

W0. Introduction

W0.1

(W0.1) Give a general description of and introduction to your organization.

Morgan Sindall Group plc is a leading UK construction and regeneration group operating through six divisions (set out below). The Group employs circa 6,600 people.

Construction

Construction & Infrastructure

Provides infrastructure services in the highways, rail, aviation, energy, water and nuclear sectors, including tunnel design and construction services in education, healthcare, defence, commercial, industrial, leisure and retail. BakerHicks offers a multidisciplinary design and engineering consultancy services.

Fit Out

Overbury specialises in fit out and refurbishment in commercial, central and local government offices, retail banking and further education. Morgan Lovell provides office interior design and build services direct to occupiers.

Property Services

Provides response and planned maintenance for social housing and the wider public sector.

Regeneration

Partnership Housing

Lovell delivers housing through mixed-tenure and contracting activities. Mixed tenure includes building and developing home for open market sale, affordable rent, private renting or shared ownership in partnership with local authorities and housing associations. Contracting includes the design and build of new home and planned maintenance and refurbishment for clients who are mainly local authorities, housing associations and the Defence Infrastructure Organisation.

Urban Regeneration

Works with landowners and public sector partners to transform the urban landscape through the development of multi-phase sites and mixed-use regeneration, including residential, commercial, retail and leisure.

Investments

Provides the Group with construction and regeneration opportunities through long term strategic partnerships to develop under-utilised public land across multiple sites.

W0.2

(W0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date
Reporting year	January 1 2018	December 31 2018

W0.3

(W0.3) Select the countries/regions for which you will be supplying data.

United Kingdom of Great Britain and Northern Ireland

W0.4

(W0.4) Select the currency used for all financial information disclosed throughout your response.

GBP

W0.5

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.

Companies, entities or groups over which operational control is exercised

W0.6

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

Yes

W0.6a

(W0.6a) Please report the exclusions.

Exclusion	Please explain
Subcontractor and Manufacturer's Supply	We have no control over our subcontractors or suppliers operations and no data available on their usage

W1. Current state

W1.1

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Vital	Vital	Without water we cannot build. Its availability is equally important on site as it is to our suppliers and manufacturers. On-site we use water for Site Accommodation, General site activities, Wet Trades (Plastering etc), Groundworks, Hydro demolition, Cleaning tools and plant and Testing. Freshwater is equally vital for the operations of our suppliers and contractors. As the business expands, we expect our direct and indirect reliance on the availability of good quality freshwater to increase proportionately.
Sufficient amounts of recycled, brackish and/or produced water available for use	Important	Important	To reduce our reliance on fresh water we use recycled water for dust suppression, cleaning, plant watering, toilets and industrial process use. Sufficient amounts of recycled water are equally important for the operations of our suppliers and contractors. As the business expands, we expect our direct and indirect reliance on the availability of recycled water to increase proportionately.

W1.2

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

	% of sites/facilities/operations	Please explain
Water withdrawals – total volumes	76-99	We try and capture all water withdrawals, and compile aggregated data from utility providers on an annual basis. However, being such a large organisation covering so many sites across the UK that's not always possible with our current monitoring systems
Water withdrawals – volumes from water stressed areas	1-25	Estimate based on the Environment Agency "Water stressed areas - final classification July 2013", Classified as "S" Serious. Based on our current site & office locations
Water withdrawals – volumes by source	76-99	We try and capture all water withdrawals. However, being such a large organisation covering so many sites across the UK that's not always possible with our current monitoring systems. We compile aggregated data from utility providers on an annual basis.
Entrained water associated with your metals & mining sector activities - total volumes [only metals and mining sectors]	<Not Applicable>	<Not Applicable>
Produced water associated with your oil & gas sector activities - total volumes [only oil and gas sector]	<Not Applicable>	<Not Applicable>
Water withdrawals quality	1-25	Very difficult to measure with our current monitoring systems.
Water discharges – total volumes	1-25	Very difficult to measure with our current monitoring systems.
Water discharges – volumes by destination	1-25	Very difficult to measure with our current monitoring systems.
Water discharges – volumes by treatment method	Not monitored	
Water discharge quality – by standard effluent parameters	Not monitored	
Water discharge quality – temperature	Not monitored	
Water consumption – total volume	51-75	We try and capture all water consumption. However, being such a large organisation covering many sites across the UK that's not always possible with our current monitoring systems.
Water recycled/reused	1-25	Very difficult to measure with our current monitoring systems.
The provision of fully-functioning, safely managed WASH services to all workers	100%	Safety, health, wellbeing and environment policy. Morgan Sindall is committed to ensuring everyone's safety, health, wellbeing and the provision of safe and healthy working conditions. This includes access to safe water, sanitation and hygiene. We report and review progress "ensuring compliance with any associated legal and other requirements". This includes the CDM Regulations which includes the requirement for suitable welfare facilities on all of our projects. Construction health and safety plan – section 3.40. This plan is developed for each project so it is specific to the particular needs and risk posed by the project. Section 3.40 includes the commitment to " provide welfare and first aid that exceed the minimum standards of welfare set by legislation". The table in Section 340 includes requirements for toilets (male and female), hot water for washing hands, drinking water, etc, and all of these must be in place on day 1 of each project commencing.

