

2025 Annual Report

Environment
Social
Governance

Produced by: **Adrian Clamp**
Sustainability & Systems Director

Christopher Wellgreen
Sustainability, Carbon and Systems Manager

Endorsed by: **Eddie Barrett**
Group Managing Director

Published: 2026



Preface	3
Message from our Group Managing Director	4
Message from our Sustainability, and Systems Director	4
01 - Introduction	**Page 5**
Executive Summary	5
Vision	6
ESG Policy Statement	7
J Coffey Group Board of Directors	10
J Coffey Group Sub-Committees	11
United Nations Sustainability Goals	12
02 - Environmental Metrics	**Page 13**
Environmental Responsibility: Building a Greener Future	15
Sustainability Training & Agent for Change Model	16
Driving Forward	17
Environmental Strategy Targets	18
Environmental Case Study	19
03 - Social Metrics	**Page 20**
Recruitment, Staff Retention & Engagement	20
Preserving Local Environments for Future Generations	21
Social Strategy Targets	22
Social Case Study	23
04 - Governance Metrics	**Page 24**
Introduction with Andrew Turner	24
ESG - Managing Regulatory Risks	25
Corporate Law Compliance	27
Stakeholder Engagement	27
Gender Pay Gap	28
Governance Summary	29
Governance Strategy Targets	30
Site Registration	31



PREFACE

As we navigate an era defined by unprecedented challenges on a global scale such as climate change and biodiversity loss, geo-political conflict and socio-economic inequalities, businesses across the world economy struggle to deliver true sustainability across their organisation – an approach that delivers on environmental stewardship, social equity and robust governance.

ISEP's latest State of the Profession 2025 report, highlights how the role of sustainability professionals within organisations is rapidly evolving, getting more complex and increasingly expanding from a remit of only value protection to one of value creation. Sustainability is helping to retain and win new business, and those having the most success are ensuring that sustainable practices become mainstream across their operations. This demonstrates that sustainability is no longer the responsibility of a select few, but a shared mandate across entire organisations and industries. Real, impactful change and success requires both sustainability experts and a wider resolve to equip everybody within the organisation with some measure of the knowledge, skills, networks and tools that are necessary to drive sustainable transformation.

For J Coffey Group, both the "Agents for Change" initiative launched in 2023 and your longstanding ISEP Corporate Partnership, demonstrate the efforts being taken to position sustainability not as a peripheral concern but as a fundamental pillar of business resilience and culture. This was most recently exhibited with a case study that ISEP commissioned about J Coffey's efforts to build sustainability capability from the ground up and the reception afforded ISEP Deputy CEO Martin Baxter in addressing the J Coffey board in April. By empowering individuals across all levels and departments, implementing holistic approaches and integrating governance of sustainability across the organisation, J Coffey has a clear strategy to not only future-proof the business but to make a commitment to the global imperative of building a better, more sustainable world for all.

Sarah Mukherjee
CEO of ISEP



Message from our Group Managing Director



In 2026, J Coffey Group enters a new phase of its sustainability journey — one defined not only by how we manage resources, but by how we develop people and prepare the business for the future of the industry. Our focus this year is firmly on the circular economy as a skills-based transformation, powered by learning, innovation, and the next generation of talent.

Rather than treating circularity as a technical or environmental objective, we are approaching it as a workforce challenge and opportunity. Delivering genuinely circular outcomes requires new competencies: understanding material lifecycles, designing out waste at source, managing reuse on live projects, and collaborating differently across the supply chain. In 2025, we began embedding these principles directly into our training, induction, and professional development pathways, ensuring circular thinking becomes second nature across the organisation.

A key priority this year has been equipping our existing workforce with practical circular economy knowledge. Through targeted training, site-based learning, and role-specific development, we are supporting employees at all stages of their careers to apply circular principles safely, confidently, and consistently. This investment reflects our belief that long-term sustainability performance is driven by capability on the ground, not policies alone.

At the same time, circular economy thinking is shaping how we attract and develop new talent. The construction sector is undergoing rapid change, and future professionals expect to work for organisations that demonstrate clear environmental purpose and invest in their growth. In 2025, we strengthened the integration of circular economy principles into our early careers programmes, apprenticeships, and graduate development routes, positioning J Coffey as a place where individuals can build future-ready skills while contributing to meaningful change.

Our environmental ambition sits alongside continued progress across the social and governance pillars of ESG. Throughout 2025, we reinforced our commitment to safe working, inclusive culture, skills progression, and ethical employment practices, while maintaining robust oversight of governance, risk, cybersecurity, and supply-chain responsibility. Strong governance — supported by Board leadership and ESG-focused oversight — provides the foundation for innovation, accountability, and long-term resilience.

This ESG report presents a clear and honest account of our 2025 performance and direction of travel. It highlights how circular economy principles, when combined with targeted training and talent development, are reshaping how value is created — not just through materials and processes, but through people and knowledge.

