ensuring our projects generate lasting benefits for people, places, and the planet.

Benefits

At J Coffey, we believe that attracting and retaining great talent starts with creating a workplace where people feel safe, supported, and inspired to thrive. In 2025, we've continued to enhance the employee experience–ensuring that our teams feel both valued and empowered.

Our employee benefits platform, introduced in 2023, continues to offer meaningful support, providing financial savings and improving day-to-day wellbeing. Building on this, we've listened to our people and evolved our approach to align with what matters most to them–flexibility, purpose, and impact.s we look ahead, we remain focused on shaping a workplace culture where wellbeing, development, and social purpose go hand in hand–because we know that when people thrive, so does our business.

Culture, Engagement & Growth

At J Coffey, we cultivate a dynamic and collaborative workplace that rewards innovation at every level. Leaders maintain an open-door policy, and employees are encouraged to share feedback through annual performance reviews. We are committed to fostering both personal and professional growth, offering role-specific training and development opportunities through esteemed industry bodies such as CIOB, RICS, CIPD, ACCA, and ICE, ensuring our team members continue to thrive and advance in their careers.

Health & Safety

Our goal is to foster a workplace culture that prioritises the well-being of our team. We are committed to providing a safe and healthy environment for everyone who works with us. Through our comprehensive health and safety approach, we aim to minimise risks, prevent accidents, and empower our employees to look out for themselves and their colleagues.

Diversity & Inclusion

We embrace and celebrate diversity in all its forms - whether it's gender, age, ethnicity, or cultural background. We firmly believe that a diverse and inclusive workforce is essential for driving innovation, creativity, and overall business success.
Equality and opportunity are core principles that guide our recruitment and hiring practices. Our aim is to build a thriving community of talent that reflects the rich diversity of the world around us. We cast a wide net in our search for top candidates, ensuring that all qualified individuals have a fair shot at joining our team.

Governance

Overview

At the core of our approach to governance is a steadfast commitment to compliance. We adhere to all applicable laws, rules, regulations and policies that govern our operations. Beyond simply meeting the baseline requirements, we strive to uphold the highest standards of corporate responsibility and ethical behavior. Importantly, our governance practices are also deeply rooted in our organisational values. We believe that true, sustainable success can only be achieved by doing business the right way - with integrity, transparency and accountability. These values shape every decision we make and every action we take.

Doing What's Right:

Ethics

Our directors and all employees, including senior management, conduct themselves in accordance with the highest moral and ethical standards, informed by a robust **Code of Business Conduct and Ethics**. We are committed to ensuring a fair workplace for our employees as well as partners with whom we do business. We have strict policies to protect against unlawful discrimination and harassment. We have an open-door policy to encourage honest and direct communication to resolve issues and concerns in an expeditious manner. To further reinforce our commitment to ethical business practices, we are registered members with IHasco, where senior management and staff can access training on correctly managing incidents such as: Anti-Bribery, Fraud Prevention, Whistle Blowing, Modern Day Slavery, Sexual Harassment, and more.

By upholding these high standards of integrity and accountability, we aim to create a culture of trust, transparency and mutual respect throughout our organisation. This is essential not only for maintaining compliance, but also for delivering sustainable value for our shareholders and other stakeholders over the long term.

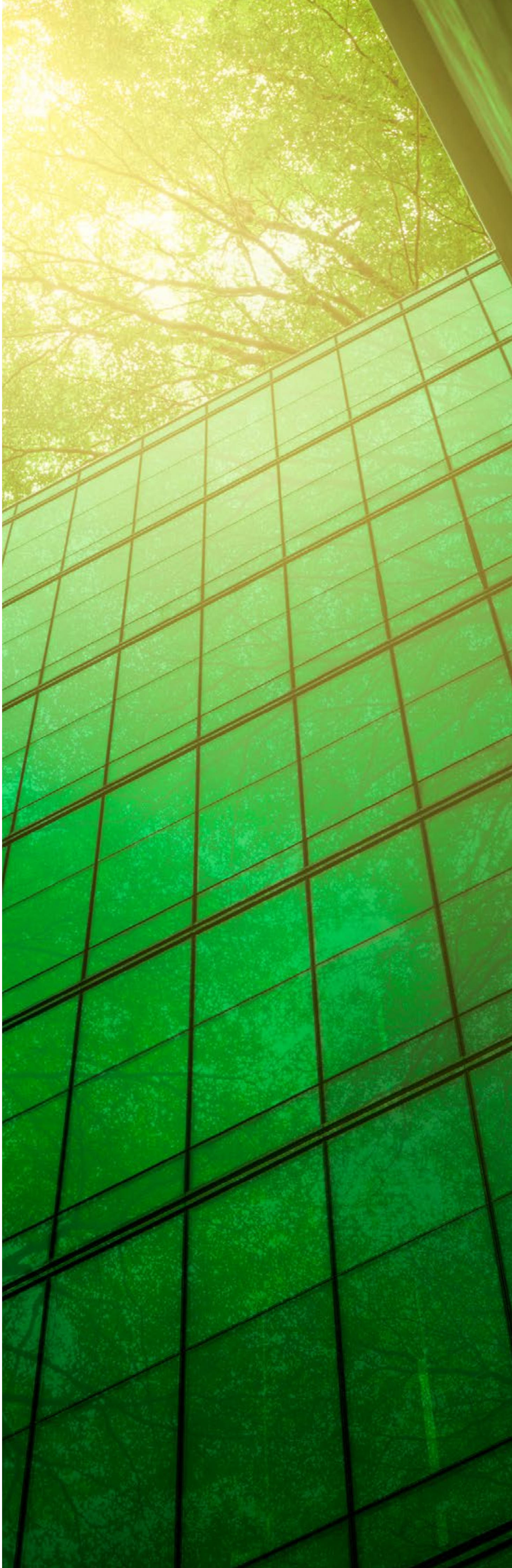
Workforce Training for Future Skills

As industries evolve, equipping employees with future-ready skills is essential for long-term success. Our workforce training initiatives focus on upskilling and reskilling employees to adapt to emerging technologies, sustainable practices, and evolving market demands.

By investing in continuous learning, digital literacy, and specialized technical training, we empower our teams to stay competitive, drive innovation, and align with industry advancements. This commitment ensures a resilient, agile workforce prepared to meet the challenges and opportunities of the future.

Effective Stakeholder Engagement

Effective stakeholder engagement is key to fostering transparency, trust, and collaboration. Our approach prioritizes open communication with employees, clients, suppliers, and communities to ensure alignment with our Environmental, Social, and Governance (ESG) commitments. Through regular consultations, partnerships, and feedback mechanisms, we actively address concerns, integrate diverse perspectives, and drive meaningful change. By maintaining strong relationships with all stakeholders, we enhance accountability, support sustainable growth, and create long-term shared value.



Corporate Governance
ESG & Sustainability, The Board's Role

As sustainability continues to become a mainstream topic for governance, encompassing a range of critical issues, the role of our board and leadership team has evolved to meet this growing imperative.