W1.2b

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, and how do these volumes compare to the previous reporting year?

	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Total withdrawals	208	Much higher	We can point to two reasons for the increase. Firstly, we are a construction company and the type of work we carry out can vary and therefore so can our water consumption demand. Secondly, we have improved our monitoring and the scope of our consumption data. In 2017 we reported 57 megalitres. This did not include water withdrawals for our Partnership Housing division, which is the biggest consumer of water in the business. These figures are now included in our reporting.
Total discharges		Please select	We are working towards recording discharge but are not there yet.
Total consumption		Please select	Consumption is not recorded

W1.2d

(W1.2d) Provide the proportion of your total withdrawals sourced from water stressed areas.

	% withdrawn from stressed areas	Comparison with previous reporting year	Identification tool	Please explain
Row 1	25	This is our first year of measurement	Other, please specify (Environment Agency "Water stressed areas - final classification July 2013", Classified as "S" Serious.)	Estimate based on the Environment Agency "Water stressed areas - final classification July 2013", Classified as "S" Serious. Based on our current site & office locations

W1.2h

(W1.2h) Provide total water withdrawal data by source.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Relevant	208	Much higher	Without water we cannot build. Its availability is equally important on site as it is to our suppliers and manufacturers. On-site we use water for Site Accommodation, General site activities, Wet Trades (Plastering etc), Groundworks, Hydro demolition, Cleaning tools and plant and Testing. Freshwater is equally vital for the operations of our suppliers and contractors. We can point to two reasons for the increase. Firstly, we are a construction company and the type of work we carry out can vary and therefore so can our water consumption demand. Secondly, we have improved our monitoring and the scope of our consumption data. In 2017 we reported 57 megalitres. This did not include water withdrawals for our Partnership Housing division, which is the biggest consumer of water in the business. These figures are now included in our reporting. As the business expands, we expect our direct and indirect reliance on the availability of good quality freshwater to increase proportionately.
Brackish surface water/Seawater	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	We can have up to 500 projects running at any given time. Our current reporting doesn't provide this data.
Groundwater – renewable	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	We can have up to 500 projects running at any given time. Our current reporting doesn't provide this data.
Groundwater – non-renewable	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	We can have up to 500 projects running at any given time. Our current reporting doesn't provide this data.
Produced/Entrained water	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	We can have up to 500 projects running at any given time. Our current reporting doesn't provide this data.
Third party sources	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	We can have up to 500 projects running at any given time. Our current reporting doesn't provide this data.

W1.2i

(W1.2i) Provide total water discharge data by destination.

	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	We can have up to 500 projects running at any given time. Our current reporting doesn't provide this data.
Brackish surface water/seawater	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	We can have up to 500 projects running at any given time. Our current reporting doesn't provide this data.
Groundwater	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	We can have up to 500 projects running at any given time. Our current reporting doesn't provide this data.
Third-party destinations	Relevant but volume unknown	<Not Applicable>	<Not Applicable>	We can have up to 500 projects running at any given time. Our current reporting doesn't provide this data.

W1.2j

(W1.2j) What proportion of your total water use do you recycle or reuse?

	% recycled and reused	Comparison with previous reporting year	Please explain
Row 1	1-10	This is our first year of measurement	Estimated - We can have up to 500 projects running at any given time. Our current reporting doesn't provide this data.

W1.4

(W1.4) Do you engage with your value chain on water-related issues?

No, not currently but we intend to within two years

W1.4d

(W1.4d) Why do you not engage with any stages of your value chain on water-related issues and what are your plans?

	Primary reason	Please explain
Row 1	Important but not an immediate business priority	Currently we have no control over our subcontractors or suppliers and no data available on their usage. We will examine how we can improve external monitoring of consumption.

W2. Business impacts

W2.1

(W2.1) Has your organization experienced any detrimental water-related impacts?

No

W2.2

(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

No

W3. Procedures

W3.3

(W3.3) Does your organization undertake a water-related risk assessment?

Yes, water-related risks are assessed

W3.3a

(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.