Looking forward, our ambition is to scale circular capability across the business, inspire the next generation of construction professionals, and continue evolving J Coffey into a resilient, future-focused organisation — one that is equipped to meet the environmental, social, and skills challenges of the decades ahead.

Eddie Barret
Managing Director
J Coffey Group

Message from our Sustainability, and Systems Director



In 2025, J Coffey focused on building the capability needed to deliver a truly circular economy. Our approach has centred on embedding circular thinking into how our people plan, build, and manage resources — designing out waste, improving material recovery, and reducing reliance on virgin resources.

This shift has gone hand in hand with continued investment in training, wellbeing, and inclusive working practices, ensuring our people are supported as the industry evolves. By aligning circular principles with a strong, people-led culture, we are working towards systems that are both resource-efficient and regenerative for those who deliver them.

Adrian Clamp
Sustainability & Systems Director
J Coffey Group



INTRODUCTION

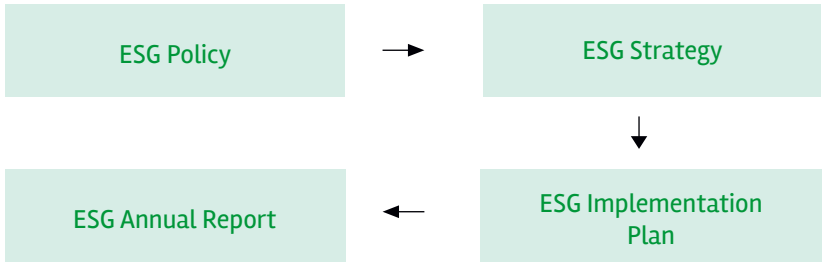
01

Executive Summary

The 2025 Environmental, Social and Governance (ESG) report reflects J Coffey Group's continued evolution towards a more circular, people-led future. Building on the foundations established since our first report in 2022, this year's focus shifts from ambition to capability — recognising our people as the drivers of lasting environmental and social impact. Central to our approach in 2026 is the belief that a successful circular economy depends on skills, awareness, and engagement at every level of the organisation. Through targeted training, clear governance, and inclusive workplace practices, we are empowering our employees to embed responsible decision-making into day-to-day activities and deliver outcomes aligned with both client expectations and wider societal needs.

This report provides a transparent overview of our 2025 ESG performance, highlighting progress, challenges, and lessons learned. It reinforces our commitment to ethical leadership, continuous learning, and building a resilient organisation — one that is equipped to support our people, serve our clients, and contribute positively to the future of the industry.

ESG Process





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 minimise 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
- TISC (Transparency in the Supply Chain)

Social Responsibility

Overview

At J Coffey, social responsibility in 2025 is defined by how we support our people, strengthen communities, and create meaningful outcomes through our work. Our approach goes beyond intent, focusing on practical action embedded in how we operate, collaborate, and deliver projects.

This year, we continued to prioritise workplace culture, wellbeing, and development, recognising that a resilient organisation depends on an engaged, skilled, and supported workforce. By investing in training, inclusive practices, and clear pathways for growth, we aim to remain an employer of choice where individuals feel valued, listened to, and equipped to succeed as the industry evolves.

Our social impact extends beyond our organisation. Through continued partnership with Planet Mark, we measure and validate our Social Value using the TOMs framework, ensuring our contributions — from local employment and skills development to responsible procurement — are transparent, measurable, and aligned with national priorities.

As we look ahead, our focus remains on delivering high-quality projects that generate lasting benefits for people and places, reinforcing our commitment to responsible growth and positive social change.

Benefits

At J Coffey, we recognise that attracting and retaining talent depends on creating a workplace where people feel safe, supported, and able to grow. In 2025, our focus has been on continually improving the employee experience, ensuring our teams feel valued, empowered, and connected to the purpose of their work.

Our employee benefits platform, launched in 2023, continues to provide meaningful wellbeing and lifestyle support. In response to employee feedback, we have evolved our approach to place greater emphasis on flexibility, personal development, and social impact, ensuring our benefits reflect what matters most to our workforce.

Looking ahead, we remain committed to fostering a culture where wellbeing, learning, and purpose are integrated, creating an environment in which people can thrive and build lasting careers.

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 aim is to continue to develop a workplace where health, safety, and wellbeing are fundamental to how we operate. We are committed to providing an environment in which everyone feels protected, supported, and confident to work safely.

Through a proactive and robust health and safety framework, we focus on reducing risk, preventing incidents, and promoting shared responsibility. By empowering our people to look out for themselves and one another, we foster a culture where safety is embedded in daily behaviours — not treated as an obligation, but as a collective commitment

Diversity & Inclusion

We are committed to fostering a workplace that is inclusive, representative, and respectful of difference. At J Coffey, diversity in gender, age, ethnicity, background, and experience is recognised as a key contributor to stronger thinking, better decision-making, and sustainable success. Fairness and opportunity are integral to our recruitment and employment practices. We aim to create an environment where talent is identified, supported, and developed based on merit, ensuring that all individuals have equal access to opportunity. By building teams that reflect the communities and clients we serve, we strengthen our culture, broaden perspectives, and support long-term growth

Governance

Overview

Strong governance underpins everything we do at J Coffey. Our approach is founded on full compliance with all relevant laws, regulations, and internal policies, supported by a commitment to act responsibly and ethically in every aspect of our operations.

