

Kingerlee



**ESG**  
COMMITMENT

Environmental, Social and  
Governance Report - April 2026



aspire  
Working to Change Lives

SOBELL  
HOUSE  
HOSPICE

Lighthouse  
Charity

Leaving a lasting legacy  
for generations to come

**Over the past year, we have continued to embed our ESG Action Plan into the way we operate, strengthening our commitment to being a responsible and sustainable business. With ESG firmly at the core of our strategy, we have built on the strong foundations established in our inaugural report and moved from planning to deeper implementation and measurable progress.**

Each area of our Action Plan continues to be championed by dedicated leads across the business, ensuring accountability and momentum. Regular cross-team meetings and ongoing collaboration have helped us refine our initiatives, respond to new opportunities and integrate responsible practices into everyday decision-making.

This second ESG report reflects the progress we have made across all parts of the plan, showcases the impact of our initiatives and outlines our priorities for the year ahead. With a full year of baseline measurements now in place, we have been able to track our progress more accurately, identify areas where we have advanced well, and highlight where further focus is required.

#### Highlights from this year include:

- Progress across the majority of our 72 ESG initiatives, with improvements in areas such as people, community and governance.
- Continued recognition of our responsible business approach, building on last year's OxProp Responsible Employer of the Year award with the award of Constructing Excellence SME of the Year.
- Strengthening our community impact through increased volunteering, and partnerships with local charities.

This year has strengthened our understanding of where we can make the greatest difference. Our focus now is on turning that insight into action, driving efficiencies, improving outcomes and embedding responsible practices more deeply across the organisation.

**We remain ambitious about the role we can play in shaping a more sustainable future.**



## Welcome to the second edition of Kingerlee's ESG Report.

Last year, we set out our vision for building a more sustainable future, one that honours our heritage while embracing new expectations, technologies and responsibilities. One year on, we are proud to share how far we have come.

Our ESG Action Plan has evolved from a statement of intent into a practical roadmap shaping decisions at every level of our business. With clearer data, stronger engagement and a renewed focus on accountability, we are making tangible progress towards creating buildings, communities and partnerships that stand the test of time.

Our commitment to environmental responsibility continues to grow. We are working to reduce our carbon footprint, minimise waste and use resources more efficiently. At the same time, we are expanding our social impact, supporting our people, collaborating with our supply chain, and contributing to the wellbeing of the communities where we work.

These efforts are grounded in transparent and ethical governance, ensuring that our values guide not only what we build, but how we build it.

Our journey is ongoing, and this report offers an honest and forward-looking view of the impact we are making today and the opportunities ahead.

**Environmental Responsibility** - We recognise the impact construction activities can have on the environment. Therefore, we prioritise sustainable practices that minimise our carbon footprint, reduce waste, and conserve natural resources. Through hard work and innovative techniques and technologies, we strive to build greener, and more energy-efficiently to contribute positively to our ecosystem.

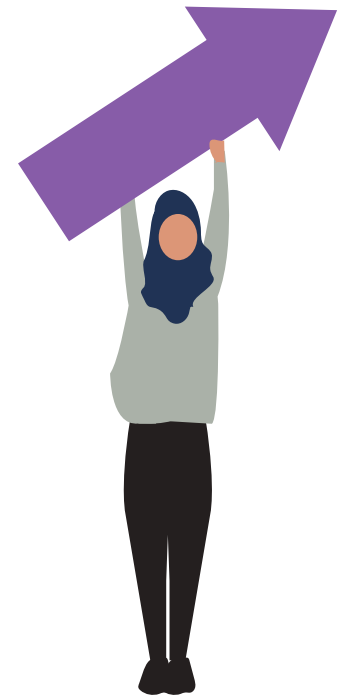
## Building for a Greener Future: At Kingerlee, sustainability isn't just a goal, it's our commitment.

**By prioritising energy efficiency, reducing waste, and conserving resources, we're shaping a brighter, greener tomorrow.**

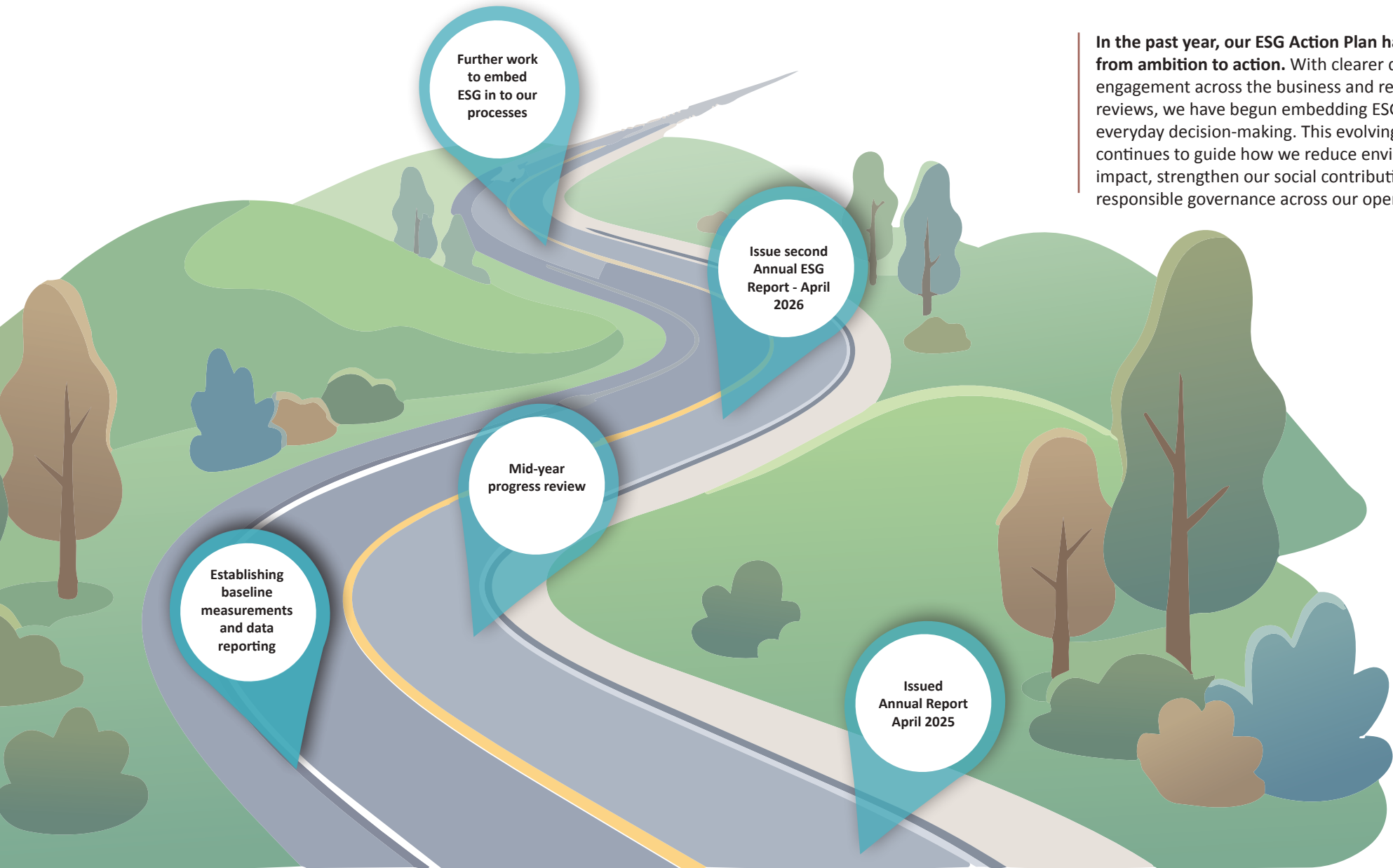
**Social Engagement** - We understand that our success is intertwined with the well-being of the communities we serve. That's why we actively engage with local stakeholders, promote diversity and inclusion within our workforce, and prioritise the health and safety of our employees and supply chain. We believe in giving back to society through charitable initiatives and partnerships aimed at enhancing the quality of life for all.

