

ESG Report 2024



Collins



In an era where prioritising Environmental, Social, and Governance (ESG) factors is not just a trend but a cornerstone of corporate integrity, Collins Construction stands at the forefront of integrating these principles into the heart of the the work we do. Our commitment extends beyond simply compliance; it’s about reshaping the construction landscape to be more sustainable, socially responsible, and ethically governed.

This document is a detailed narrative of our ESG journey, highlighting groundbreaking initiatives like our zero-waste construction projects, our workforce diversity programs, and our transparent governance structures. We delve into our strategies to minimise environmental footprints, such as our innovative use of eco-friendly materials and energy-efficient construction methods. It also celebrates our social initiatives, like our apprenticeship programs aimed at empowering local communities and our health and safety protocols that prioritise employee welfare.

Moreover, we shed light on our governance practices, where ethical decision-making and accountability are not just policies but our business ethos. From reducing carbon emissions at our construction sites to championing equality in the boardroom, Collins Construction is more than a construction company; we are a catalyst for sustainable and responsible change in the industry.

Through this report, we invite you to explore how Collins Construction is not just redefining spaces for our clients, but is also constructing a legacy of environmental stewardship, social equity, and exemplary governance — pillars that stand as tall as our architectural achievements.



Anisha Mayor

COLLINS HEAD OF SUSTAINABILITY

Our ESG Framework:

ENVIRONMENTAL

Building a Sustainable Tomorrow, Today.

FOCUS ON:

- Carbon reduction



Implementation of carbon reduction strategy

10% annual corporate carbon reduction

Off-setting Collins Scope 2 & 3 emissions

SOCIAL

Beyond Bricks: Building Communities.

FOCUS ON:

- Employment and development
- Community impacts
- Health, safety and well being



CONSIDERATE CONSTRUCTORS SCHEME

Score 41+

ROSPA Gold

Supplier and sub-contractor payment within 30 days

GOVERNANCE

Built on Transparency, Grounded in Ethics.

FOCUS ON:

- Leadership and governance
- Anti-corruption and bribery
- Risk management and technology



100% staff undertake Compliance & legal awareness training

Continued investment in technology and technology-led initiatives

Average annual CX Score to be 9+



ENVIRONMENTAL

Building a Sustainable Tomorrow, Today.

As stewards of the environment, we recognize the profound impact our industry can have. The built environment plays a huge part in tackling climate change, it is therefore essential we consider initiatives to minimize our carbon footprint, preserve natural resources, and innovate construction methods with ecological mindfulness. From energy-efficient projects to waste reduction strategies, we take pride in aligning our construction practices with the preservation of our planet.

Corporate Carbon Strategy

In 2022 Collins recognised the urgent need to address our carbon footprint and pave the way for sustainable construction practices, hence we launched our first “Carbon Reduction Strategy: Our road to 2050” (CRS). Although Collins had been a Carbon Neutral Plus company since 2019 we realised we needed a dynamic stargegry and integrated approach, aiming not merely to meet environmental standards but to exceed them.

In 2023 we realised that our original CRS was not stringent enough, we therefore expanaded our scope 2 and 3 emissions to inlude water consumption and material procuement, allowing Collins to re-baseline and have a more robust and holistic approach to carbon redcution and altering our reporting is by changing the intensity metric of our calculations. In addition to this, we have altered our intensity metric this year to provide a more qualitative data set.

After considering these changes in reporting, our total emissions for the 2022/23 reporting period, and our new baseline, are as below.

Collins Carbon Emissions:	Unit	2022/2023 (Financial Year)
HQ Electricity (Scope 2)	tCO ₂ e	11.84
HQ Water (Scope 2)	tCO ₂ e	65.93
Business Mileage Not Company Owned (Scope 3)	tCO ₂ e	10.69
Site Electricity (Scope 3)	tCO ₂ e	175.09
Site Water (Scope 3)	tCO ₂ e	40.49
Waste (Scope 3)	tCO ₂ e	30.63
Key Materials (Scope 3)	tCO ₂ e	999.11
Total	tCO ₂ e	1,333.78
Tonnes of CO ₂ per £ million turnover	CO ₂ e per £ million turnover	9.18

As a business we are aiming to achieve a 10% year-on-year reduction of our CO2e emissions to reach our target of being net zero by 2045. To achieve this target we have listed a number of carbon reduction actions which will be undertaken in the next 1-5 years to continuously reduce our emissions. These include:

1 YEAR:

- Provide mandatory carbon training module for all staff.
- Include an introduction to carbon during our compliance induction for all new starters.
- Expand our sub metering strategy to allow us to gather more accurate site data.
- Capture carbon emissions from projects which are undertaking Life Cycle Analysis as this data will be available to us.
- Introduce recycled corex on our sites to help reduce waste emissions.
- Implementing pre-refurbishment audits for all our sites to reduce waste emissions.