In 2025, we continue to focus on governance that goes beyond compliance alone. Integrity, transparency, and accountability are central to how decisions are made and risks are managed across the business. These principles are embedded in our organisational values and guide how we operate, engage with stakeholders, and deliver long-term, sustainable success.

Doing What's Right:

Ethics

At J Coffey, ethical conduct is fundamental to how we operate and how we are trusted to do business. Our directors, senior leaders, and employees are expected to act with integrity at all times, guided by a comprehensive Code of Business Conduct and Ethics that underpins decision-making across the organisation.

We are committed to providing a fair, respectful, and inclusive working environment for both our people and our business partners. Robust policies are in place to prevent discrimination, harassment, and unethical behaviour, supported by clear processes that enable concerns to be raised openly and addressed promptly.

To strengthen awareness and accountability, we invest in ongoing ethics and compliance training through our membership with IHasco. This ensures employees and managers have access to relevant learning on topics such as anti-bribery, fraud prevention, whistleblowing, modern slavery, and harassment, reinforcing a shared understanding of acceptable standards and responsibilities.

By upholding high standards of integrity, transparency, and accountability, we aim to foster a culture of trust and respect. This approach not only supports compliance, but also underpins long-term value creation for our stakeholders and the sustainable success of the business.

Workforce Training for Future Skills

Developing future-ready skills is critical to long-term success. Our workforce initiatives focus on upskilling and reskilling employees to respond to emerging technologies, sustainable practices, and changing industry requirements. Through continuous learning, digital capability building, and targeted technical training, we are strengthening workforce resilience and adaptability. This approach ensures our people are equipped to innovate, evolve, and meet the opportunities and challenges ahead.

Effective Stakeholder Engagement

Effective stakeholder engagement is a core component of our ESG governance and supports informed, responsible decision-making across the business. In line with CSRD and ESRS requirements, J Coffey engages regularly with key stakeholder groups — including employees, clients, suppliers, and local communities — to understand material impacts, risks, and opportunities.

Our engagement approach is structured around ongoing dialogue, formal consultations, partnerships, and feedback mechanisms, enabling us to identify stakeholder concerns, capture diverse perspectives, and integrate these insights into policies, operational planning, and performance improvement activities. This engagement directly informs our materiality assessments and the prioritisation of ESG actions.

By maintaining transparent, timely, and inclusive engagement processes, we strengthen accountability, support long-term value creation, and ensure our strategy remains aligned with stakeholder expectations and sustainable growth objectives.



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 prioritises 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



Brian Mansfield
Board 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



End poverty in all its forms everywhere.



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



Take urgent action to combat climate change and its impacts.



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



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



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



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



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



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



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



Reduce inequality within and among countries.



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



Achieve gender equality and empower all women and girls.



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



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



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



Ensure sustainable consumption and production patterns.



02 ENVIRONMENT

Environmental Metrics

Small Decisions, Lasting Impact

In 2025 we focussed on embedding our Agent for Change programme across all divisions of the group. In 2026 we will be launching a "cut the waste" campaign. Re-framing our approach and understanding of waste, minimising mixed waste and driving circular reuse.

Agents for Change: 12–Month Progress Update (Mid–Campaign Review)

Overview

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 collaboration with the Supply Chain Sustainability School and ISEP (Formerly IEMA) 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.

Progress to Date

Employee Engagement & Capability Building

A dedicated cohort of Agents for Change has now been established across the business, acting as local advocates and points of influence within their teams.

Participation in sustainability training and learning modules delivered through the Supply Chain Sustainability School and ISEP has increased, improving understanding of ESG principles and practical application.

Sustainability topics are increasingly being incorporated into team discussions, toolbox talks, and operational decision-making.

Cultural Integration

The campaign has contributed to a noticeable shift in culture, with greater individual ownership of ESG-related actions and an increased willingness to challenge unsustainable practices.

Sustainability is being viewed less as a standalone topic and more as part of how work is planned, delivered, and reviewed.

Stakeholder Collaboration

Engagement with clients, suppliers, and partners has strengthened, supporting shared learning and alignment on sustainability priorities.

Early collaboration has helped identify common challenges and opportunities, particularly around resource efficiency, social value, and responsible procurement.

Governance, Monitoring & Communication

Progress has been tracked through regular internal updates and reviews, ensuring transparency and accountability.

Feedback from participants has been used to refine learning content and engagement methods for the second phase of the campaign.

Key Learnings at Midpoint

People-led change is critical: Empowering employees as change agents has proven effective in driving engagement and credibility.

Practical learning resonates most: Applied, role-relevant training has delivered stronger uptake and understanding than abstract policy messaging.

Consistency matters: Regular communication and leadership visibility have been essential in sustaining momentum.