**Governance Excellence** - Transparency, integrity, and accountability are the cornerstones of our governance framework. We adhere to the highest ethical standards in all our dealings, ensuring fairness and equity for our stakeholders. Our governance practices are designed to foster trust and confidence, both internally and externally, as we strive for excellence in every endeavour.

**“Leading with Integrity: At Kingerlee, our decisions are guided by fairness, transparency, and a commitment to excellence, principles that have defined our family business for generations.”**



# Overview



**In the past year, our ESG Action Plan has moved from ambition to action.** With clearer data, stronger engagement across the business and regular progress reviews, we have begun embedding ESG principles into everyday decision-making. This evolving framework continues to guide how we reduce environmental impact, strengthen our social contribution and ensure responsible governance across our operations.

# 1.0 Customers



UN Sustainable Development Goals



# 1.0 Customers

## 1.1 Identified area for improvement - Customer satisfaction

Number of questionnaires sent in 2025	16
Number of feedback received in 2025	5
Highest scoring areas	Communication, Health & Safety & Quality
Areas for continuous improvement	Programme Management & Change Management


 100% would recommend Kingerlee

## 1.2 Identified area for improvement - Social Value Policy & Social Value Plan

Social value plan and policy have been implemented, and an annual review was undertaken in December 2025.

## 1.3 Identified area for improvement - Compliance with recognised sustainability standards

After a comprehensive review of available frameworks, **ISO 53001** has been identified as the most appropriate standard to align our sustainability strategy with our existing management system accreditations, **ISO 45001**, **ISO 45003**, **ISO 14001** and **ISO 9001**. As the first certifiable management system standard designed explicitly to align organisational practices with the United Nations Sustainable Development Goals (SDGs), **ISO 53001** is anticipated for official release in 2026.

 Once the final standard is published, we will undertake further evaluation to confirm its suitability for our operations before progressing toward accreditation.

## 1.4 Identified area for improvement - Commitment to the UN Sustainable Development Goals

Our ESG Plan is aligned with the UN Sustainable Development Goals, and the future implementation of **ISO 53001** will further strengthen and embed these principles throughout our strategy.