5 YEAR:

- Introducing operational carbon targets in line with LETI (London Energy Transformation Initiative) for our head off emissions, reaching 55kWh/m2.

In order to ensure that our targets are being met we will be assigning responsibility to our goals to help increase our accountability of our carbon reduction journey and continue to review these goals each year with our Carbon Reduction Strategy.

Target	Responsibility
Mandatory carbon training module	Sustainability Team
Introduction to carbon	Sustainability Team
Expand sub metering strategy	Sustainability and Site Teams
Capture LCA data	Sustainability Team
Introducing recycled corex	Sustainability and Site Teams
Implementing pre refurbishment audits	Sustainability Team
Introducing LETI operational targets	Sustainability Team
Overall responsibility of targets	Collins Board



ENVIRONMENTAL

Building a Sustainable Tomorrow, Today.

Since 2021, we’ve collaborated with our clients to support energy reduction strategies. As part of their Net Zero targets, we have developed comprehensive whole-life carbon assessments and successfully delivered Net Zero operational buildings. Within our team, two Life Cycle Assessment (LCA) specialists have been actively engaging with our consultants to streamline our support to future clients, underscoring our commitment to sustainable practices and environmental responsibility.

Carbon Neutral Plus

Collins has successfully offset a total of **967 tonnes of CO2e** through our commitment to various sustainability initiatives. This support encompasses wind power, solar power, efforts to minimize deforestation, and initiatives promoting clean drinking water.

Furthermore, in collaboration with Carbon Footprint Limited, we have contributed to the greening of the United Kingdom by planting 299 trees. At a site-specific level, our engagement with Tree’s for Life has resulted in the planting of over 949 seedlings through our e-grove program.

In our commitment to environmental sustainability, we are proud to share that this year we have taken significant steps to offset 198 tonnes of CO2e through a verified carbon afforestation program in India. This initiative has allowed us to go beyond traditional carbon neutrality, earning us the esteemed status of “Carbon Neutral Plus.”



Overview of the Offsetting Project

Our offset project focuses on carbon sequestration by rejuvenating degraded lands through reforestation activities. This transformative effort addresses parcels of land owned by small and economically disadvantaged farmers and tribal communities. These individuals lack the resources and technical know-how to initiate reforestation without external support.

Under the Farm Forestry Scheme, the project spans 12,437 parcels of land covering 14,969.46 hectares. Impressively, this initiative has reached 12,002 farmers across seven districts in three states: Odisha, Andhra Pradesh, and Chhattisgarh. The majority of the project’s area, approximately 83%, is dedicated to Odisha, with 14% in Andhra Pradesh and 3% in Chhattisgarh.

Key Highlights:

Smallholder Involvement:

The project actively involves small and poor farmers, empowering them with the means to contribute to environmental restoration.