Focus for the Next 12 Months

As the campaign moves into its second phase, priorities will shift towards:

- Deepening practical application of sustainability principles within projects and operations
- Expanding participation and influence of Agents for Change
- Strengthening measurement of outcomes to demonstrate impact
- Continuing to recognise and reward positive contributions
- Translating learning into long-term behavioural and operational change

Looking Ahead

The first 12 months of the Agents for Change campaign have created strong momentum and a solid platform for further progress. As we enter the second half of the programme, J Coffey Group remains committed to building a resilient, responsible, and future-focused organisation — driven by informed people, collaborative partnerships, and a shared commitment to positive change.



Environmental Responsibility: Building a Greener Future

2025: A Year of Milestones and Advancements

In 2025, J Coffey continued to move beyond traditional sustainability approaches, reshaping how environmental responsibility is delivered across our business. Circular economy thinking is now a core design principle—guiding decisions from project inception through delivery and end-of-life considerations.Our focus is no longer limited to reducing impact alone; it is about maximising resource value. By extending material lifespans, recovering assets, and designing out waste, we are strengthening both environmental performance and long-term operational resilience.

Across our projects, resources are treated as systems, not single-use inputs. Materials, plant, and processes are carefully planned to circulate efficiently, reduce dependency on virgin resources, and support continuous improvement. This approach allows us to deliver projects that are not only lower-impact, but smarter, more adaptable, and built for the future.

Highlights of 2025:

1. **Carbon Emission Reduction:** J Coffey have invested heavily in new carbon reporting platforms. This has allowed us to better understand our carbon and allows us to to take more direct action.

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 2025 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 2025 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 2025, we remain firmly focused on the path to Net Zero by 2034. While we take pride in the progress made in 2025, 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 2025, 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 2025, 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 2025, we continued to strengthen our engagement with ISEP and the Supply Chain Sustainability School (SCSS) through maintained membership and active participation in sector-wide sustainability initiatives. Our involvement focused on contributing practical insights and case studies to support shared learning, capacity-building, and the dissemination of good practice across the industry, in line with our commitment to collaboration and continuous improvement.

Agent for 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.