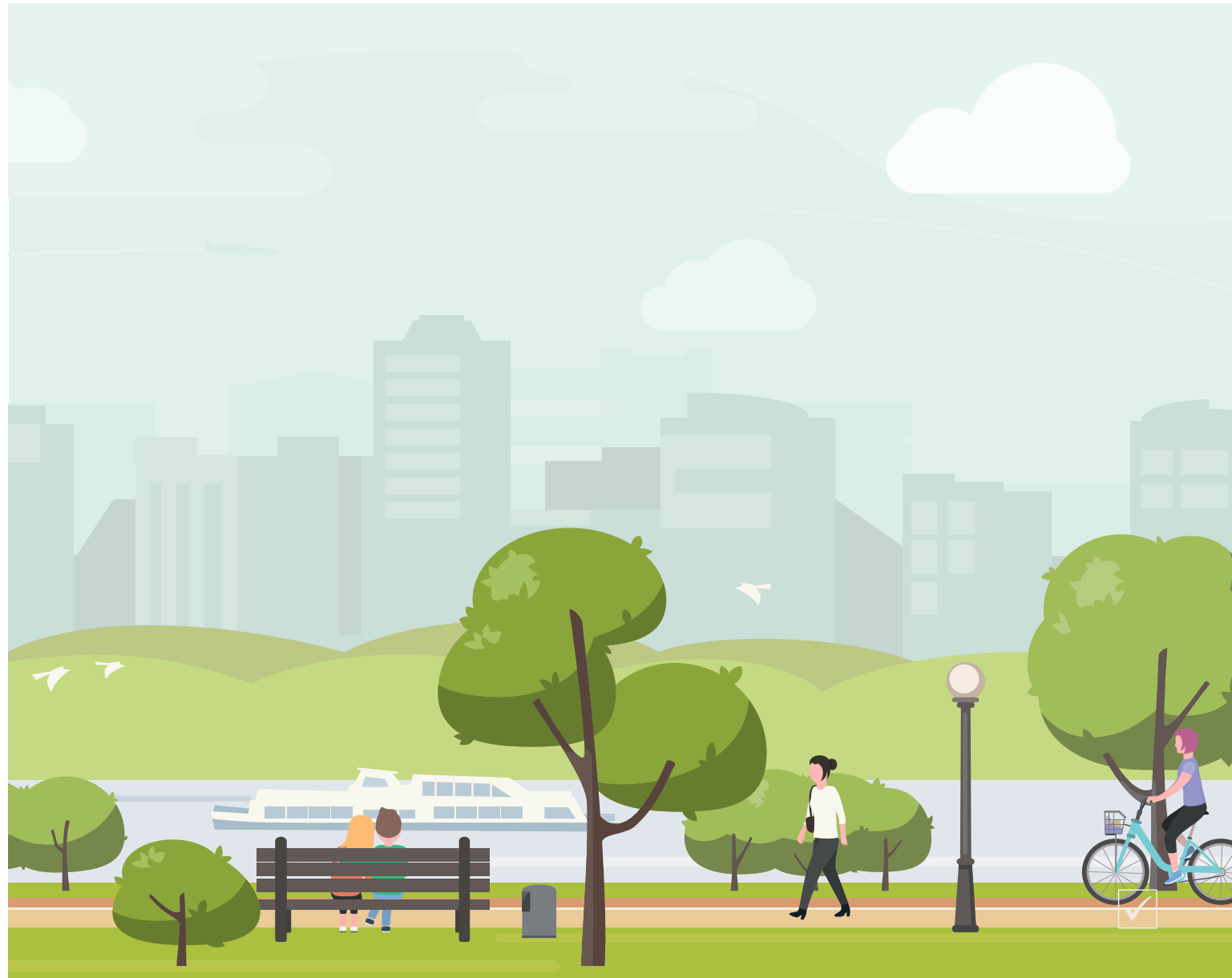


UN Sustainable Development Goals

# 2.0 Community



UN Sustainable Development Goals



## 2.0 Community

### 2.1 Identified area for improvement - Company engagement with/and supporting the local community

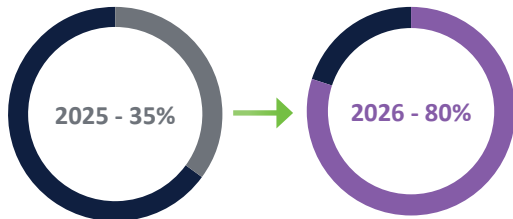
As a business we have a community engagement plan outlining our commitments. We now need to progress this and combine it with project specific targets.



Project specific community engagement plans to align with Considerate Contractors criteria to be established.

### 2.2 Identified area for improvement - Support for local groups and businesses

Office consumables procured from less than 35 miles away.



80% in 2026, up from 35% in 2025

### 2.3 Identified area for improvement - Support for local charities

We have partnered with four respected charities, each addressing key challenges within our community and workplace. Through these collaborations, we aim to support wellbeing, inclusion and social impact.

#### The Lighthouse Club – The Construction Industry Charity

The Lighthouse Club is the UK's only charity dedicated entirely to the emotional, physical and financial wellbeing of construction workers and their families. They offer 24/7 confidential support, mental health resources and crisis assistance, ensuring that no construction worker faces hardship alone.



#### Aspire Oxfordshire

Aspire is an Oxford-based charity and social enterprise supporting people facing homelessness, poverty, unemployment or disadvantage. They provide person-centred support through employment coaching, training, housing projects and community outreach. Aspire helps individuals build confidence, skills, and independence, enabling them to move towards stable employment and secure housing. Each year, they support thousands of people locally through prevention programmes, youth projects, and inclusive recruitment initiatives.



#### Yellow Submarine

Yellow Submarine is an award-winning Oxfordshire charity that empowers young people and adults with learning disabilities and autism. They run social clubs, activity days, residential holidays and a traineeships programme that builds confidence, independence and employability. The charity also operates social enterprise cafés and a bakery, giving trainees real-life work experience in supportive environments. Their long-term, person-centred approach supports members from age 11 into adulthood, providing both life-changing opportunities and respite for families.



#### Sobell House Hospice

Sobell House provides compassionate palliative and end-of-life care for people in Oxfordshire living with life-limiting illness. Their multidisciplinary team offers physical, emotional, social and spiritual support, ensuring patients can live as fully and comfortably as possible.



Continued

## 2.0 Community

### 2.3 Identified area for improvement - Support for local charities

In addition to our fundraising activities this year, we have collaborated with our partner charities to assess how we can extend our support beyond financial contributions. This includes exploring structured volunteering programmes, enhanced promotional initiatives, work placement opportunities, and increased utilisation of social enterprises.

Through this collaborative approach, we aim to ensure that each partnership drives tangible, long-term value for our community.

Year	Kingerlee Donation
2020	£245.22
2021	£2,692.40
2022	£7,421.57
2023	£6,590.0
2024	£13,880.00
2025	£4,388

### 2.4 Identified area for improvement - Promoting and introducing pupils to the range of skills and careers available in the construction industry



### 2.5 Identified area for improvement - Provide an equitable and inclusive workplace for employees

Following staff surveys undertaken in February 2025, we identified a handful of key areas that could be improved across our office premises and construction sites in order to provide a more inclusive workplace for our employees. These were:

#### Office

##### "Lack of disabled parking bays"

We note this concern and there is an intention to alter our existing car parking arrangements under a wider external works phase of the Thomas House masterplan, which is planned for the future.

##### "Better/more regular cleaning of cabins"

This is dealt with at a site level and ultimately is the responsibility of the Site Manager to ensure that welfare is kept to a clean standard, be that using our own labourers or regular visits from a cleaning company.

##### "Better/more regular cleaning of cabins"

This is dealt with at a site level and ultimately is the responsibility of the Site Manager to ensure that welfare is kept to a clean standard, be that using our own labourers or regular visits from a cleaning company.

##### "Low WC provision"

At the time of publishing our annual report in 2025, the first floor of Thomas House was still closed for refurbishment and it is therefore reasonable to assume that low WC provision was identified by employees due to the fact that the first floor toilets were inaccessible for a period of time. We believe that the current WC provision is sufficient given that the number of attendees in the office very rarely exceeds 50 persons, with the provision of 4 unisex cubicles across ground and first floors in addition to an accessible WC in reception – this is slightly higher than the HSE recommendation. There are also further facilities available in the West Wing of Thomas House.

#### Site

##### "Sites are not equipped for wheelchair users"

This is an area where we have not currently made any real progress. It must be acknowledged that the nature of a construction site does present a very real challenge in this regard, but our aim for the next period is to consult with other businesses and review how we can improve in this area.

##### "It would be better if women visiting construction sites did not have to ask for a key when needing to use WC facilities"

We believe this is something that can be addressed by changing people's mindset. Over the next period, we will prepare a specific toolbox talk on this subject and deliver it to all of Kingerlee's current construction sites.

##### "Better quality furniture"

We have not reviewed this to date, but in conjunction with a new cabin policy, we are looking to 'standardise' furniture within welfare and the quality of these items will be taken into consideration.