Direct operations

Coverage

Full

Risk assessment procedure

Water risks are assessed in an environmental risk assessment

Frequency of assessment

Not defined

How far into the future are risks considered?

3 to 6 years

Type of tools and methods used

Tools on the market
International methodologies

Tools and methods used

Other, please specify (Site specific risk assessment)

Comment

Each new project is subject to a site specific risk assessment

Supply chain

Coverage

Partial

Risk assessment procedure

Water risks are assessed in an environmental risk assessment

Frequency of assessment

Not defined

How far into the future are risks considered?

3 to 6 years

Type of tools and methods used

Tools on the market
International methodologies

Tools and methods used

Other, please specify (We work with our supply chain to mitigate risk based on each project)

Comment

We work with our supply chain to mitigate risk based on each project

Other stages of the value chain

Coverage

Partial

Risk assessment procedure

Water risks are assessed in an environmental risk assessment

Frequency of assessment

Not defined

How far into the future are risks considered?

3 to 6 years

Type of tools and methods used

Tools on the market
International methodologies

Tools and methods used

Environmental Impact Assessment
Other, please specify (We work with our supply chain to mitigate risk based on each project)

Comment

We work with our supply chain to mitigate risk based on each project

W3.3b

(W3.3b) Which of the following contextual issues are considered in your organization's water-related risk assessments?

	Relevance & inclusion	Please explain
Water availability at a basin/catchment level	Relevant, sometimes included	We consider this a relevant issue, however, due to the large number of projects we have across the UK it is not always necessary.
Water quality at a basin/catchment level	Relevant, sometimes included	We consider this a relevant issue, however, due to the large number of projects we have across the UK it is not always necessary.
Stakeholder conflicts concerning water resources at a basin/catchment level	Relevant, sometimes included	We consider this a relevant issue, however, due to the large number of projects we have across the UK it is not always necessary.
Implications of water on your key commodities/raw materials	Relevant, sometimes included	We consider this a relevant issue, however, due to the large number of projects we have across the UK it is not always necessary.
Water-related regulatory frameworks	Relevant, always included	We consider this a very relevant issue to ensure compliance with regulatory frameworks allowing us to plan future activities
Status of ecosystems and habitats	Relevant, sometimes included	We consider this a relevant issue, however, due to the large number of projects we have across the UK it is not always necessary.
Access to fully-functioning, safely managed WASH services for all employees	Relevant, always included	Safety, health, well-being and environment policy. The Group is committed to ensuring everyone's safety, health, well-being and the provision of safe and healthy working conditions. This includes access to safe water, sanitation and hygiene. We report and review progress "ensuring compliance with any associated legal and other requirements". This includes the CDM Regulations which includes the requirement for suitable welfare facilities on all of our projects. Construction health and safety plan – section 3.40. This plan is developed for each project so it is specific to the particular needs and risk posed by each. Section 340 includes the commitment to " provide welfare and first aid that exceed the minimum standards of welfare set by legislation". The table in Section 340 includes requirements for toilets (male and female), hot water for washing hands, drinking water, etc, and all of these must be in place on day 1 of each project commencing.
Other contextual issues, please specify	Please select	

W3.3c

(W3.3c) Which of the following stakeholders are considered in your organization’s water-related risk assessments?

	Relevance & inclusion	Please explain
Customers	Relevant, always included	Our decisions are driven by our customers and clients as highlighted by our Values - The customer comes first
Employees	Relevant, always included	Employees are included to help identify any water related risks and opportunities. Standards are in place to help employees understand water related risks and opportunities
Investors	Not considered	
Local communities	Relevant, sometimes included	We engage with local communities if there are any potential risks associated with our scope of works
NGOs	Not considered	
Other water users at a basin/catchment level	Not considered	
Regulators	Relevant, always included	We consider regulators relevant in water-related risk assessments to ensure compliance with regulatory frameworks allowing us to plan future activities
River basin management authorities	Not considered	
Statutory special interest groups at a local level	Relevant, sometimes included	We consider regulators relevant in water-related risk assessments to ensure compliance with regulatory frameworks allowing us to plan future activities
Suppliers	Not considered	
Water utilities at a local level	Not considered	
Other stakeholder, please specify	Not considered	

W3.3d

(W3.3d) Describe your organization’s process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

Where there is risk of impact on controlled waters, a water management plan shall be developed setting out project specific controls on the management of any controlled or other waters during construction phase. The plan shall include detail of regular inspection, sampling and contingency in the event of equipment failure, fire or other emergency.