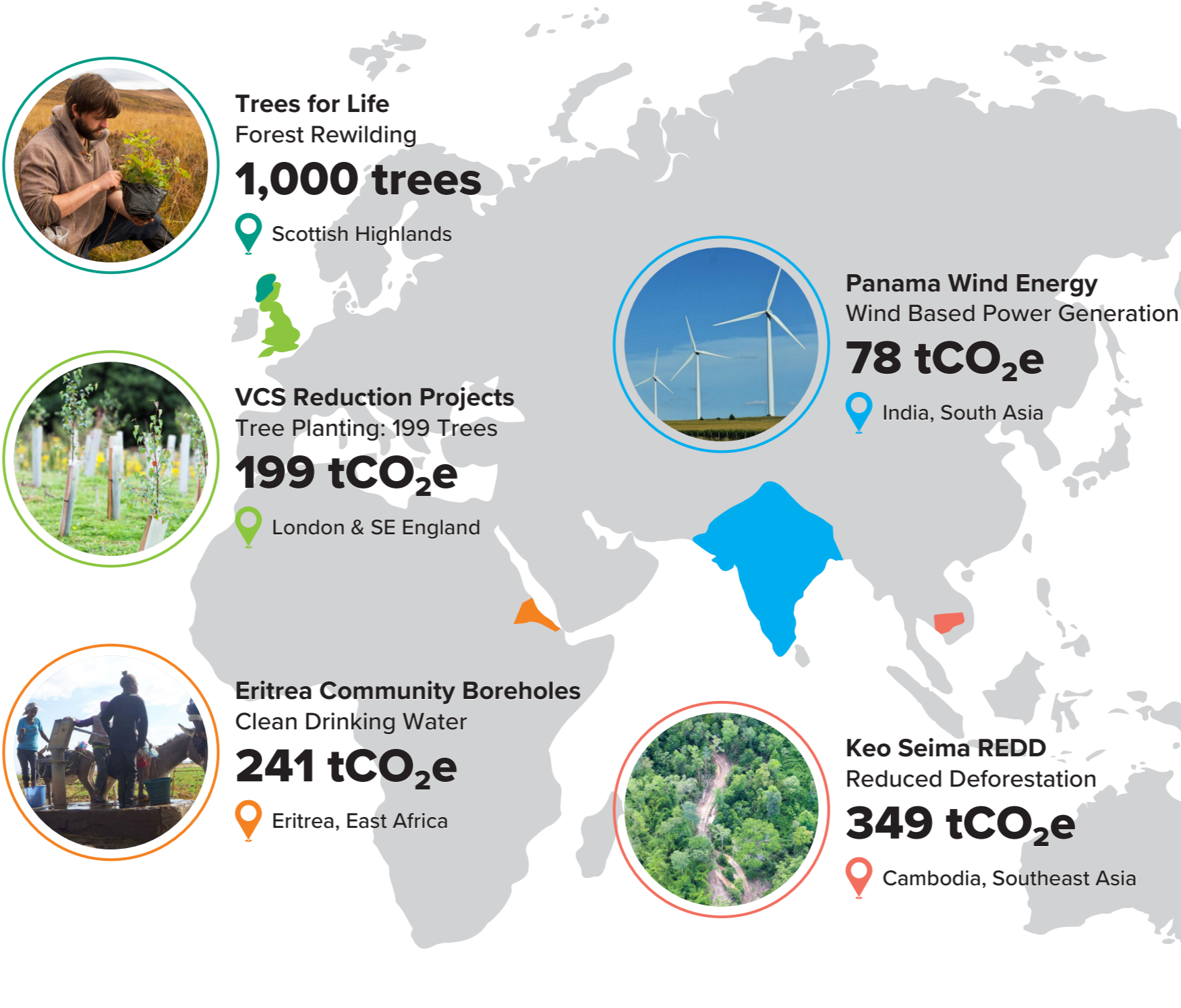
Geographic Distribution:

With a focus on diverse regions, the initiative spans across seven districts, contributing to ecosystem restoration in Odisha, Andhra Pradesh, and Chhattisgarh.

Holistic Impact:

reforestation, we not only mitigate our carbon footprint but also contribute to biodiversity, water conservation, and the overall health of ecosystems in the selected regions.

As we continue to prioritize environmental responsibility, this offset project exemplifies our dedication to making a positive impact on both a local and global scale. We believe that sustainable practices and meaningful initiatives are integral components of responsible business conduct, and we remain committed to furthering our efforts in the pursuit of a greener, healthier planet.





ENVIRONMENTAL

Building a Sustainable Tomorrow, Today.

CASE STUDY: 3 New Street Square

Collins contributed to the WELL certification by selecting materials with low VOC criteria and worked closely with the supply chain to identify compliant products, subsequently we have created a working library with materials and EPD's of products we encourage trades to utilise on future projects.

The project aimed to specify materials that not only met performance requirements but were also low in embodied carbon to further support the client's life cycle assessment. In addition, the expectation was that stringent waste targets would be met, the team therefore undertook circular economy workshops and engaged with Freegle to reduce waste production.



CASE STUDY: Chancery House

The Office Group has been designed to meet challenging sustainability targets including BREEAM Excellent and WELL Version 2, Platinum.