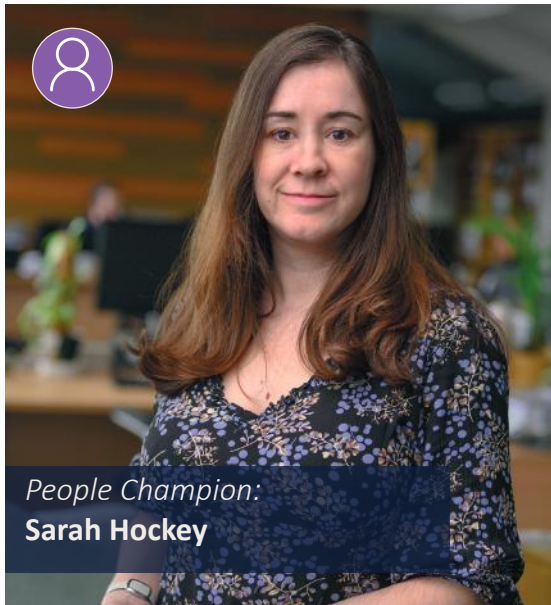
##### "Better access to and from site & welfare facilities"

There has been a significant push to address this during the past year with examples of good and bad practice being shared with the whole business. Whilst we do note a drastic improvement, unfortunately we do still have some sites that do not provide suitable access to welfare facilities and we must continue to target this in 2026.

# 3.0 People



UN Sustainable Development Goals



People Champion:  
**Sarah Hockey**



People Champion:  
**Jonathan Watts**



People Champion:  
**Keith Shackleton**



# 3.0 People

## 3.1 Identified area for improvement - Lowest paid wage

- 100% of employees are paid at least the real living wage in 2024 & 2025.

100%



## 3.2 Identified area for improvement - Lowest paid wage

- 100% employees paid over the threshold for minimum wage in 2024 & 2025.

100%



## 3.3 Identified area for improvement - Employees receiving a bonus

- 100% of employees eligible for the company bonus scheme in 2024 & 2025.

100%



## 3.4 Identified area for improvement - Retirement programmes

- 100% of employees receive access to private pension in 2024 & 2025.

100%



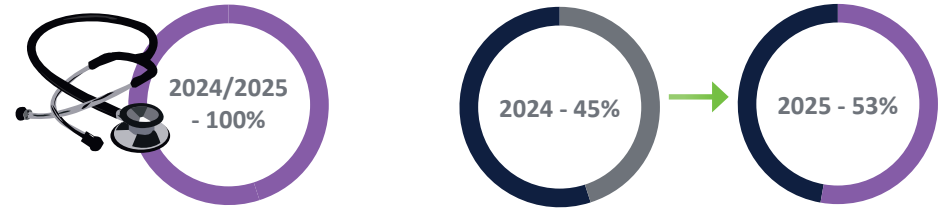
## 3.5 Identified area for improvement - Financial services for employees

Financial advice to be offered to employees biannually.

## 3.6 Identified area for improvement - Healthcare coverage

Employees with access to private healthcare:

Private healthcare uptake:



100% of employees have access to private healthcare 2024/2025

Private healthcare uptake was 53% in 2025, up from 45% in 2024

## 3.7 Identified area for improvement - Health and wellness initiatives

Employee assistance programme offered.



Occupational health tests offered to site based employees.



# 3.0 People

## 3.8 Identified area for improvement - Professional development policies and practices

Professional development days per employee:



7.6 paid professional development days per employee, up from 7.5 in 2024

## 3.9 Identified area for improvement - Management training

Managers who have undertaken management training:



35 managers undertook management training, up from 21 in 2024

## 3.10 Identified area for improvement - Employee review process

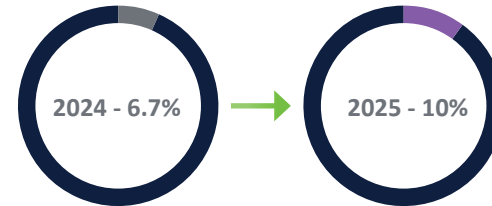
Professional Development Reviews completed.



72% Professional Development Reviews completed in 2025, down from 100% in 2024

## 3.11 Identified area for improvement - Internal promotions

Number of headcount that were promoted:



10% of headcount promoted in 2025, up from 6.7 in 2024

## 3.12 Identified area for improvement - Paid secondary caregiver leave

Annual review of paternity policy.



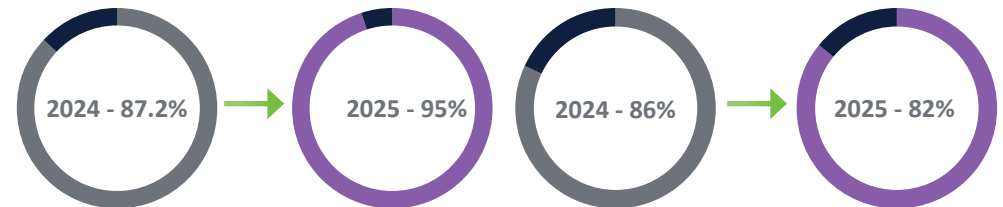
## 3.13 Identified area for improvement - Surveying and benchmarking

Annual employee engagement survey complete.



Would you refer a friend?

Will you be working here a year from now?



95% would refer a friend in 2025, up from 87.2% in 2024

82% will be working here in a year in 2025, down from 86% in 2024

# 3.0 People

## 3.14 Identified area for improvement - Inclusive hiring practices

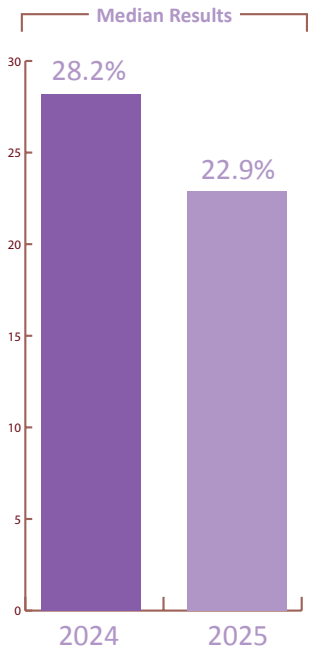
Inclusive hiring policy and procedures in place.



## 3.15 Identified area for improvement - Gender pay gap

Review hourly rates of pay.