At J Coffey, our executives have been at the forefront of shaping our environmental, social, and governance (ESG) strategy. Looking back, the Group Managing Director, along with our Business Unit Director and Sustainability & Systems Director, formed a dedicated ESG Corporate Sustainability Committee several years ago to oversee our policies, operational controls, and performance in areas such as climate change, resource management, labor standards, social value, and health & safety.

This committee, led directly by our Group Managing Director, has been responsible for overseeing the goals, budgets, and implementation timelines set by our Sustainability & Systems Director to drive progress on our ESG commitments. Regular meetings are held to monitor results, which are then transparently reported in our annual ESG report.

Our leadership team recognises that addressing these complex, interconnected sustainability challenges requires strong partnerships - both with clients and suppliers. By fostering these collaborative relationships, we have continuously grown our understanding of stakeholder interests and needs. This, in turn, has allowed us to respond quickly and dynamically, ensuring the long-term durability and success of our organization.

Furthermore, the committee benchmarks our performance against industry peers and disclosure standards set by leading organizations like the GRI (Global Reporting Initiative). This commitment to transparency and accountability is central to our ESG strategy, as we strive to be the company of choice for clients seeking a partner who prioritizes sustainable, responsible business practices.

Through the proactive leadership of our executive team, we have positioned J Coffey as a sustainability leader - one that is helping to drive meaningful progress on the most pressing ESG challenges of our time. This strategic focus has become a key competitive advantage, reinforcing our reputation as a trusted, forward-thinking partner for our clients.

J Coffey Group Board of Directors

James Coffey
Group Chairman

Eddie Barrett
Group Managing Director

Tom Mitchell
Group Construction Director

Andrew Turner
Group Financial Director

Mark Widdess
Business Unit Director

Rish Ignatius
Non-Executive Director

Stephen Grimes
Commercial Director

Declan Taylor
Commercial Director (Europe)

"As we look ahead, we remain committed to scaling circular solutions, building resilient systems, and leading with purpose"

J Coffey Group Sub-Committees

ESG Corporate Sustainability Committee	Remuneration Committee	Carbon Reduction Steering Group Committee (CRSG)

ESG Corporate Sustainability Committee

Eddie Barrett	**Mark Widdess**	**Adrian Clamp**	**Christopher Wellgreen**
Group Managing Director	Business Unit Director	Sustainability & Systems Director	Sustainability & Systems Manager

- To review the ESG materiality metric targets and objectives.
- To ensure they are meeting those targets and objectives set for the objective period.
- To agree disclosure information and confirm findings are accurate prior to official disclosure.
- To address any shortfalls in the targets and objectives not being met.
- To review CRSG Committee findings from their quarterly reviews.

Remuneration Committee

Eddie Barrett	**Andrew Turner**	**Tom Mitchell**
Group Managing Director	Group Financial Director	Group Construction Director

The Remuneration Committee's primary objective is to set remuneration at a level that will enhance J Coffey's resources by securing and retaining quality senior management who can deliver J Coffey's strategic ambitions in a manner consistent with both its purpose and the interests of its shareholders.

Carbon Reduction Steering Group Committee (CRSG)

Adrian Clamp Sustainability & Systems Director	**Abas Gjutaj** Plant Division Director
Chris Wellgreen Sustainability, Carbon and Systems Manager	**Tim Rayner** Plant Division Manager

The CRSG Committee meets on a quarterly basis to review all aspects of energy consumption, Net Zero and ISO 50001 compliance and associated data collation requirements, plant and equipment innovation, project compliance to Scope 3 operational implementation and report quarterly findings to the Board of Directors.

United Nations Sustainability Goals

1 NO POVERTY

End poverty in all its forms everywhere.

2 ZERO HUNGER

End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

3 GOOD HEALTH AND WELL BEING

Ensure healthy lives and promote well-being for all at all ages.

4 QUALITY EDUCATION

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

5 GENDER EQUALITY

Achieve gender equality and empower all women and girls.

6 CLEAN WATER AND SANITATION

Ensure availability and sustainable management of water and sanitation for all.

7 AFFORDABLE AND CLEAN ENERGY

Ensure access to affordable, reliable, sustainable and modern energy for all.

8 DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

10 REDUCED INEQUALITIES

Reduce inequality within and among countries.

11 SUSTAINABLE CITIES AND COMMUNITIES

Make cities and human settlements inclusive, safe, resilient and sustainable.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns.

13 CLIMATE ACTION

Take urgent action to combat climate change and its impacts.

14 LIFE BELOW WATER

Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

15 LIFE ON LAND

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

17 PARTNERSHIPS FOR THE GOALS

Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Environmental Metrics

Small Decisions, Lasting Impact

In 2024, J Coffey launched a company-wide sustainability campaign grounded in a simple but powerful belief: small decisions can create real change. What began as a call to rethink everyday site practices quickly became a movement–uniting teams across the business in a shared mission to build more responsibly. Our social value efforts gained equal momentum. We streamlined our apprentice onboarding process, enabling smoother transitions and deeper engagement with local communities. Through hands-on experience and mentoring, our projects became stepping stones for emerging talent–delivering lasting benefits beyond the build.

Agents for Change: A 24–Month Campaign for Sustainable Progress

Introduction

In an era where sustainability, ethical governance, and social responsibility are more critical than ever, J Coffey Group continues to take proactive steps to ensure meaningful progress. The Agents for Change campaign is a 12-month initiative designed in collabiration with the Supply Chain Sustainability School and IEMA (ISEP) to empower employees, partners, and stakeholders to drive positive change. By integrating sustainability into everyday operations and fostering a culture of accountability, this campaign aligns with our Environmental, Social, and Governance (ESG) commitments while positioning J Coffey Group as a leader in responsible business practices.

Why This Campaign Matters

The urgency of addressing environmental challenges, social equity, and governance standards has never been greater. As regulations tighten and stakeholder expectations rise, businesses must take tangible action to remain resilient and responsible. Through this campaign, we aim to:

- Embed further sustainable practices into our corporate culture.
- Encourage employees to take ownership of ESG initiatives.
- Strengthen relationships with stakeholders and communities.
- Improve operational efficiencies and reduce environmental impact.

Approach & Implementation

To achieve these goals, we have developed a structured approach:

Employee Ambassadors – A select group of employees will act as "Agents for Change," leading initiatives and inspiring peers.

Stakeholder Collaboration – Clients, suppliers, and community organisations will be actively involved to ensure broad impact.

Performance Monitoring & Reporting – Progress will be tracked and communicated through reports, internal updates, and stakeholder meetings.

Recognition & Incentives – Employees demonstrating outstanding contributions will receive awards and incentives to encourage long-term engagement.

Conclusion

By the end of the 12-month Agents for Change campaign, J Coffey Group aims to have expanded our sustainable, ethical, and resilient business culture. This initiative reflects our dedication to proactive ESG engagement and underscores our leadership in responsible business practices. Through collaboration, education, and innovation, we will continue driving positive change for our employees, stakeholders, and the broader community.