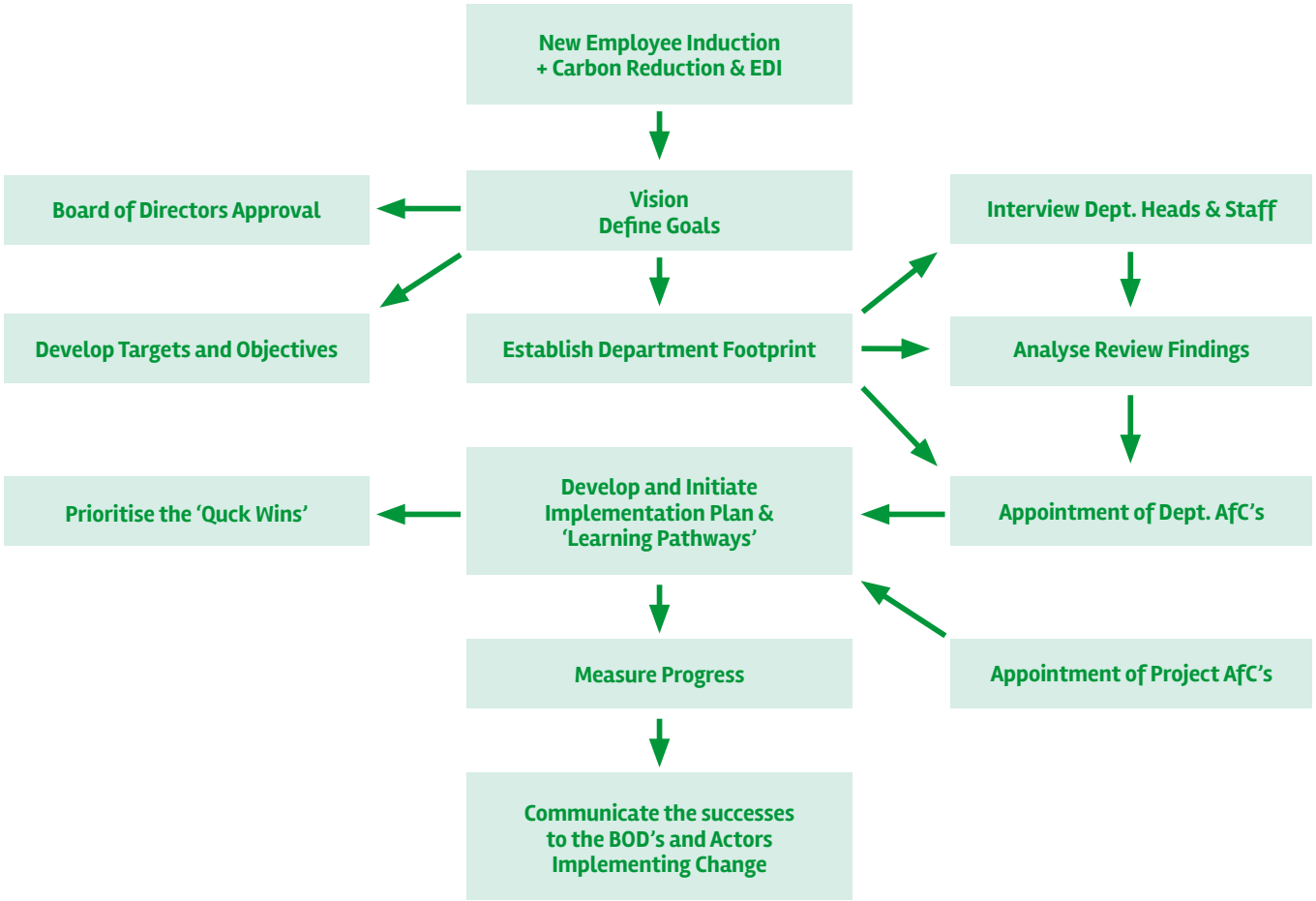
BREEAM

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 for Change Model



Driving Forward: Embedding Circular Thinking for a Sustainable Future

In 2025, J Coffey continued to evolve its sustainability approach to deliver meaningful outcomes for clients, communities, and our workforce. Environmental responsibility is increasingly integrated into how projects are planned and delivered, ensuring sustainability supports quality, resilience, and long-term benefit across the places we work.

Our growing application of circular economy principles is shaping day-to-day decision-making on sites — from material selection and reuse to improved resource efficiency. These practices help reduce waste, support whole-life performance, and contribute to safer, better-managed working environments for our teams, while also supporting clients in meeting rising environmental and regulatory expectations.

This approach also strengthens our role within the communities we operate in. By reducing environmental impact and promoting responsible construction practices, we aim to leave a positive legacy that extends beyond project completion. At the same time, investing in clear processes and sustainable working methods supports our people, enabling them to work more confidently, safely, and efficiently.

As the industry continues to change, this balanced focus positions J Coffey as a forward-thinking contractor — delivering value for clients, supporting our workforce, and contributing positively to the communities and environments in which we build.

Embedding Respect: J Coffey's Commitment to Considerate Construction in 2025

In 2025, J Coffey continued to engage with the Considerate Constructors Scheme (CCS) as a framework for improvement rather than a compliance exercise. We used the enhanced CCS 2025 standards to consistently raise the quality of our sites, strengthen relationships with local communities, and reinforce respectful, responsible working practices.

By embedding CCS principles into day-to-day project delivery, we aim to create safer, cleaner, and more considerate environments for those living and working around our sites, while also supporting our workforce to operate with clarity, pride, and accountability. This approach helps ensure that our activities deliver positive social outcomes alongside high-quality construction.

Our full alignment with the scheme also supports our clients' wider sustainability and performance objectives, including contribution towards BREEAM and social value requirements. Through active participation and continual improvement, CCS provides a practical mechanism to drive better project outcomes, protect our social licence to operate, and promote a culture of 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*



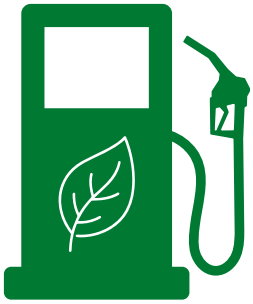
Environmental Strategy Targets



100%
CONSIDERATE CONSTRUCTOR SCORE



100%
SUSTAINABILITY SOURCED WOOD



56%
HVO FUEL USAGE



157
HOURS
SUSTAINABILITY TRAINING



TOTAL ABSOLUTE CARBON EMISSIONS

ENVIRONMENT

J Coffey is proud to partner with Saint-Gobain to support the recycling & reuse of glass that might otherwise end up in the waste stream.

359 tonnes of cullet recovered across five projects

257 tonnes of cullet directly remanufactured

360 tonnes of virgin raw materials potentially saved

180 tonnes of CO2 potentially saved from release

SAINT-GOBAIN

We partnered with Tarmac for our clients Mace & The Oxford Science Park to drive sustainability via Digital Concrete.







CO_2

By increasing our use of GGBS mixes on-site, we saved a total of 709,248 kg of CO2e between January & July 2025.

The CEVO digital system has enabled us to achieve significantly greater CO_2 savings.

CEVO DIGITAL
POWERING CONCRETE PERFORMANCE
Powered by Converge



Social Value Metrics

Introduction

At J Coffey, we approach every project as an opportunity to deliver lasting social value — not only through the assets we build, but through the positive difference we make for the people and communities affected by our work. Social value is embedded into our operations, guiding decisions that create benefits well beyond project completion.

Since first benchmarking our social value in 2021, we have continued to mature our approach, moving beyond data reporting to using insight as a tool for more targeted, community-focused action. This evolution allows us to better understand where our efforts can deliver the greatest impact and how they align with local need.