To seamlessly deliver WELL certification, the project nominated a WELL champion to review compliance throughout the procurement, installation and construction phases. In addition to this dedicated WELL Building Standard introduction sessions were run for our project delivery team and supply chain to ensure early identification of any issues were managed. Having delivered several WELL certification schemes we also understand the importance of project verification testing, which can account for a high percentage of the overall rating. Subsequently, we have developed a strong working relationship with CETEC a verified testing body in Europe. This has enabled Collins to run workshops with our staff and highlight key risks during testing and how to overcome these for example avoiding contamination of testing area and an adequate flushing procedure.





SOCIAL

Beyond Bricks: Building Communities.

Rooted in a commitment to people and communities, this section illuminates our efforts to foster a workplace that prioritizes the wellbeing and development of our workforce. From stringent safety protocols ensuring the welfare of our employees on construction sites to community engagement initiatives that enrich the areas we touch, we invite you to explore how our social responsibility extends beyond structures.

Collins has demonstrated a strong commitment to social value through its collaboration with the CCS (Considerate Constructors Scheme), exemplifying the company’s dedication to making a positive impact on the community. Over the past 12 months, a series of initiatives have been undertaken to address various social issues and contribute to charitable causes. Which has resulted in the fantastic average score of 42/45 in the scheme.



In November 2023, the team at 15 Berkeley Street took a significant step by donating PPE bags to support The Passage charity. The donation included essential items such as boots, trousers, hi-vis vests, and hard hats, benefiting London’s largest voluntary sector day centre for the homeless. This contribution aims to support individuals in their efforts to re-enter the workforce or provide much-needed clothing for those who have nothing.

Another noteworthy initiative occurred on October 6, 2023, when Open Space hosted a football tournament to raise funds for the Lighthouse Construction Charity. This unique event, held in commemoration of World Mental Health Day, contributed both financially and emotionally to the construction community and their families. The 7-a-side football tournament successfully raised over £2000, showcasing the team’s dedication to charitable causes.



In September, Collins organized a charity bike ride from London to Brighton, covering 55 miles, to raise funds for Kingston Hospital Charity. The team, raised an impressive £3203.

Mental health awareness has been a recurring theme in Collins’ initiatives. In May, employees Alex Weaver and Alex Loli participated in the Mental Health WC Queens Park Rangers annual Charity football match, raising £1430 for the Campaign Against Living Miserably (CALM). Additionally, Mental Health Awareness banners were displayed across Collins’ sites, contributing to a commendable CCS scores.



Furthermore, Collins has actively supported winter coat donations through clothing banks at 24 Endell Street and 15 Berkeley St, collaborating with Hands on London Charity to contribute to the ‘wrap up’ London drop-off points. These diverse initiatives not only showcase Collins’ commitment to social value but also highlight the company’s dedication to community engagement, education, and sustainability.

Wellbeing and CSR

Collins’ current Corporate Social Responsibility (CSR) policy revolves around three primary objectives:

- FOSTERING WORK-LIFE BALANCE
- PROMOTING PERSONAL DEVELOPMENT
- CULTIVATING A SOCIAL ATMOSPHERE

In line with our commitment to continuous improvement, we are expanding our focus in 2024 to prioritize mental health and well-being, recognizing the paramount importance of mental health awareness in our sector.

Our sustainability team is collaborating closely with HR and the people lead to reassess and enhance our approach to mental health. This initiative involves the development of a structured 12-month plan, which includes expert talks, training sessions, and the creation of a comprehensive library of support documents. By taking these proactive measures, we aim to further enrich the well-being of our employees and contribute positively to the overall workplace environment.



SOCIAL

Beyond Bricks: Building Communities.

Future Generations

In April 2023, the Sustainability team embarked on an impactful initiative at Grosvenor Place, engaging students aged 14-19 from various London schools. The team conducted a presentation on sustainability in construction, challenging students to design a sustainable café. This ongoing effort aims to inspire and introduce young individuals to the diverse responsibilities within the construction industry.



Another noteworthy project unfolded at 33 Kingsway in November, where 26 project management students from the University of West London were treated to a presentation and guided tour. Covering design, procurement, and sustainability aspects, the day showcased the varied careers available in the construction sector.