Environmental Responsibility: Building a Greener Future

2024: A Year of Milestones and Advancements

At J Coffey, our environmental responsibility strategy has evolved—2024 marks a pivotal shift as we embed circular economy principles into every stage of our operations. We recognise that reducing our environmental impact goes beyond emissions; it's about rethinking how we use, reuse, and regenerate resources across the construction lifecycle.

The circular economy isn't a trend–it's a smarter, more resilient way of working. From materials to machinery, and design to waste, we're reimagining the flow of resources across our projects, working toward a future where nothing is wasted and everything adds value.

Highlights of 2024:

1. **Carbon Emission Reduction:** J Coffey has continued to build on it's reduction of ***34.95%*** in carbon emissions since 2019, surpassing an initial target of ***21%***. This achievement underscores commitment to accelerating progress towards Net Zero Carbon Reduction objective by 2034.

2. **Renewable Energy Integration:** Our head office buildings remain ***100%*** green energy for all electricity and we have progressed the mapping of our buildings into annual energy reviews.

3. **HVO D+ Bio-fuel Expansion:** As part of our sustainable energy strategy, the use of HVO D+ Biofuel continued to be our primary fuel type. In 2024 we developed our relationship and understanding with our supplier of HVO securing a sustainable supply thats fit for the future. This not only aligns with our commitment but also reflects our confidence in the viability and efficacy of biofuels.

4. **Electronic Plant and Equipment Adoption:** In adherence to our sustainable practices, the use of electronically operated plant and equipment saw a notable uptick, with the adoption of fifty-three electric and solar light towers (further reducing the use of HVO hybrid versions), J Coffey plant is also rolling out the Hilti on track system, on over 100 pieces of plant machines, helping J Coffey make informed decisions on usage, assisting J Coffey in identifying areas to reduce carbon. This shift not only reduces our carbon footprint but also positions us at the forefront of technological innovation within our industry.

Navigating Toward Net Zero

Since making our Net Zero commitment on April 30th, 2020, we've remained firmly on course–hitting key milestones each year as we progress toward our 2034 target. In 2024 we continued to advance our journey by using internal platforms to collect and manage our carbon data. This included a sharper focus on Scope 3 emissions, where we worked closely with our supply chain partners to help them measure, understand, and begin reporting their own carbon impacts. These steps are not just refinements–they represent a maturing of our strategy and a clear shift from ambition to measurable delivery.

Continuous Improvement and New Targets

As we move through 2024, we remain firmly focused on the path to Net Zero by 2034. While we take pride in the progress made in 2024, we recognise that sustained, forward-thinking action is essential to maintaining momentum. Our achievements to date have laid a strong foundation, and this year we are building on that success with a new set of ambitious and measurable targets–developed through detailed analysis of our performance data and aligned with our broader commitment to lead responsibly within the construction industry.

Sustainable Construction Practices

Our commitment to sustainability extends to the way we construct buildings and infrastructure. We embrace innovative methods like modular construction which significantly reduce material waste and energy consumption.

Waste generated from construction projects is a significant contributor to carbon emissions. At J Coffey, we implement rigorous waste reduction and recycling strategies. This includes efficient sorting and recycling of construction waste materials like concrete, metal, and wood. By diverting waste from landfills over 99% , we mitigate carbon emissions while conserving valuable resources.

Strategic Partnerships and Collaborations

In 2024, we continued to expand our strategic partnerships and collaborations with like-minded organisations, fostering a collective approach towards sustainability. These partnerships amplify our impact, allowing us to share knowledge, resources, and innovative solutions to address our challenges and help us to maximise opportunities.

In 2024, we increased our efforts to understand circular approaches and improved ecycling opportunities. We have continued to engage with not just suppliers, but manufacturers to improve deliverables and plan circularity at the beginning of projects.

Sustainability Training

In 2024 we continued to grow our relationships with both ISEP and the Supply Chain Sustainability School (SCSS) reconfirming our commitment by maintaining our membership and active participation of the Climate Action Group (CAG) and joining the Modern Slavery Group as contributors.

Agent of Change

To further our commitment to sustainability across all business activities, we have developed an "Agent for Change" (AfC) model for empowering and enabling cultural change from within. This innovative approach identifies passionate advocates from each department to lead sustainability initiatives relevant to their operations.

The AfCs participate in tailored training programs to fully embed sustainability principles and best practices into their everyday workflows. They monitor ongoing progress and provide recommendations for continuous improvement. This grassroots model allows sustainability to become part of the organisational fabric rather than a separate initiative within a siloed department. With sustainability champions embedded throughout the business, we are creating change from the inside that will translate into meaningful impacts in ESG performance over time. The AfCs will spearhead data gathering, goal-setting, and transparency efforts to ensure visibility and accountability at the highest levels of leadership. By empowering all employees to view themselves as agents for positive change, sustainability can progress from ambition to a culture.