Kingerlee Limited Gender Pay Analysis - Hourly Rates of Pay

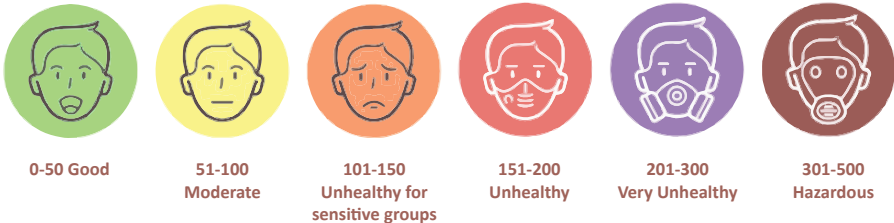


Kingerlee's gender pay gap is influenced by the different roles men and women occupy within the company. This reflects the broader trend in the construction industry, which is male dominated. To address this, Kingerlee has implemented measures such as inclusive recruitment materials, partnerships with schools, family-friendly policies, and development opportunities given objectively.

We are pleased to have already seen progress in reducing the gender pay gap and are committed to further improvements.

## 3.16 Identified area for improvement - Indoor air quality monitoring

Indoor air quality monitoring readings taken December 2025.



Area	AQI 2024	AQI 2025	Status
Kingerlee main office	18	15	Good
Kingerlee Homes office	18	18	Good
Special Projects office	16	15	Good
Joinery drawing office	16	18	Good
Joinery canteen	16	16	Good
Joinery upstairs office	16	18	Good
Joinery shop	-	93	Moderate
Garage office	-	18	Good

## 3.17 Identified area for improvement - Health and safety employee engagement

Health And Safety employee engagement procedure implemented on site.




Home Safe Behavioural safety workshops undertaken by 100% of staff.



# 3.0 People

## 3.18 Identified area for improvement - Supporting mental health within the organisation

Accredited to BS ISO 45003:2001 – Psychological health and safety at work.

18 trained Mental Health First Aiders within Kingerlee. 

Employee assistance programme.

The Lighthouse Charity partnership.

### Our Trained Mental Health First Aiders



Jonathan Watts



Amy Cross



Logan Kinane



Alex Makrygianni



Sarah Hockey



Boris Sharlandzhiev



Leigh Williams



Alain Torri



Katie Robinson



Melissa Bush



Keith Shackleton



Vicky Penn



Paul Blanchard



James Window



Neville Jones



Paul Martin



Daniell Deane  
daniell.deane@kingerlee.co.uk



Amy Bourton

# 4.0 Efficiency & Resources



UN Sustainable Development Goals



Efficiency & Resources  
Champion: **Alun Bucknell**



Efficiency & Resources  
Champion: **Darran Gammon**



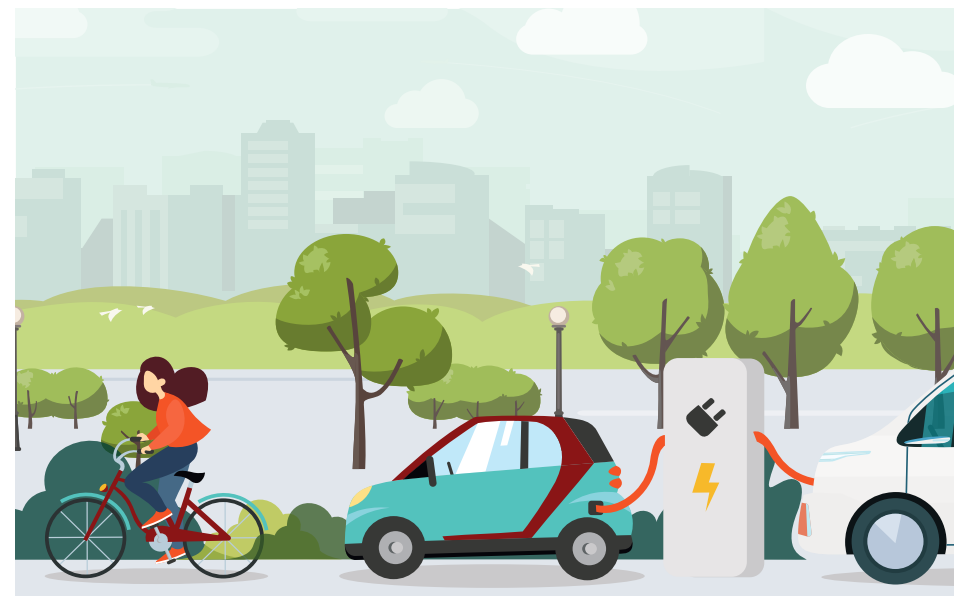
Efficiency & Resources  
Champion: **Adam Hopcroft**



Efficiency & Resources  
Champion: **Bill Taylor**



Efficiency & Resources  
Champion: **Paul Nolan**



# 4.0 Efficiency & Resources

## 4.1 Identified area for improvement - Carbon reduction measures

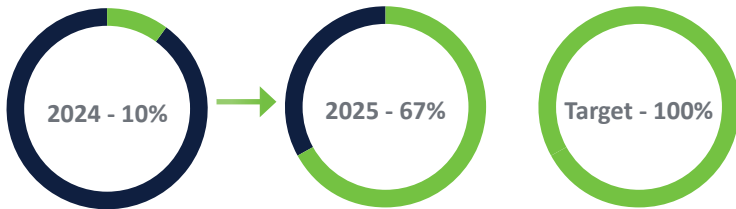
	2025	2024	2023	2023
	tCO2e	tCO2e	tCO2e	tCO2e
Scope 1 emissions in metric tonnes CO2e	279.1	365.5	482.1	451.5
Scope 2 emissions in metric tonnes CO2e	60.5	79.0	65.7	59.3
Scope 3 emissions in metric tonnes CO2e	88.5	120.8	113.1	123.8
<b>Total</b>	<b>428.1</b>	<b>565.3</b>	<b>661.0</b>	<b>634.6</b>

	2025	2024	2023	2023
Tones of CO2e Per employee	3.08	3.47	4.56	4.60

☆ Private vehicles business travel Co2e reduction 2024 -2025 (reduced in line with uptake in electric vehicles) **26.45%** ✓

🎯 Annual monitoring of decarbonisation plan.



67% of energy is from renewable sources, up from 10% in 2024. Our target is 100%

## 4.2 Identified area for improvement - Energy reduction measures – Thomas House

Installation of meters was delayed.

➔ Next Step - Install meters by July 2026. Gather data from readings.

## 4.3 Identified area for improvement - Energy reduction measures – construction sites

Process in place to ensure ALL new sites have energy meters installed. ✓

➔ Next Step - Process to ensure reading are taken and recorded at monthly intervals.