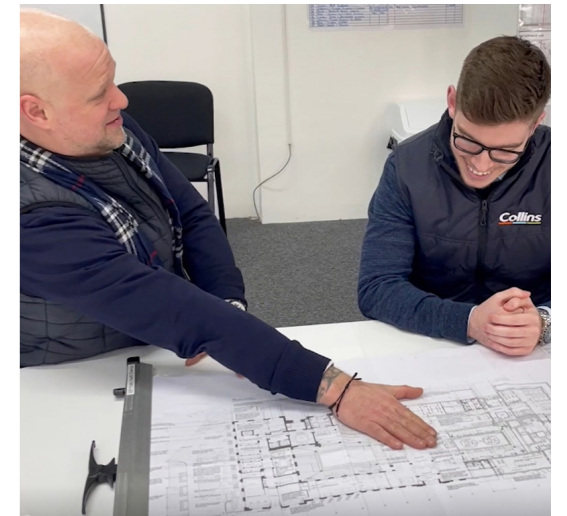
The commitment to education continued with a university visit in May, hosted by 3 New Street Square, where 26 Civil Engineering students were presented with industry insights and a site walk. Through these initiatives, Collins not only supports the wider community but actively contributes to shaping the next generation of construction professionals.



Apprenticeship Scheme

In 2021 Collins launched their first official yearly apprenticeship scheme in partnership with the London South Bank University, working alongside the Business Engagement and Apprenticeship Team. Students have been employed to work as Management Trainees while they study for their formal academic Level 4 NVQ (HNC equivalent) Qualifications in Site Supervision and Quantity Surveying. The new structured training programme will help the apprentices develop the technical and business skills needed to support their desk-top learning and in forging a career in construction.

Over the duration of their two-year course, the apprentices spend time with the Health and Safety, Technical Services, Project Management and Commercial teams, to develop a full understanding of how the business works and what each team is responsible for in delivering construction projects.



EST 1892 **LSBU**

Employment and Development

In 2023, our business reached more than 145 people, each of whom is offered opportunities to grow their career and reach their personal and professional ambitions, whether that's through formal development and training, our apprenticeship scheme, internal training or the opportunity to work on some of the London's most beautiful buildings.

In our steadfast commitment to sustainability and responsible corporate practices, Collins have conducted two comprehensive employee surveys in recent years. The outcomes of these surveys have served as valuable insights into the needs and aspirations of our workforce. Responding to the feedback received, strategic investments in human capital, exemplified by the creation of a dedicated "people lead" role.

The "people lead" role is instrumental in aligning our organizational goals with the well-being and professional development of our employees. This position serves as a bridge between the company and its workforce, supporting not only HR functions but also fostering an environment conducive to personal and career growth.

Through these initiatives, we affirm our dedication to the principles of Environmental, Social, and Governance (ESG). By actively engaging with our staff and investing in their development, we contribute to a workplace culture that prioritizes people, aligning with our broader commitment to sustainable and ethical business practices.



Emma Obertelli
Executive Assistant
and People Lead



GOVERNANCE

Built on Transparency, Grounded in Ethics.

At the core of Collins Construction’s ethos is an unyielding commitment to robust governance practices, essential for safeguarding stakeholder interests and ensuring the enduring success of our business and projects.

This section of the report offers an in-depth exploration of the composition of our board of directors, the structures we have implemented for effective risk management, our unwavering adherence to ethical conduct and compliance, and the methodologies through which we engage and respond to our diverse stakeholder group.

We intend to demonstrate not only our current achievements in governance but also our ongoing dedication to elevating these standards, thus ensuring that Collins Construction remains at the forefront of ethical business practices within the Fit-Out and Refurbishment sector.

Executive Board of Directors

Our Executive Board of Directors has ultimate responsibility for overseeing the company’s ESG strategy, including governance practices. The Board ensures that governance structures support the company’s ability to operate ethically, sustainably, and successfully. Our diverse Board comprises of members from a broad range of backgrounds and expertise including construction, sustainability, commercial, and corporate governance.