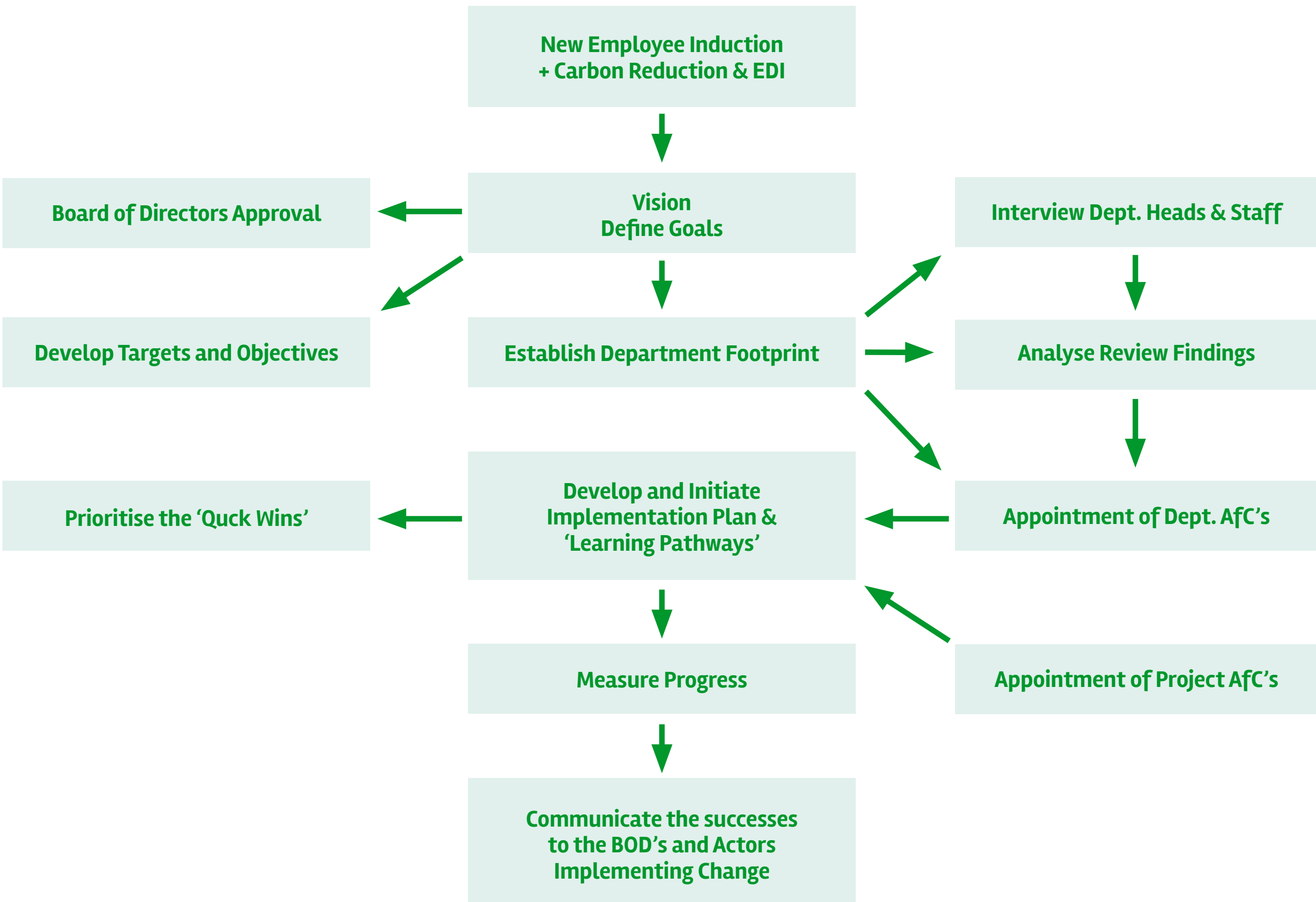
BREEAM

As the importance of sustainable investments continues to grow, BREEAM continues to be a pivotal factor for investors, significantly influencing the returns on client asset portfolios. The achievement of higher BREEAM targets is directly correlated with increased rental returns, making it an essential consideration in the investment landscape.

J Coffey has continued its commitment to successfully building projects to a high standard, and meeting BREEAM credits associated with our works packages while also where possible supporting criteria crucial for obtaining the required credits.

At J Coffey, our approach involves the deployment of qualified Site Sustainable Managers (BREEAM AP Site qualified) as standard, their job is to oversee the adherence to BREEAM delivery requirements throughout the project. Their expertise ensures that our works packages align seamlessly with the projects BREEAM targets for construction, supporting our continuous progression towards a sustainable built environment.

Agent of Change Model



Driving Forward: Embedding Circular Thinking for a Sustainable Future

Building on the solid foundation laid in 2023, we are moving through 2024 with renewed momentum and a sharpened focus on sustainable transformation. Our commitment to environmental responsibility continues to evolve–driven by innovation, accountability, and a growing emphasis on circular economy principles.

As we embed more circular thinking across our operations, we're not only reducing environmental impact but also unlocking long-term value for our clients. Reuse, resource efficiency, and smart material choices now play a central role in how we design, build, and deliver projects. These strategies bring tangible benefits–minimising waste, lowering lifecycle costs, and helping clients meet increasingly ambitious sustainability goals.

In a competitive and rapidly changing sector, our proactive approach ensures J Coffey remains ahead of regulatory expectations and well-positioned as a forward-thinking, responsible contractor committed to reshaping the construction landscape for the better.

Embedding Respect: J Coffey's Commitment to Considerate Construction in 2024

In 2024, we continue to view the Considerate Constructors Scheme (CCS) not as a compliance obligation, but as a meaningful opportunity to raise industry standards and contribute positively to the communities impacted by our work. At J Coffey, we actively align with the enhanced CCS 2022 framework, using it as a tool to deliver measurable value–not only for the people and places surrounding our sites, but also in supporting our clients' BREEAM targets. By fully engaging with the scheme's evolving expectations, we help drive better project outcomes, strengthen our social licence to operate, and promote a culture of accountability and respect across every site we deliver.

Data Disclosure Type

1. *Total Absolute Carbon Emissions - Compare your footprint - With Materials*
2. *Hours of Sustainability Training*
3. *Considerate Constructor Scheme*
4. *In Scope Facility consumption (Scopes 1 & 2)*
5. *In Scope (Scopes 3) with materials*
6. *In Scope (Scopes 3) without materials*

Environmental Strategy Targets

Total Absolute Carbon Emissions – Compare your footprint – with Materials (CO2e)

2021	2022	2023	2024	2026 Target
28,335	21,967	23,635	22,070	18,000

–18.1%
2021 – 2023

Considerate Constructor Scheme

45/45

Average Score

(Last eight assessments)

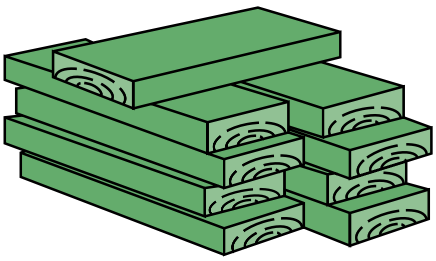
+3 best practice points awarded

Sustainability Training (Hours)

2021	2022	2023	2024	2026 Target
214	554	559	300	1000

2021	2022	2023	2024
646 Litres	199,546 Litres	601,601 Litres	439,238

Sustainably sourced wood purchased (m^3)



= 2,294.24

2026 Target

E F

97%

of all fuel ordered HVO

Social Value Metrics

Introduction

At J Coffey, we see every project as an opportunity to create meaningful, lasting impact–not just through the spaces we build, but through the lives we touch along the way. Our commitment to social value is woven into how we operate, aiming to deliver benefits that extend well beyond the construction phase.

Since first benchmarking our social value in 2021, we've evolved how we measure and understand our contribution to society. This journey has helped us move from simply reporting data to using it as a guide for smarter, more community-focused decisions.

Using the **TOMs (Themes, Outcomes, Measures)** Framework, and with third-party verification from Planet Mark, we ensure our social value outcomes are robust, transparent, and aligned with national standards. In 2024, this approach helped us generate over £238.349 in verified social value across our operations.

We're proud of the progress so far–but even more excited about what lies ahead. As we continue into 2025, we remain committed to deepening our social impact through collaboration, innovation, and a stronger connection with the communities we serve.

For more detail on our achievements, please see our 2024 Planet Mark Social Value Report *https://www.jcoffey.com/group/our-responsibilities/sustainability/*

People: Recruitment, Staff Retention & Engagement

We continue to focus on our employee's career development through our annual end of year reviews to gain insight into how we can help individuals grow in their current roles and provide opportunities for further career growth. Whether this be peer to peer mentoring, or further development through training, we are committed to the professional and personal aspirations of our people.