Using the TOMs (Themes, Outcomes, Measures) Framework, and supported by independent verification from Planet Mark, we ensure our social value outcomes are robust, transparent, and aligned with recognised national standards. In 2025, this approach resulted in nearly £9 million of social value delivered across our operations.
(Awaiting TOMs verification)

While we are encouraged by the progress made to date, we remain focused on what comes next. As we move into 2026, our priority is to deepen social impact through stronger partnerships, innovation, and closer engagement with the communities we serve, ensuring our projects leave a positive and meaningful legacy.

People:
Recruitment, Staff Retention & Engagement

We continue to support employee career development through annual end-of-year reviews, enabling meaningful conversations about performance, aspirations, and future opportunities. These discussions help us tailor development pathways, whether through peer-to-peer mentoring, targeted training, or role-specific progression, supporting both professional growth and personal ambition.

Our people remain central to everything we do, and we recognise that wellbeing is fundamental to maintaining a safe, inclusive, and supportive working environment. In support of this, we introduced a new employee benefits portal for directly employed staff, providing enhanced access to resources that support financial wellbeing and overall health.

Creating and maintaining a safe and inclusive culture remains a priority. We continue to deliver engaging and educational training across the workforce, reinforcing shared values and behavioural standards. To further promote inclusivity and understanding, we actively support the Hidden Disabilities Sunflower programme, helping to raise awareness of non-visible disabilities across our teams.

Looking ahead, we aim to expand awareness through additional training for project teams, including further focus on the Sunflower programme and mental health awareness, supporting a workplace culture where individuals feel respected, supported, and able to thrive.

Preserving Local Environments for Future Generations

At J Coffey, we recognise our responsibility to identify, manage, and contribute positively to impacts on local communities affected by our projects. In line with ESRS S3 and S4, our approach focuses on respectful engagement, responsible project delivery, and the creation of shared social value for communities and end-users.

Our project teams actively engage at a local level to support community wellbeing and minimise adverse impacts associated with construction activity. This includes local employment and skills opportunities, engagement with schools and educational programmes, community fundraising and volunteering initiatives, as well as targeted material and financial support for local charities and community groups.

Through these actions, we aim to strengthen trust, support local development, and contribute to positive social outcomes that extend beyond project boundaries. This community-focused approach supports our broader commitment to responsible business conduct, social value delivery, and long-term positive impact on the places where we operate.

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

7,952
HOURS
HEALTH & SAFETY TRAINING

£29,331
RAISED
COMMUNITY FUNDRAISING

14
CERTIFICATIONS
MODERN SLAVERY TRAINING

4
CERTIFICATIONS
EDI TRAINING

2
MENTAL HEALTH FIRST AIDERS

£8.93m
SOCIAL VALUE DELIVERED

£185,805
£55,290 INTERNAL
£130,515 EXTERNAL
FORMAL H&S TRAINING

SOCIAL VALUE

On our Oxford Street project, we maintained a strong standard in delivering our Social Value.

58 hours of employability support (mentoring, mock interviews, CV & careers advice)

£2.99m spent with local MSMEs

228 weeks apprenticeships/ T-Levels (Levels 2-4) delivered or supported

£2.55m spent in the local supply chain





04 GOVERNANCE

Governance Metrics

Governance and Economic Sustainability



Andrew Turner
Group Financial Director
J Coffey Group

At J Coffey, we operate within a rapidly changing construction environment and continually evolve our approach to remain resilient, responsible, and competitive. Central to this is the ongoing development of our workforce, with investment in both technical capability and essential soft skills that support effective leadership, collaboration, and ethical decision-making.

We embed core values across the organisation through structured training and awareness programmes, covering areas such as anti-bribery and corruption, equality, diversity and inclusion, disability awareness, and stress and mental wellbeing. These principles shape behaviour at all levels and reinforce a consistent, values-led culture.

Compliance remains a fundamental pillar of our operations across the UK and Europe. We maintain robust controls to ensure adherence to all relevant corporate, employment, health and safety, payroll, tax, and working-rule requirements, safeguarding business integrity and supporting responsible, ethical conduct.

To support long-term performance and data-driven decision-making, we continue to invest in technological capability. The implementation of a new system has strengthened data integrity, operational visibility, and governance control across the business, reflecting our commitment to continuous improvement through digital innovation.

Our corporate governance framework is grounded in transparency, accountability, objectivity, and awareness. These principles guide open decision-making, responsible oversight, and fair judgement, underpinning the way we manage risk, performance, and long-term value creation.

Economic Sustainability

Economic sustainability is a core pillar of our governance approach at J Coffey, underpinning long-term resilience, responsible growth, and shared value creation. We aim to deliver outcomes that extend beyond commercial performance, supporting our clients, supply chain partners, employees, and the communities in which we operate.

Our approach is focused on building durable relationships, operational excellence, and ethical business practices, ensuring all stakeholders are able to thrive alongside the business.