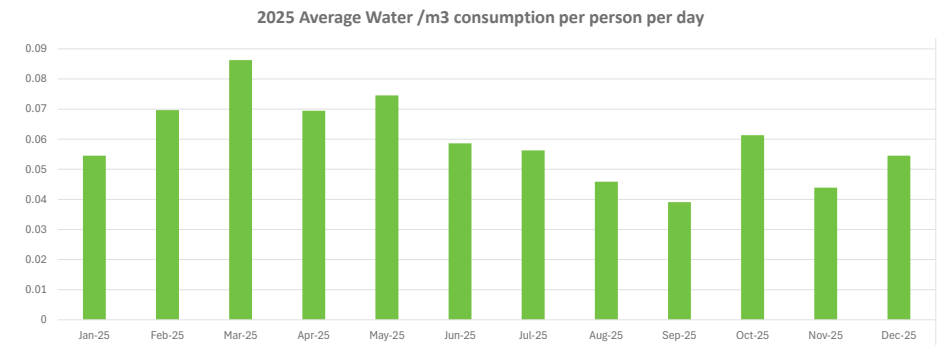
## 4.4 Identified area for improvement - Energy provider

100% of renewable energy ✓

## 4.5 Identified area for improvement - Water reduction targets – Thomas House

Thomas House Refurb Completion: Friday 20 June.

Month	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
Water Consumption (m3)	58	62	95	72	75	72	73	52	51	75	56	58
Average people per month	1064	890	1101	1037	1006	1228	1297	1134	1305	1223	1276	1064
Average water consumption per person m3/day	0.05451128	0.06966292	0.0862852	0.06943105	0.07455268	0.05863192	0.05628373	0.04585538	0.03908046	0.06132461	0.04388715	0.05451128



## 4.0 Efficiency & Resources

### 4.6 Identified area for improvement - Water reduction targets – construction sites

There is currently no data available for water usage on construction sites in 2025

➔ **Next Step - Water meters and water saving devices are being added to our new sites over the next year to align with our Water Reduction Policy for Construction Sites.**

### 4.7 Identified area for improvement - Water reduction targets policy

Water reduction policy in place.

Objectives:

- **Water reduction to site welfare facilities**
- **Water recycling**
- **Water reduction in construction processes**
- **Employee engagement training**
- **Continuous improvement**

### 4.8 Identified area for improvement - Water reduction targets – Thomas House

To reduce potable water consumption and improve overall resource efficiency, we have introduced a series of water-saving technologies across our facilities. This includes the installation of infrared-activated taps, which minimise unnecessary water flow and reduce wastage through touch-free operation.

In addition, our buildings now utilise greywater systems that divert reclaimed water for non-potable uses such as toilet flushing. This approach significantly lowers our reliance on mains water and supports a more circular use of resources within our operations.

### 4.9 Identified area for improvement - Water reduction (recycling) – construction sites

No current water harvesting in place on our sites.

 **Investigate options for rainwater harvesting on our sites**

### 4.10 Identified area for improvement - Renewable energy measures – Thomas House

The available options have been reviewed, with potential carbon savings of 67 tCO<sub>2</sub>e identified for 2025 through the use of air source heat pumps.

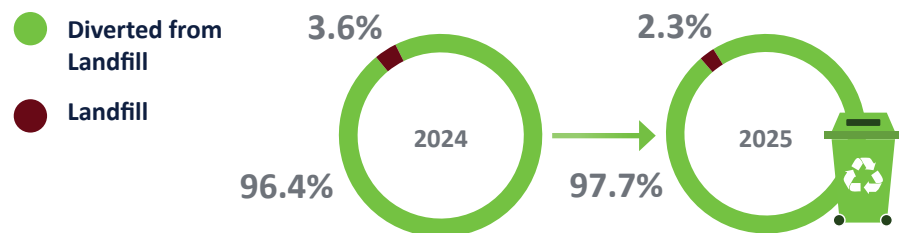
### 4.11 Identified area for improvement - Renewable energy measures – construction sites

All new sites to be set up on 100% renewable electricity tariffs where available.

Renewable tariff requirements in site set-up and procurement procedures.

## 4.0 Efficiency & Resources

### 4.12 Identified area for improvement - Waste management



2.3% waste sent to landfill – 97.7% diverted from landfill, up from 96.4 & 3.6% in 2024

### 4.13 Identified area for improvement - Waste reduction

Net zero waste policy annual review.

Detailed report of waste management received from M&M Skips.

### 4.14 Identified area for improvement - Waste Reduction – culture & awareness training

Zero Waste Policy – reviewed.

User guide issued alongside a feedback document to help compile the data for the SWMP.

### 4.15 Identified area for improvement - Waste reduction – local recycling

16.2 tons of wood shavings collected - 100% being used for animal bedding.

### 4.16 Identified area for improvement - Waste reduction – single-use packaging

Description	Diverted (tonne)	
	2024	2025
C&D Concrete & Brick	459.01	20.9
C&D Wood	195.67	17.24
Refuse Derived Fuel	161.32	18.19
Soil & Slone	106.46	2.18
C&D Mixed Metals	89.08	9.64
Plasterboard	70.91	5.84
Mixed Packaging	56.75	6.43
Plastic Packaging	46.13	2.69
Household industrial Plastic	36.33	3.53
Paper & Cardboard	36.26	4.30
Concrete	27.03	0
Green Waste	14.12	0.59
Residual Waste	5.76	0.28
Glass	3.17	1.35
UPVC Cut Offs/Frames	1.50	0.09
Asphalt	0.92	0
Ferrous Metal	0.51	0
Food Waste	0.50	0.30
Incinerator Bottom Ash	0.41	0
Non-Ferrous Metal	0.04	0
Gas Bottle	0.01	0
Insulation	0.00	2.12
<b>Recycled</b>	<b>1,313.92</b>	<b>95.67</b>



## 4.0 Efficiency & Resources

### 4.17 Identified area for improvement - Environmental impact – improved environmental risk assessments

24 Kingerlee employees have completed the CITB Site Environmental Awareness Safety Training Scheme (SEATS) course.

Environmental Risk Assessment has been updated.

### 4.18 Identified area for improvement - Environmental impact – eliminate single-use timber hoardings

All hoardings are recycled or reused.