Our people are at the heart of what we do, and we recognise that their wellbeing is of great importance and is essential to having a safe and welcoming working environment. We launched a brand-new benefits portal for directly employed staff to assist in bettering their financial and overall wellbeing.

As part of our ongoing commitment to creating a safe and inclusive culture into our organisation we continue to provide engaging and educational training to all our workforce.

To encourage inclusivity, acceptance and understanding, we continue to promote the Hidden Disabilities Sunflower program to help support those who may have a disability that may not be immediately visible, and to also raise awareness amongst our staff. We aim to roll out further training to our project teams for the awareness of this program and mental health training.

Preserving Local Environments for Future Generations

J Coffey is dedicated in being a responsible neighbour. Our project teams understand the significance of actively participating in local communities, whether that be through fundraising events, attending local schools or education programmes, employing locally, and volunteering our time, or providing much needed material or monetary donations to community groups and charities.

Data Disclosure Type

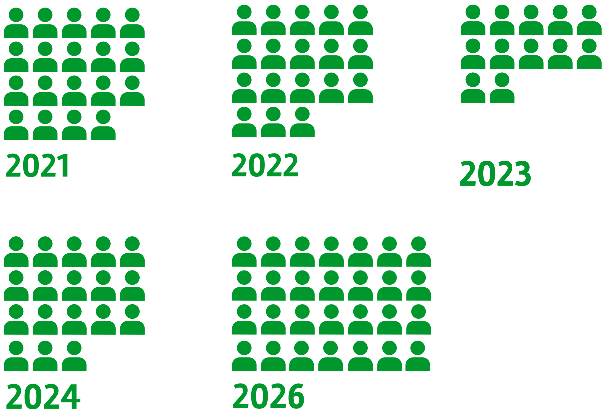
1. *Accident Injury rate comparison between 2021 & 2020 and % below the construction sector rate*
2. *Client satisfaction % based on returns*
3. *Number of qualified Mental Health First Aiders*
4. *Modern Day Slavery Training via Webinars/Workshops/ Auditing & TBTs*
5. *Social Value - Fund Raising*
6. *RIDDOR Stats comparison between 2021 & 2020*
7. *Staff EDI training through the Supply Chain Sustainability School*
8. *Staff H&S Training (TBT's/CPD Accredited)*
9. *Hours of H&S Training*

Social Strategy Targets

Accident Injury rate comparison between 2021 & 2020 and % below the construction sector rate (%)

2021	2022	2023	2024
1.46	2.90	2.60	2.40

Number of qualified Mental Health first Aiders



Modern Day Slavery Training Via Webinars/workshops/Auditing & TBTs (Hours)

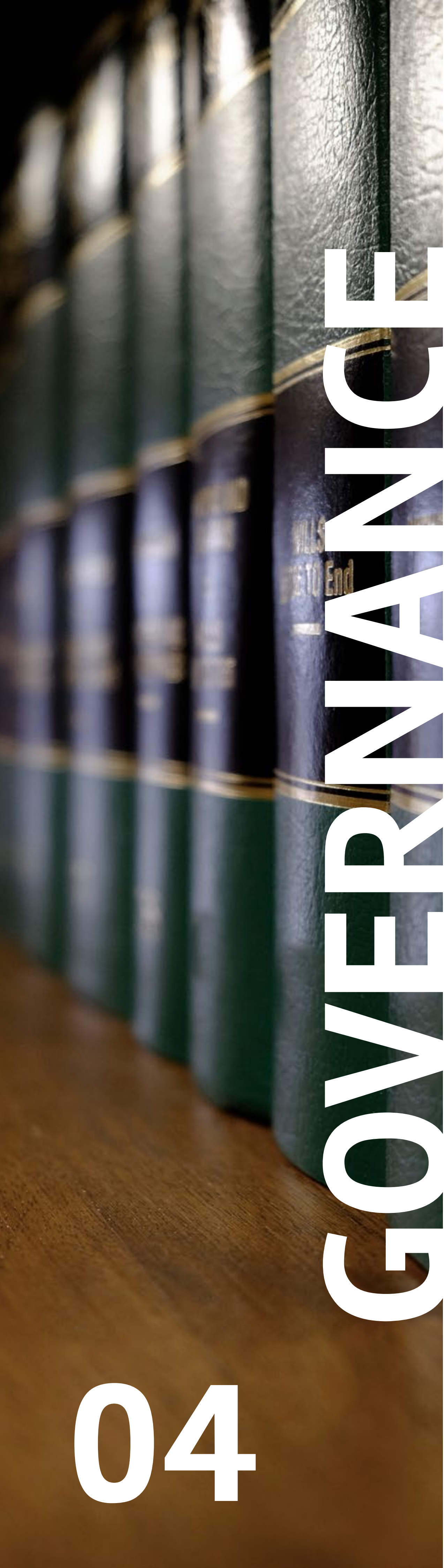
Social Value – Fund Raising (£)

2021: 19,267.67
2022: 21,647.00
2023: 15,976.00
2024: 13,066.00

Social Value – TOMs (£)

2021: 94,498
2022: 625,000
2023: 348,518
2024: 238,349

Social Disclosure	2021	2022	2023	2024	2026 Target
Social Value – Fund Raising (£)	19,267.67	21,647.00	15,976.00	15,856	22,060.00
Social Value – TOMs (£)	94,498	625,000	348,518	238,349	674.83
RIDDOR Stats comparison between 2021 & 2022 (%)	1.44	0.39	0.39	0.45	0.00
Staff EDI training through the Supply Chain Sustainability School	7.00	11.00	50.8	13	30
Staff H&S Training (TBTs/CPD Accredited)	91,791	106,692	6187	177,349	150,000
Hours of H&S Training	6685	7881	6187	5692	9000



Governance Metrics

Governance and Economic Sustainability

Andrew Turner
Group Financial Director
J Coffey Group

At J Coffey, we operate within a dynamic and evolving construction industry. To remain competitive, we continually adapt our strategies and philosophies. Central to our success is the ongoing training and development of our workforce–cultivating both technical expertise and soft skills. We embed core values across the organisation, including anti-bribery, equality, diversity and inclusion, disability awareness, and stress awareness.

Compliance remains a fundamental pillar of our operations in both the UK and Europe. We rigorously uphold all regulatory requirements, including corporate, payroll, and indirect tax obligations, employment law, health and safety mandates, and working rule agreements. These measures safeguard the integrity of our business and reinforce our commitment to ethical, responsible practices.

To remain at the forefront of our industry, we embrace technological advancement. Recently, we implemented the COINS ERP system, enhancing data integrity and offering greater control across our operations. This investment reflects our belief that smart technology is essential to long-term success.

Our corporate governance is anchored in the principles of transparency, accountability, awareness, and impartiality. We are committed to open decision-making, responsible performance, and objective judgement. These values define our governance framework and inform everything we do.