- **Delivering Value for Clients**
  We are committed to delivering high-quality, reliable project outcomes, with a strong focus on collaboration, transparency, and accountability. This includes meeting programme and budget expectations while maintaining high standards of safety and performance. In 2025, our client satisfaction score was 81%, reflecting our emphasis on direct engagement across stakeholder levels and ensuring clients have access to the right technical, operational, and sustainability expertise—not solely commercial representation.

- **Responsible Supply Chain Partnerships**
  Strong supplier relationships are essential to economic sustainability. Our partnerships are built on fairness, transparency, and shared values, supporting innovation and continual improvement across the supply chain. Since our previous ESG reporting period, we have further developed a core supplier structure, improving alignment with our environmental, social, and ethical standards. In collaboration with our suppliers, we are actively working to identify and address key shared risks and opportunities, including:
  - Embodied carbon associated with materials and services
  - Plastic packaging and single-use plastics
  - Modern slavery and ethical sourcing risks

  This collaborative approach enables us to introduce clients to new solutions, support responsible procurement, and strengthen supply chain resilience.

- **Fair and Equitable Employment Practices**
  We recognise that economic sustainability depends on a motivated, fairly rewarded workforce. We remain committed to paying no less than the London Living Wage and undertake annual performance and remuneration reviews to ensure pay remains fair, competitive, and reflective of contribution. Fair compensation plays a key role in employee wellbeing, retention, and long-term capability development.

- **Governance, Accountability and Long-Term Resilience**
  Our economic sustainability approach is supported by strong governance and ethical oversight. We align our ESG reporting and governance practices with the Wates Corporate Governance Principles, ensuring a balanced, responsible, and transparent approach to decision-making.

By addressing economic, environmental, and social considerations together, we reinforce our commitment to ethical leadership, inclusivity, and financial resilience. This integrated approach supports long-term prosperity—delivering value for clients, opportunities for suppliers, security for our workforce, and positive outcomes for the communities we serve.

ESG: Managing Regulatory Risks

Throughout 2025, J Coffey maintained a proactive approach to identifying, assessing, and managing ESG-related regulatory risks. As regulatory expectations continue to evolve across environmental, social, and governance domains, we have focused on embedding compliance and risk awareness into our governance and operational decision-making.

Our approach emphasises transparency, clear leadership accountability, and effective risk mitigation, ensuring that emerging regulatory requirements are understood early and managed in a structured and proportionate way. This enables the business to remain compliant, resilient, and well-positioned to respond to ongoing regulatory change.

Training & Leadership Engagement

Clear and consistent communication is essential to embedding ESG principles across the organisation. At J Coffey, all employees are expected to understand and engage with our ESG policy, the metrics that underpin it, and the role these play in shaping both our culture and external performance.

Leadership engagement is critical to this approach. Board members and senior management are expected to lead by example, demonstrating a clear understanding of our ESG strategy, associated objectives, and the disclosure processes used to track progress and identify areas for improvement. This leadership-led approach reinforces accountability and supports consistent application across the business.

To fulfil their responsibilities effectively, senior leaders are expected to maintain an appropriate level of awareness of relevant legal and regulatory requirements that influence ESG governance and decision-making. This includes, but is not limited to:

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

Through targeted training, ongoing engagement, and clear governance expectations, we ensure ESG considerations are understood, championed, and applied at all levels of the organisation—supporting informed leadership, regulatory compliance, and long-term sustainable performance.

Due Diligence

We allocate appropriate internal resources to stay informed of emerging ESG risks, regulatory developments, and best practice. This includes ongoing engagement with Global Reporting Initiative (GRI) updates and briefings, enabling us to monitor evolving ESG trends, assess potential impacts, and respond proactively where risks or opportunities are identified.

Risk Management

Sustainability is now firmly embedded at the centre of our governance and decision-making, encompassing a wide range of interrelated issues including climate resilience, resource management, labour standards, health and safety, and long-term business viability. Rather than relying on top-down directives, our Board works collaboratively with management to develop a clear understanding of which stakeholder priorities are most critical to the continued success and resilience of the business.

To support informed oversight, we maintain both a Business Risk Register and a dedicated Climate Change Risk Register. These tools enable the structured identification, assessment, and management of ESG-related risks, supporting forward-looking consideration of potential impacts and mitigation measures.

We recognise that not all directors or senior managers are ESG specialists. However, we actively promote ongoing learning, open dialogue, and shared understanding, ensuring that key decision-makers are able to engage confidently with the ESG topics most relevant to our operations. Our ESG Strategy provides a clear framework for building this awareness, helping the organisation remain risk-aware rather than risk-averse, and strengthening our position as a trusted, responsible, and forward-thinking delivery partner.

Business Risk Management

The construction sector presents a complex and evolving risk landscape. As part of our ESG governance framework, the Corporate Sustainability Committee maintains oversight of both current and emerging risks, ensuring they are identified early and managed in a structured and consistent way.

Risks are reviewed on a regular basis and documented within our Business Risk Register, supported by forward-looking consideration of regulatory, environmental, social, and operational factors. Each identified risk is assessed in line with its potential likelihood and impact, with clear mitigation actions and accountability assigned to support effective risk management.