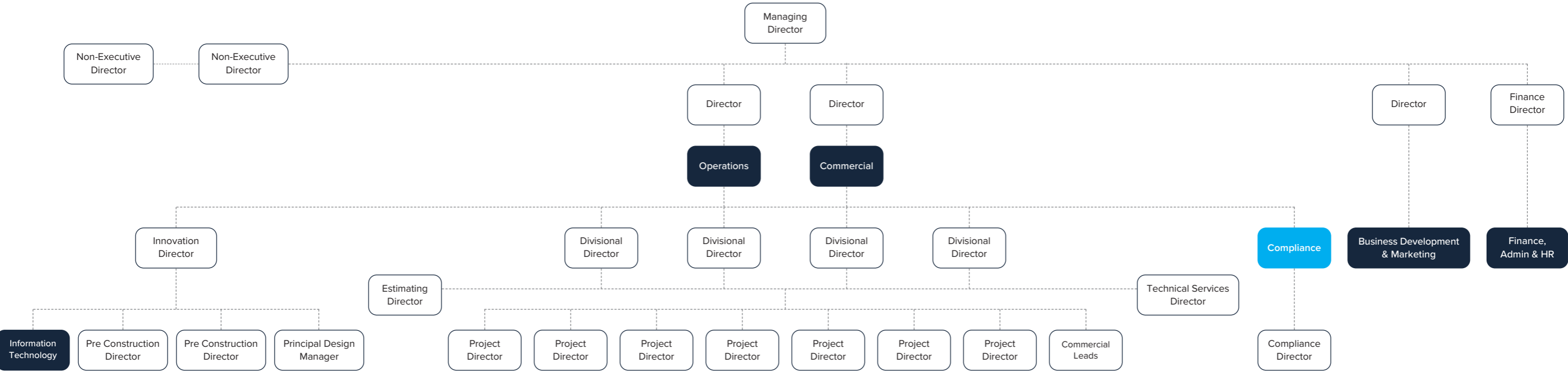
Compliance Division

The Compliance Division, reporting directly to the Board, is tasked with developing and monitoring the company’s alignment to statutory and best practice objectives, including all associated business governance policies. This Division includes a multi-disciplinary group of senior leaders from across the business.

Key Teams

The Executive Board is supported by key teams which are focused on driving growth, delivery, and technical support. These are:

- Operations
- Commercial
- Innovation
- Compliance
- Business Development and Marketing
- Finance





GOVERNANCE

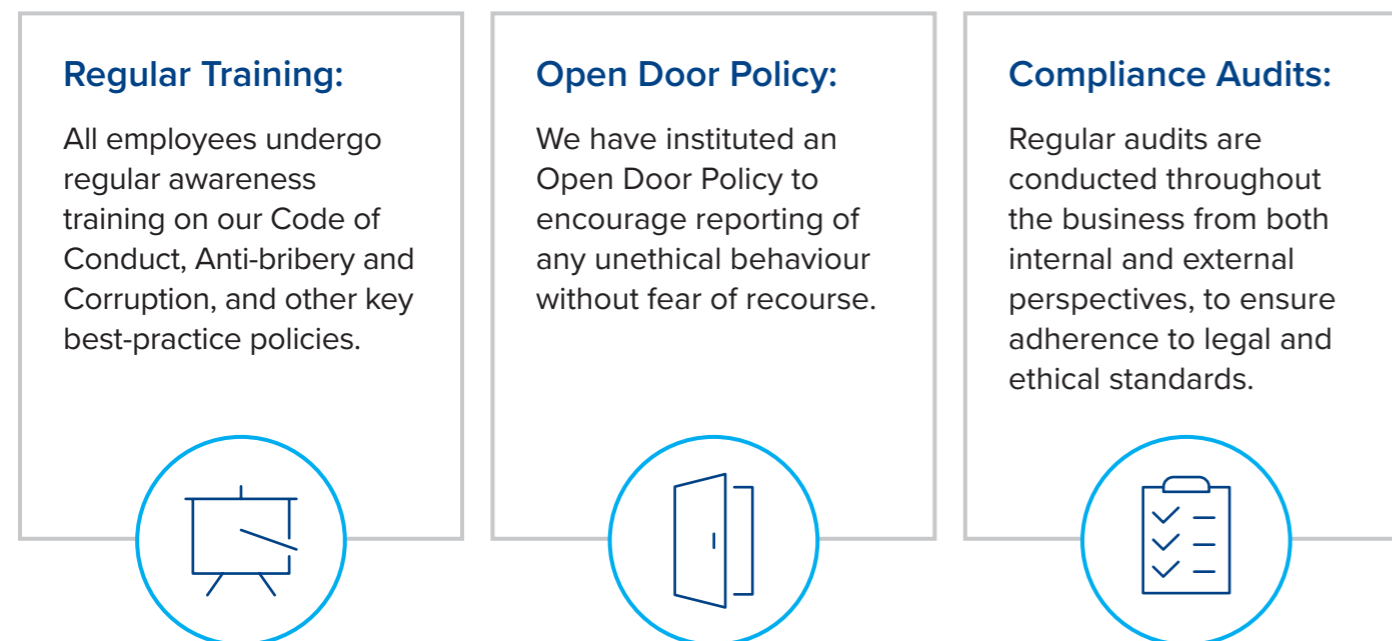
Built on Transparency, Grounded in Ethics.