Economic Sustainability

Economic sustainability is an integral part of our governance model. We aim to surpass expectations—not only for customers, but also for suppliers and stakeholders—by cultivating relationships rooted in professionalism, innovation, and shared success. We believe sustainability extends beyond profit: it's about fostering an environment where all parties thrive.

Here's how we're advancing economic sustainability:

- **Exceeding Customer Expectations**
  We deliver high-quality services, meet deadlines, stay within budget, and prioritise satisfaction. Since 2022, our client satisfaction score has risen to 87%, thanks to our commitment to direct engagement across stakeholder levels and ensuring clients have access to relevant support teams beyond commercial conversations.

- **Strengthening Supplier Relationships**
  Our partnerships are built on fairness, transparency, and shared values. Since our last ESG report, we have deepened our understanding of the supply chain and created a core list of suppliers aligned with our goals. Together, we introduce clients to new innovations and best practices. We are also actively working with suppliers to identify and address:
  - Embodied carbon in materials and services
  - Plastic packaging and single-use plastics
  - Risks associated with modern slavery

- **Fair and Equitable Wages**
  We remain committed to paying no less than the London Living Wage and conduct annual performance and package reviews. Fair compensation reflects our respect for our employees and contributes to higher motivation and performance, and retention.

Our approach is a win-win: customers receive outstanding services, suppliers grow alongside us, and employees thrive in a supportive and fairly compensated environment. We view economic sustainability as a catalyst for long-term prosperity within the communities we serve.

We also align our ESG reporting with the Wates Code of Governance, ensuring a responsible and holistic approach to sustainability. By addressing a wide spectrum of interrelated issues, we reaffirm our commitment to ethical leadership, inclusivity, and economic resilience–values that distinguish J Coffey as a preferred partner in today's construction landscape.

ESG: Managing Regulatory Risks

Throughout 2024, J Coffey remained committed to actively managing ESG-related regulatory risks. These efforts span multiple areas, with an emphasis on transparency, leadership accountability, and risk mitigation.

Training & Leadership Engagement

Clear communication is vital to embedding ESG principles within our culture. All staff are expected to understand and engage with our ESG policy and the associated metrics that define our ethos and external presence. This starts at the top–Board members and senior management are expected to lead by example, demonstrating knowledge of our ESG strategy, associated targets and objectives, and the disclosure mechanisms that highlight progress or identify areas for improvement.

To fulfil their role effectively, senior leaders must maintain awareness of key legislation, including but not limited to:

- Companies Act 2006
- Climate Change Act 2008
- Equality Act 2010
- Bribery Act 2010
- Modern Slavery Act 2015

Due Diligence

We allocate appropriate internal resources to remain up to date on ESG risks and developments. This includes regular engagement with Global Reporting Initiative (GRI) news briefings, helping us monitor emerging ESG trends and evaluate potential impacts on our business.

Risk Management

Sustainability is now a central focus in governance, encompassing diverse issues such as climate resilience, resource management, labour standards, health and safety, and long-term viability. Rather than implementing unilateral mandates, our Board works in partnership with management to gain clarity on which stakeholder priorities are essential for future success.

To support this effort, we maintain both a Business Risk Register and a Climate Change Risk Register, enabling proactive identification of ESG-related risk scenarios and their potential impacts.

We recognise that not every director or senior manager is an ESG expert. However, we encourage ongoing education and open dialogue to ensure key personnel can speak confidently about the ESG issues most relevant to our operations. Our comprehensive ESG Strategy is designed to support this awareness and help us remain risk-aware–not risk-averse–as we strengthen our reputation as a trusted, forward-thinking partner.

Business Risk Management

The construction sector presents a unique set of challenges. As part of our ESG oversight, the Corporate Sustainability Committee regularly reviews both current and forecasted risks. These are documented in our Risk Register, with clear mitigation strategies aligned to each category:

Risk Type	Description
Operational Risk	Risks associated with the delivery of complex construction projects
Inflationary Risk	The impact of rising prices on purchasing power and project affordability
Market & Economy Risk	Economic conditions, business confidence, political instability, global conflicts, pandemics, and climate change
Liquidity Risk	Management of operational cash flows and achievement of targeted collections
Credit Risk	New clients undergo vetting through reputable credit agencies

We approach risk holistically recognising interconnected factors and addressing them through informed, strategic action. Our ESG framework supports business resilience whilst strengthening trust across stakeholders.

Corporate Law Compliance

At J Coffey, we uphold robust corporate governance by ensuring full compliance with legal obligations under UK corporate law. To support this, we work with **Barbour Environment, Health & Safety**, who help us maintain an accurate and up-to-date Legal Register. This ensures senior leadership and Directors remain informed of their responsibilities under the **Companies Act 2006**.

We align our practices with the Wates Corporate Governance Principles (2018), which serve as a valuable framework for structuring and assessing our governance policies. It is important to note, as emphasised in the Wates document:

Directors' Duties

Sections 170–177 of the Companies Act outline the statutory duties of directors. Section 172 specifically highlights a director's responsibility to act in good faith to promote the success of the company for the benefit of its members as a whole. This duty applies universally- regardless of company size or structure.

Evolving Reporting Requirements

In addition to foundational legal requirements, recent updates have expanded corporate governance disclosure obligations:

- Companies producing a Strategic Report must now include a Section 172(1) Statement on their website. This outlines how directors have addressed the considerations listed under Section 172(1)(a–f) of the Companies Act.
- The Directors' Report must detail engagement with employees, including how directors have considered employee interests and the impact of that engagement.
- Large private companies are also required to explain how they have engaged with suppliers, customers, and other stakeholders, ensuring transparency in business relationships.

Companies reporting for financial years beginning after 1 January 2019 are encouraged to adopt the Wates Principles as a framework for disclosing corporate governance arrangements. When used in conjunction with other reporting standards, the Wates Principles help drive increased transparency and build trust among stakeholders.

For reference:
Companies Act 2006: *www.legislation.gov.uk/ukpga/2006/46/contents*

Wates Corporate Governance Principles 2018:
www.wates.co.uk/articles/insight/the-wates-principles-report/?hub=who-we-are--corporate-governance

Embedding Governance Principles in Daily Decisions & Stakeholder Engagement

At J Coffey, our commitment to responsible corporate governance isn't confined to board-level strategy; it's woven into our daily decision-making and the way we engage with clients, suppliers, and internal teams.

Decision-Making in Practice

The Wates Principles and the Companies Act 2006 provide the ethical and procedural backbone for our leadership and operational actions. They guide our choices through:

- **Board Alignment with Business Strategy:** Directors regularly assess key operational decisions against our ESG objectives and legal obligations, ensuring consistency between leadership intent and real-world impact.
- **Transparent Reporting:** Daily decisions, from procurement methods to project management, are documented and reviewed to ensure alignment with our corporate governance framework.
- **Culture of Accountability:** Managers at all levels are empowered to act independently while remaining accountable to governance expectations. This decentralised approach encourages efficiency and transparency.