### 4.19 Identified area for improvement - Energy reduction measures – construction site facilities

All new hired cabins are Wernick Eco Cabins which include:

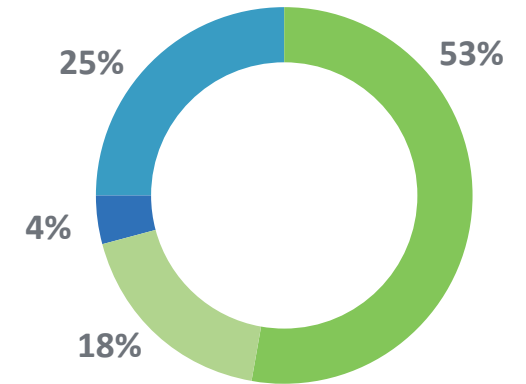
- Thermal Insulation
- LED Lighting
- Double glazing
- Heating timers
- PIR sensors
- Power and water meters

### 4.20 Identified area for improvement - Responsible specification

⇒ Next Step - Training on whole life carbon assessments and CPD's on sustainable materials scheduled in 2026.

### 4.21 Identified area for improvement - Impact of vehicles and plant & sustainable travel

- Electric
- Hybrid
- Petrol
- Diesel



### 4.22 Identified area for improvement - Construction practices & sustainable travel

In 2025, we recorded 484 hours of CPD, with 415 hours invested in strengthening construction knowledge and best practice.

# 5.0 Contractors & Suppliers



UN Sustainable Development Goals



# 5.0 Contractors & Suppliers

## 5.1 Identified area for improvement - Supplier and contractor management

Number of PQQ's completed:



91 PQQS completed in 2025, up from 23 in 2024

## 5.2 Identified area for improvement - Sustainable purchasing policy

Initial list of key suppliers established to approach for sustainability policies.

⇒ Next Step - Make progress with key supplier list.

## 5.3 Identified area for improvement - Significant Suppliers and contractors' social and environmental impact – local employment

PQQ developed and used to collect data on local employment.

### Q1: Average percentage of how many staff live within 40 miles of the office:

Of the 91 subcontractors:  
42% said staff live within 40 miles of their office

### Q2: Average percentage of how many staff live within 40 miles from site:

Of the 91 subcontractors:  
26% said staff live within 40 miles of site

### Q3: Where possible do you allocate the staff to the closest site to their residence?

Of the 91 subcontractors:  
8.2% said yes  
3% said no  
15% did not answer

## 5.4 Identified area for improvement - Significant suppliers and contractors' social and environmental impact – apprentices and employees under 25

PQQ developed and used to collect data on apprentices and employees under age of 25.

### Subcontractors who have Apprentices & employees under 25:

Of the 91 subcontractors:  
29% employ apprentices  
5.7% have employees under 25

## 5.5 Identified area for improvement - Significant suppliers and contractors' social and environmental impact – equity, diversity and inclusion (EDI)

PQQ developed and used to collect data on number of sub-contractors with an EDI policy

### Subcontractors who have an EDI policy:

Of the 91 subcontractors:  
56% said yes

## 5.6 Identified area for improvement - Significant suppliers and contractors' social and environmental impact – low income or chronically deprived

Initial research has been conducted into low income of underemployed communities locally.

## 5.7 Identified area for improvement - Significant suppliers and contractors' social and environmental impact – suppliers with an environmental policy

PQQ developed and used to collect data on sub-contractors with an Environmental Policy.

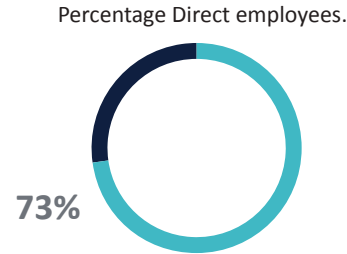
# 5.0 Contractors & Suppliers

## 5.8 Identified area for improvement - Significant suppliers and contractors' social and environmental impact – Direct employees

PQQ developed and used to collect data on sub-contractors and number of direct employees.

Overall number of employees is 8,097.

The number of direct employees is 5,948.



## 5.9 Identified area for improvement - Engagement

Review of supply chain approach to improve engagement.

⇒ Next Step - A new approach has been adopted. This will be developed over the next period.

## 5.10 Identified area for improvement - Social impact - training

PQQ developed and used to collect data on training:

### Subcontractors who have social impact training:

Of the 91 subcontractors:

69% said yes

3% said no training is in place

## 5.11 Identified area for improvement - Length of relationships

Database established to collect length of sub-contractor relationship.

## 5.12 Identified area for improvement - Support to small-scale or other in-need suppliers

PQQ developed and used to collect data on size of sub-contractor and whether they are a micro business or small business.

# 6.0 Governance



UN Sustainable Development Goals



*Governance Champion:*  
**David Seabridge**



# 6.0 Governance

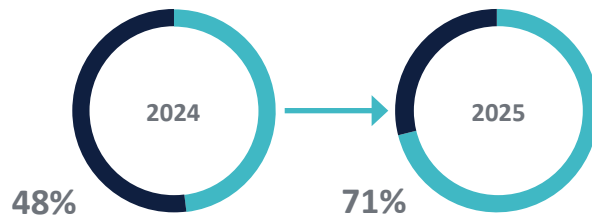
## 6.1 Identified area for improvement - Mission & engagement

### Our Mission

Kingerlee is a purpose-driven company, with strong family values, using business as a force for good by measuring, managing and continuously improving our social and environmental impact.

## 6.2 Identified area for improvement - Mission & engagement – social & environmental decision-making

● Percentage of job descriptions reviewed



71% of job descriptions reviewed, up from 48% in 2024

## 6.3 Identified area for improvement - Mission & engagement – stakeholder engagement

ESG communication plan implemented.



## 6.4 Identified area for improvement - mission & engagement – management of material social & environmental issues

ESG Action plan launched – April 2024.



ESG Report issued – April 2025.



KPI's collected annually.



## 6.5 Identified area for improvement - Ethics & transparency

All policies reviewed annually.



Code of conduct to be finalised by September 2026.

## 6.6 Identified area for improvement - Ethics & transparency – reviewed/audited financials

Financial statements produced and audited in line with financial reporting standards.

## 6.7 Identified area for improvement - Ethics & transparency – reviewed/audited financials

100% of IT users have received cyber security training.



## 6.0 Governance

### 6.8 Identified area for improvement - Ethics & transparency – social & environmental impact report

Annual ESG report issued.



### 6.9 Identified area for improvement - Customer stewardship – data usage and privacy

Data usage and privacy policy reviewed annually

### 6.10 Identified area for improvement - Customer stewardship – data security management



Code of conduct to be finalised by September 2026.

# Conclusion



## Customers

We have continued to strengthen our commitment to customer satisfaction and sustainability throughout 2025. Feedback received from our projects reflects strong performance in communication, health & safety, and quality, with 100% of respondents stating they would recommend Kingerlee. We also recognise opportunities to further enhance programme and change management as part of our continuous improvement approach.