Code of Conduct

Integrity is the foundation of how we operate as a business. To ensure this, we have in place a comprehensive set of policies and procedures, all of which are underpinned by our Company Code of Conduct.

Our Code of Conduct outlines the ethical standards and behaviours expected of all employees. Characteristics including fairness, integrity, and respect for the law. It addresses key issues such as conflict of interest, anti-bribery, and anti-corruption, providing clear guidance for ethical decision-making.

Key initiatives actively being implemented to ensure awareness of, and alignment with the standards we set ourselves include:



Risk Management & Compliance

We employ a rigorous process to identify and manage all risks associated with our day-to-day activities and operations, including those related to environmental impact, employee safety, and regulatory compliance. This process enables us to mitigate risks proactively and ensure the resilience of our business in preparedness for all outcomes.

Our alignment and ISO certification ensures that our compliance with all relevant laws and regulations is non-negotiable. We stay abreast of legal developments affecting the construction industry through a continual review of our comprehensive internal Legal Register. Using this we are able to look ahead and execute policies and training to ensure compliance across our operational activities.

Key elements include:

- **Risk Assessment Framework:** A comprehensive framework that identifies potential risks across all levels of the business.
- **Regular Reporting:** Risk assessments and management strategies are regularly reported to the board with feedback and action plans developed.
- **Project Risk:** Mitigation measures for risks at project level are monitored through our in house reporting tool, Nexus. Nexus is peer-reviewed each year to ensure that our assessments are relevant.
- **Crisis Management Plans:** Our regular and detailed review of our Disaster Recovery Plan coupled our Business Continuity Plan, ensures we are prepared and adaptable.



2023 saw great change in our Corporate Governance Strategy, with an emphasis on the communication and collaboration behind our decision-making and strategic planning.

One of our biggest shifts has been to realise the merging of our internal compliance management systems. Historically, they have comprised of Health & Safety Management, Sustainability Management, and Quality Assurance & Control Management – collectively they were known as SHEQ.



These key disciplines have now merged their delivery frameworks into an integrated management system, thus increasing cross-disciplinary collaboration and dialogue.

Our Compliance Division is responsible for discharging this combined framework across all aspects of the business, thus delivering a much more streamlined support network. Our aim through this very significant change is to be more open to scrutiny and allow lessons to be shared and learned both internally and externally.



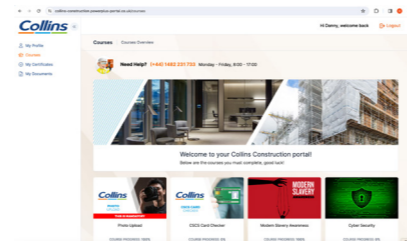
GOVERNANCE

Built on Transparency, Grounded in Ethics.

EMPLOYEES

At Collins, we prioritize the significance of our staff. We believe in fostering a culture of continuous improvement and value their input. As such, we provide ample opportunities for upskilling and encourage open feedback channels, ensuring our team is equipped and heard in their professional development journey.

Training Programs: in addition to our annual Compliance training, Collins conducts regular training programs to educate employees on safety procedures, health protocols, environmental responsibilities, and quality standards.



Employee Feedback Mechanisms: Establishing channels for employees to report safety concerns, suggest improvements, and share feedback ensures that the company is responsive to the needs and insights of its workforce.

Collins demonstrates strong support for its staff through initiatives such as a Project Manager Forum, fostering connections among project managers across the business for unfiltered conversations. Additionally, the company maintains a Health and Safety Committee and organizes regular employee catch-up programs to ensure ongoing communication and engagement.