This governance culture fosters not only legal compliance, but also principled decision-making based on fairness, sustainability, and stakeholder impact.

Stakeholder Engagement

J Coffey recognises the strategic importance of meaningful stakeholder engagement, not just as a mechanism for accountability, but as a catalyst for organisational sustainability and commercial success.

Historically, our approach leaned towards reactive risk mitigation. However, with the growth of corporate social responsibility, J Coffey has transitioned to a more proactive stance, guided by the belief that collaborative engagement can unlock long-term value and stability.

As we embed governance principles into everyday operations, our stakeholder engagement reflects this evolution in six priority areas:

- **Building Trust:** We foster genuine relationships through open dialogue and accessibility across departments. These efforts diffuse tensions, promote shared understanding, and enable swift resolution of emerging challenges.
- **Risk Management:** By working closely with clients, suppliers, and employees, we create a more predictable operating environment. Direct engagement helps surface critical operational insights that inform decision-making and long-term planning.

- **Brand Enhancement:** Stakeholder engagement strengthens our reputation as a transparent, forward-thinking contractor. It enables us to differentiate in the market, particularly as customers and investors increasingly value ethical and inclusive business conduct.
- **Improved Productivity:** We prioritise internal engagement through staff briefings, feedback channels, and sustainability workshops. Empowering employees to contribute enhances morale, improves operational efficiency, and creates a culture of continuous improvement.
- **Strategic Opportunities:** Through engagement with industry partners and clients, we identify new commercial avenues, emerging market trends, and collaborative innovation potential. These insights inform strategic planning and ESG alignment.
- **Partnerships:** Our commitment to shared responsibility is reflected in our alliances, such as the Supply Chain Sustainability School, which amplify impact through knowledge exchange and pooled resources. We engage with suppliers to promote ethical sourcing, reduce embodied carbon, and eliminate single-use plastics.

Underpinned by our corporate governance framework and the Wates Principles, stakeholder engagement at J Coffey is shifting from transactional to transformational, which is placing collaboration, accountability, and mutual progress at the heart of how we operate.

Addressing the Gender Pay Gap

In an industry facing a critical resource shortage, J Coffey recognises the urgency of broadening access to underrepresented talent pools–particularly women, who remain significantly underrepresented across the construction sector.

We proudly support the Women in Construction movement and actively contribute to cross-industry initiatives, including a collaborative working group with Tier 1 contractors at the Old Oak Common HS2 site. Together, we promote inclusive recruitment strategies and advocate for systemic change to attract and retain more women in the sector.

However, improving representation must go hand-in-hand with removing structural barriers, most notably, the gender pay gap. J Coffey is committed to understanding and addressing this issue within our own organisation. We are undertaking a comprehensive workforce review to analyse the pay of women in equivalent roles compared to their male peers. This analysis will be conducted considering factors such as professional experience and role-specific responsibilities, with the aim of identifying any unjustified disparities.

Where gaps are found, we will take transparent and meaningful steps to redress them—ensuring that pay equity becomes a lived reality for all employees. Tackling the gender pay gap is not only a matter of fairness; it's central to building a resilient, future-ready workforce where talent is recognised and rewarded equally.

Governance Summary

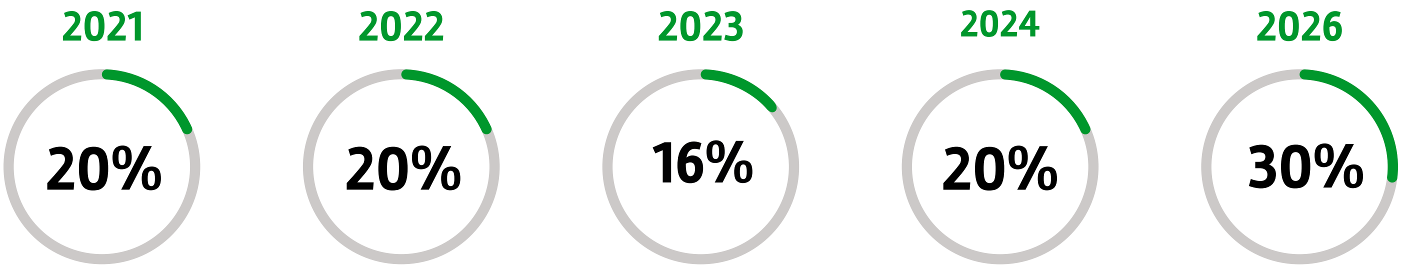
J Coffey's governance approach reflects a commitment to leadership accountability, regulatory compliance, ethical decision-making, and stakeholder transparency. Across the organisation, governance is not just policy–it's embedded in the way we operate day to day. From compliance with UK corporate law and the principles of the Companies Act 2006, to our alignment with the Wates Governance Principles, we ensure that our decisions are grounded in clarity, integrity, and long-term value.

We proactively manage ESG-related regulatory risks, maintain robust risk registers, and equip leadership with the knowledge needed to navigate complex sustainability challenges. Our focus on stakeholder engagement has evolved into a dynamic strategy, which is driven by trust, collaboration, and shared success with clients, suppliers, and employees. We're also taking direct action to address structural inequalities, with initiatives like our participation in Women in Construction and our review of gender pay parity.

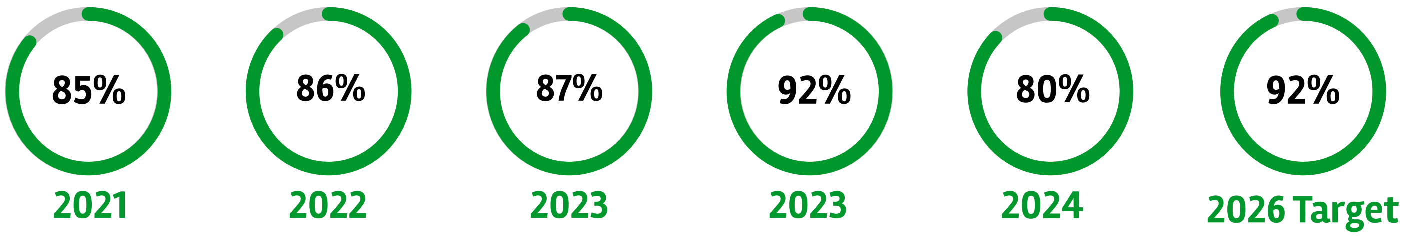
In all aspects, our governance model supports sustainable growth, operational resilience, and a culture of continuous improvement thus ensuring that J Coffey remains a responsible, trusted partner in the built environment for years to come.