This approach enables the business to anticipate change, strengthen resilience, and respond proportionately to challenges as they arise, while maintaining alignment with our strategic objectives and ESG commitments.

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.



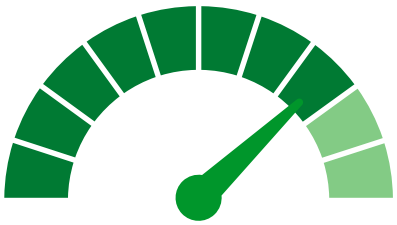
Governance Strategy Targets



81%
CLIENT SATISFACTION



20%
FEMALE REPRESENTATION



80%
ELECTRIC/ HYBRID PLANT



10
HOURS
ANTI-BRIBERY TRAINING



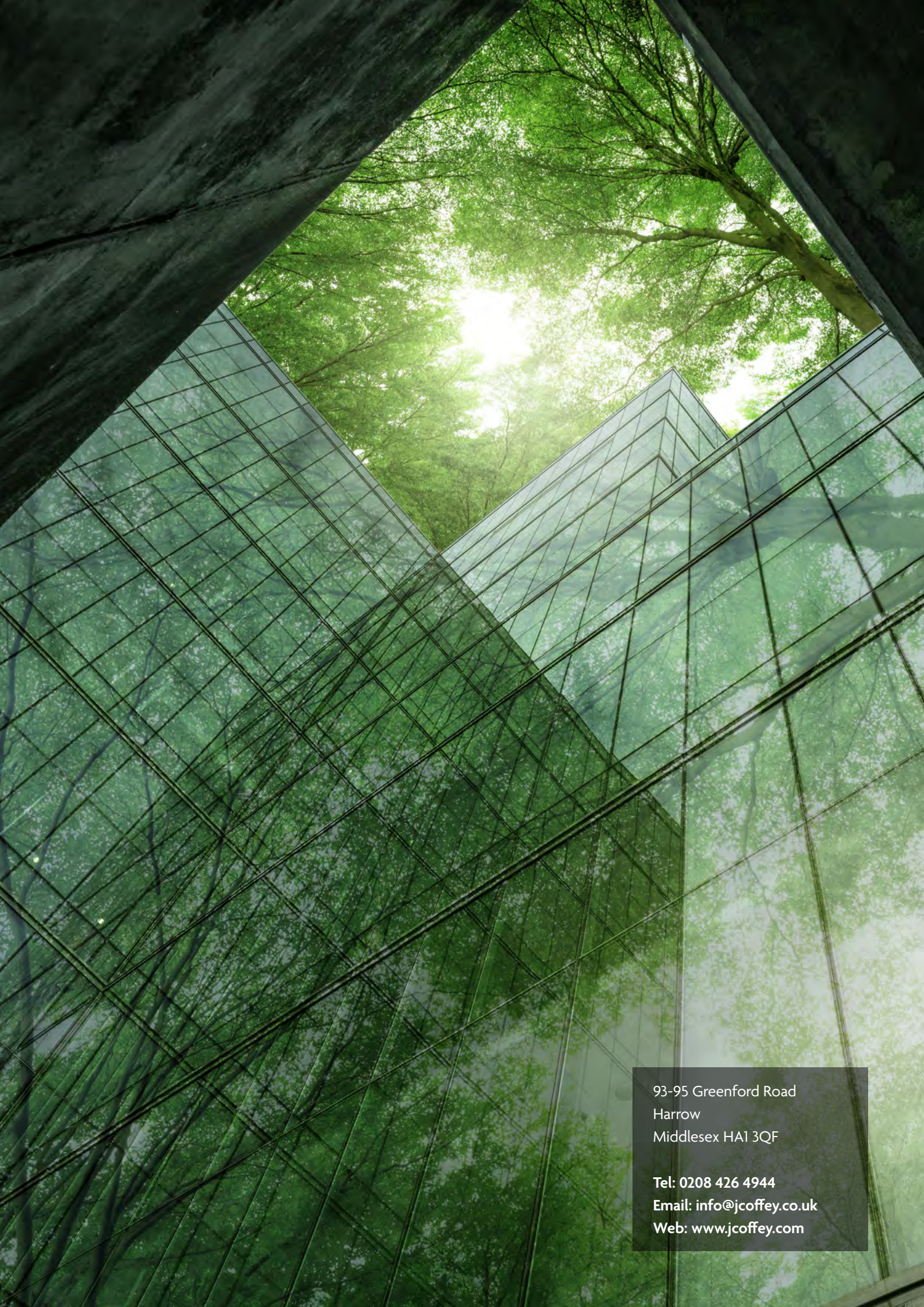
£183.1m
TURNOVER



£7.38m
PROFIT



£106.6m
ASSETS



93-95 Greenford Road
Harrow
Middlesex HA1 3QF

Tel: 0208 426 4944
Email: info@jcoffey.co.uk
Web: www.jcoffey.com