Our Social Value Policy and Social Value Plan are now fully implemented, with the latest annual review completed in December 2025. We have also taken significant steps toward aligning our sustainability strategy with recognised standards; following a comprehensive review, ISO 53001 has been identified as the most suitable framework to integrate with our existing accreditations. Once the standard is formally released in 2026, we will undertake detailed evaluation before progressing toward accreditation.

With our ESG Plan already aligned to the UN Sustainable Development Goals, these developments position us strongly for the year ahead. Our next steps will focus on advancing accreditation, strengthening mid-project review processes, and continuing to embed social value and sustainability into everything we deliver.



## Community

Throughout 2025, we have continued to deepen our engagement with local communities and strengthen our social impact. Our Community Engagement Plan remains active, and we are preparing project-specific plans that align fully with Considerate Constructors expectations. This approach ensures that every project contributes meaningfully to the places in which we work.

We have also increased our support for local businesses, with 80% of our office consumables now sourced within 35 miles, a significant rise from 35% the previous year, reflecting our commitment to strengthening the regional economy.

Our partnerships with four respected charities, The Lighthouse Club, Aspire Oxfordshire, Yellow Submarine and Sobell House, continue to deliver positive, long-term value for both our workforce and our wider community. In addition to raising money, we have worked with each organisation to explore how we can extend our support through volunteering, inclusive employment pathways and broader collaboration.

We remain dedicated to inspiring the next generation, delivering 31 hours of careers outreach and providing 506 hours of work experience to young people interested in construction. These initiatives help build awareness of the diverse skills and opportunities within the industry.

Internally, we have taken tangible steps to build a more inclusive and equitable workplace. Feedback gathered through our staff surveys has guided improvements across our office environment and construction sites. From reviewing parking and access arrangements at Thomas House to sharing best-practice guidance on site welfare and developing targeted toolbox talks. While challenges remain, particularly in improving accessibility on live sites, we are committed to learning from best practice and driving further progress in 2026.

Together, these actions demonstrate our ongoing commitment to community value, inclusivity and responsible business practices, ensuring our work has a positive and lasting impact both inside and outside the organisation.



## People

In 2025 we continued to strengthen our commitment to fair pay, wellbeing and development across the business. All employees were paid the Real Living Wage, earned above minimum wage thresholds, remained eligible for the bonus scheme and had access to private pensions. Healthcare access also remained at 100%, with uptake increasing from 45% to 53%.

We continued to invest in our people through professional development, with 7.6 paid training days per employee and a significant increase in management training participation. Internal promotions rose to 10% of our workforce, reflecting a strong focus on progression. While performance review completion fell to 72%, this remains a priority for improvement.

Employee engagement indicators remained positive, with 93% recommending Kingerlee as a place to work. We maintained inclusive hiring practices, completed our annual policy reviews and continued to monitor indoor air quality across our offices.

Health, safety and mental wellbeing remain central to our culture, supported by our ISO 45003 accreditation, 18 trained Mental Health First Aiders, our employee assistance programme and The Lighthouse Charity partnership.

These results demonstrate steady progress in building a supportive, fair and inclusive workplace. In the year ahead, we will focus on strengthening financial wellbeing support, boosting review completion and continuing to enhance employee development and engagement.



### Efficiency & Resources

We have continued to make steady progress across our environmental objectives throughout this period, with clear advances in carbon reduction, energy and water management, renewable energy integration and waste minimisation. Our business travel emissions have reduced by 26.45% in line with the growing transition to electric vehicles, demonstrating strong early momentum in our carbon reduction trajectory. Work is ongoing to obtain complete energy and water consumption figures, which will further strengthen our understanding of performance at the corporate level.

Waste performance continues to be a key strength, with 97.7% of waste diverted from landfill and detailed reporting supporting transparency and future planning. Policy reviews have been completed across waste, single-use materials and zero-waste strategies and culture-building initiatives, including updated guidance and SEATS training, have further embedded environmental awareness across the business.

Sustainable site facilities have been enhanced through the use of Wernick Eco Cabins, ensuring improvements in energy efficiency and metering at new projects. Measures to eliminate single-use timber hoardings and strengthen vehicle and plant sustainability also continue to shape our low-impact construction approach.

Overall, these developments demonstrate meaningful progress and reinforce our commitment to reducing environmental impact across our operations. Our next steps will focus on completing outstanding data gathering, strengthening monthly monitoring processes, advancing training and awareness and further integrating sustainability considerations into procurement, site setup and long-term asset planning.



### Contractors & Suppliers

We have continued to build a clearer and more comprehensive understanding of our supply chain throughout this period.

With a database of 91 subcontractors now established and the new PQQ in active use, we have strengthened our ability to track key areas including local employment, apprenticeships, EDI commitments, environmental policies, training and workforce structure.

The data gathered shows strong engagement in several areas, particularly environmental policies and EDI, while highlighting opportunities to improve consistency of responses and increase the number of formal policies shared with us.

Overall, the insight gained through the PQQ process provides a strong platform for refining our supply chain strategy. Our next steps will centre on strengthening supplier engagement, improving response quality and completeness, reviewing the value of outstanding measures and progressing work on sustainability and social value alignment. These developments position us well to enhance both our operational understanding and our long-term approach to responsible procurement.



### Governance

In 2025 we continued to strengthen our purpose-driven approach by embedding social and environmental considerations into our governance and decision-making. Our ESG Communication Plan, Action Plan and annual ESG Report have helped establish a clear, transparent framework for how we manage our most material issues, supported by regular KPI collection.

We maintained strong standards of ethics and accountability, with all policies reviewed annually, audited financial statements produced in line with reporting requirements, and 100% of IT users completing cyber security training. Work is also underway to finalise our Code of Conduct by September 2026.

Our data usage and privacy practices continue to be reviewed each year, ensuring responsible stewardship of customer information.

Together, these steps demonstrate steady progress in aligning our mission with effective, transparent governance and strengthening stakeholder trust as we move into the next reporting period.

### Thank You

Thankyou for reading our second EGS report. We remain committed to embedding sustainability into everything we do.

Supporting skills and opportunities in our communities, building strong partnerships and reducing our environmental impact across all projects.

We are proud of our progress so far and grateful to our team, supply chain and supporters continued support.

Together we will keep driving meaningful long term change.



# Kingerlee

**Kingerlee Ltd**

Thomas House, Langford Locks Kidlington. Oxfordshire, OX5 1HR

01865 840000- [ESG@kingerlee.co.uk](mailto:ESG@kingerlee.co.uk)