Governance Strategy Targets

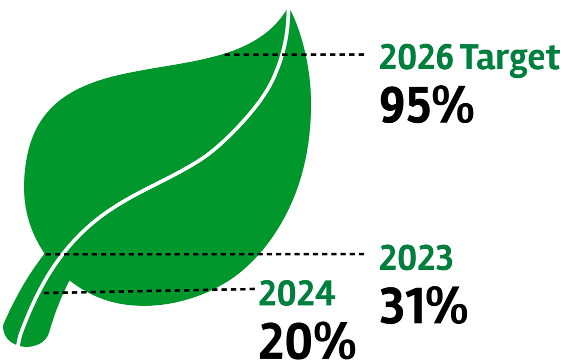
Female representation in J Coffey (%)



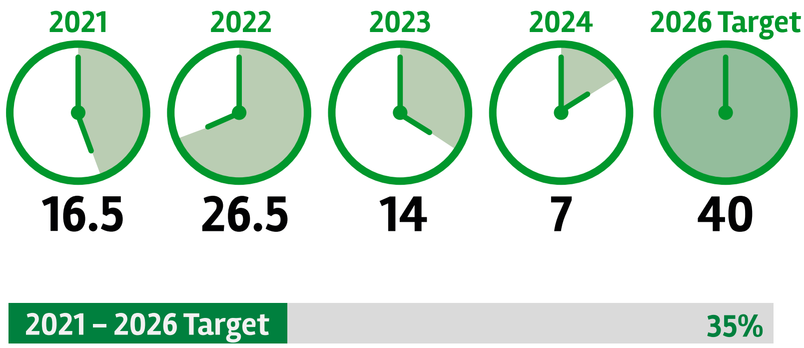
Client satisfaction % based on returns



% of plant and fleet that is Stage 5/electronic/hybrid



Anti-Bribery Training (Hours)



Social Disclosure	2021	2022	2023*	2024
Organisation Turnover (£)	164,500,000	198,500,000	171,000,000	164,500
Company Tax (refund)	471,000	329,000	592,000	123,565
Profit (£)	10,700,000	9,600,000	4,009,000	10,777.29
Assets (£)	167,000,000	167,000,000	153,000,000	159,512,363

*Figures will be finalised in June 2024 - **Companies House** (https://find-and-update.company-information.service.gov.uk/company/02937886/filing-history)*

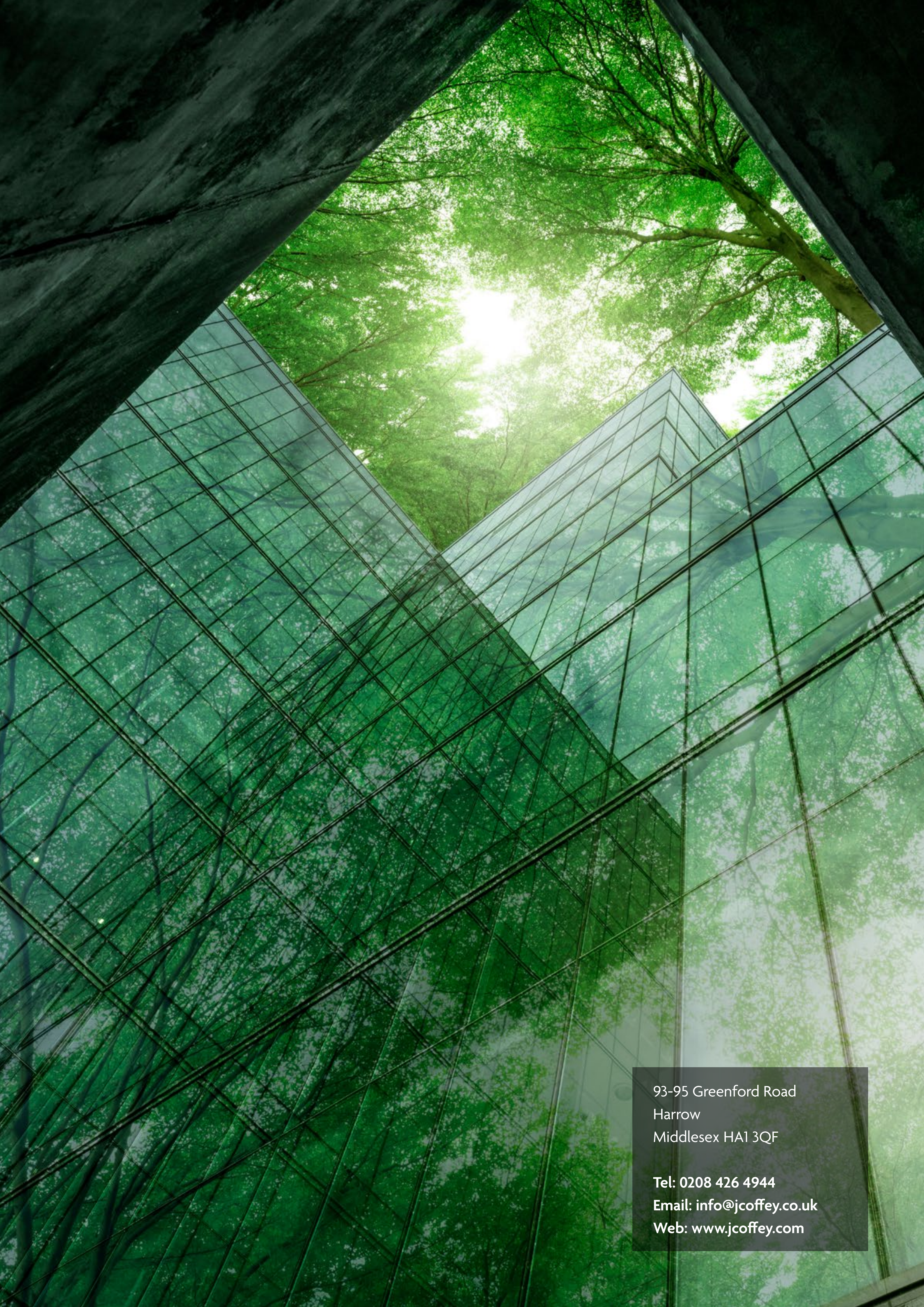
Site Registrations

Projects Operating between – 7/07/2025 – 07/08/26

Site Name	Site ID	Project Dates	Renewal Date	Latest Score	Next Visit	Self Assesment
JUDD STREET Camden, WC1H 9NE	511874	12 Sept 2024 17 Oct 2025	17 Oct 2025	45 EXCELLENT	30 Jul 2025 Confirmed	COMPLETE
CONFIDENTIAL CLIENT London W1C 1DE	5163550	24 Feb 2025 31 Dec 2025	31 Dec 2025	42 EXCELLENT	Nov 2025	COMPLETE

Sector Score

Visit Date	Visit Type	Overal Score Out of 50	Community	Environment	Workforce	Report Score	Collaboration score
10 May 2024		45	15	15	15	45	0
15 Mar 2024		45	15	15	15	45	0
23 Feb 2024		45	15	15	15	45	0
27 Nov 2023		46	15	15	15	45	1
2 Mar 2023		46	15	15	15	45	1
19 Oct 2022		45	15	15	15	45	0
8 Aug 2022		46	15	15	15	45	1
15 Mar 2022		46	15	15	15	45	1



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