CLIENTS

Our clients rightly expect transparency from us, and we are happy to provide this in a way that is readily available to them. Our commitment to transparency begins from the very first conversation and continues throughout the project.

Pre-Contract: Collins confirm and validate our commitment to delivery and maintenance of a robust and effective set of protocols and measures to ensure a safe, sustainable and compliant project.

All projects undergo a 360° pre-start assessment with the client, professional team and sub-contractors, with the support of external facilitator to understand key drivers and expected outcomes.

Construction: We openly display and report ongoing Compliance performance metrics. This information is provided through all our tender and pre-qualification submissions and through our monthly client reports. This information derives from our internal audits and inspections, as well as our project teams' own analysis.

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SUBCONTRACTORS / SUPPLIERS

We are proud of the relationships we have built with our project partners and supply chain. It reflects their own commitment to Compliance and transparency.

Prequalification: Our already rigorous prequalification process has recently undergone an update to now include additional checks on responsibilities and awareness surrounding the Building Safety Act 2022.

Training and Collaboration: As part of our commitment to sharing knowledge, Collins provide training to our supply chain on key and critical topics. This elevates our overall performance for our clients and adds to a safety culture for the whole industry.

In 2023, Collins orchestrated a highly effective subcontractor forum involving crucial members of our supply chain. The forum delved into discussions on various subjects, including design management, commercial risk, and sustainability. The input received from our supply chain is indispensable for our business growth, enabling us to optimize collaboration with subcontractors, while also actively addressing and understanding their concerns.



AUTHORITIES

At Collins, we actively collaborate with local authorities to ensure compliance with regional regulations and foster transparent communication channels.

Compliance: Collins comply with all applicable regulations and standards related to safety, health, environment, and quality. Regular audits and inspections by relevant authorities are welcomed and actively facilitated.

At the onset of every project, we meticulously create an aspects and impacts register, pinpointing potential risks like noise, dust, and vibration along with corresponding mitigation measures. Additionally, we proactively liaise with local authorities to ensure full compliance.

Communication: We maintain open lines of communication with regulatory bodies ensures that the company stays informed about any changes in legislation and can adapt its practices accordingly.

LOCAL COMMUNITIES

Community Engagement Programs: Construction companies can initiate programs that engage with local communities, providing information about ongoing projects, potential environmental impacts, and safety measures.

Since 2015 Collins has been a Partner of the Considerate Constructors Scheme and we have a full appreciation of the benefits of the CCS scheme and City of London Considerate Contractor Scheme, for projects, workforces, and communities.





GOVERNANCE

Built on Transparency, Grounded in Ethics.

Innovation & Technology

Collins has a long history of investing in technological advancements. We currently operate two bespoke systems, **Plexus** and **Nexus** for our project management and Compliance management. Both systems have been developed in-house and are widely considered to be groundbreaking solutions for the construction industry.

The transformative potential of technology in advancing our ESG objectives is well understood. Our governance framework includes a strategic commitment to invest in cutting-edge technologies that enhance our operational efficiency, reduce our environmental footprint, and improve employee and operative safety. This includes the adoption of green building practices, sustainable materials, and digital tools, such as **OpenSpace AI**, that streamline project management, make projects safer, and reduce waste.



OpenSpace is presently utilized across our entire project portfolio, and the benefits of this tool are being realized across various disciplines, including commercial, health, and safety. This strategic adoption aims to better support us in the future.

To ensure these technologies achieve their intended impact, we are equally committed to investing in comprehensive training programs for our employees. These programs are designed not only to enhance their technical skills but also to foster an innovative mindset, ensuring our team is equipped to leverage new technologies effectively and ethically.

To uphold this commitment and lead the charge, the role of Innovations Director was introduced in the business in 2023. This role is dedicated to overseeing and integrating all aspects of the business under a common thread of innovation-led growth. Additionally, our Innovations Director's approach ensures that our investments are made thoughtfully, with a clear focus on long-term sustainability and value creation for all stakeholders.

Incorporating this focus into our governance framework highlights a proactive approach to leveraging technology and training for sustainable development, ensuring that Collins remains at the forefront of the construction industry's evolution towards greater ESG compliance and innovation.



Christian Pakes
Innovation Director





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