W4. Risks and opportunities

W4.1

(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes, only within our direct operations

W4.1a

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

Our planning cycle is 5 years. The Board is responsible for setting the Group's risk appetite and risk management and assesses the principal risks to the Group that threaten our business model and performance. Each division identifies the risks facing its business and takes measures to mitigate the impacts. Twice a year each division carries out a detailed risk review, recording significant matters in its risk register. The divisional risk registers are reviewed and collated by the Group's head of audit and assurance, who refers to them when preparing the Group risk register. This approach ensures that principal risks and controls throughout the Group are under regular review at all levels. The Group also has a risk committee that meets twice a year and assists the Board and audit committee in monitoring risk management and internal control. The risk committee ensures that both inherent and emerging risks across the business are properly identified and managed. The Auditors in their Audit report determine the Group's materiality at £4.0m (see 2018 Annual Report for further information).

W4.1b

(W4.1b) What is the total number of facilities exposed to water risks with the potential to have a substantive financial or strategic impact on your business, and what proportion of your company-wide facilities does this represent?

	Total number of facilities exposed to water risk	% company-wide facilities this represents	Comment
Row 1	200	51-75	Our sites are constantly changing so we have made an estimate of the total and percentage in a given year. They are all subject to water risks with the potential for financial and strategic impact. Lack of water on site (drought) poses a risk, as well as any flooding events that may occur. And due to some of the larger infrastructure jobs we carry out, we have the potential to alter water courses/flood plains etc., resulting in long term risks.

W4.1c

(W4.1c) By river basin, what is the number and proportion of facilities exposed to water risks that could have a substantive impact on your business, and what is the potential business impact associated with those facilities?

W4.2

(W4.2) Provide details of identified risks in your direct operations with the potential to have a substantive financial or strategic impact on your business, and your response to those risks.

Country/Region

United Kingdom of Great Britain and Northern Ireland

River basin

Thames

Type of risk

Physical

Primary risk driver

Increased water stress

Primary potential impact

Reduction or disruption in production capacity

Company-specific description

Potential restrictions on ability to withdraw water during times of drought which would slow down or increase the cost of site operations.

Timeframe

4 - 6 years

Magnitude of potential impact

Low

Likelihood

About as likely as not

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure - minimum (currency)

<Not Applicable>

Potential financial impact figure - maximum (currency)

<Not Applicable>

Explanation of financial impact

Primary response to risk

Adopt water efficiency, water re-use, recycling and conservation practices (The removal of water from rivers and natural environments may negatively impact the environment around us. Mitigating this and the way we use water as a company is all part of being a responsible business – making financial and environmental sense.)

Description of response

Where possible, the use of Sustainable Drainage Systems (SuDS), settlement lagoons, rainwater catches and other natural water collection techniques will be used to collect surface water. This will be used to supply the site with any practices that do not require potable water supply. Sites will ensure non-mains water sources are fully utilised (where practical) before considering how water efficiency can be improved. All water will be sufficient in both quantity and quality before it is used, and all licensing requirements will be met.

Cost of response

0

Explanation of cost of response

Covered under normal operating procedures, so no additional cost provided.

Country/Region

United Kingdom of Great Britain and Northern Ireland

River basin

Thames

Type of risk

Physical

Primary risk driver

Flooding

Primary potential impact

Reduction or disruption in production capacity

Company-specific description

Disruption to site construction during flooding events which would slow down or increase the cost of site operations.

Timeframe

4 - 6 years

Magnitude of potential impact

Low

Likelihood

About as likely as not

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

<Not Applicable>

Potential financial impact figure - minimum (currency)

<Not Applicable>

Potential financial impact figure - maximum (currency)

<Not Applicable>

Explanation of financial impact

Primary response to risk

Comply with local regulatory requirements

Description of response

Where possible, the use of Sustainable Drainage Systems (SuDS), settlement lagoons, rainwater catches and other natural water collection techniques will be used to collect surface water.

Cost of response

0

Explanation of cost of response

Covered under normal operating procedures, so no additional operational cost provided, but potentially higher infrastructure costs on site.

W4.2c

(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?

	Primary reason	Please explain
Row 1	Risks exist, but no substantive impact anticipated	In our materiality assessments (2016-18) we asked external and internal stakeholders what issues they believed were most material to Morgan Sindall Group. Water was an issue of relatively low importance to external stakeholders and in terms of its impact on the business.

W4.3

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

No

W4.3b

(W4.3b) Why does your organization not consider itself to have water-related opportunities?

	Primary reason	Please explain
Row 1	Not yet evaluated	We have not yet carried out an assessment of specific water-related opportunities but have examined environmental opportunities in other parts of the business.

W6. Governance

W6.1

(W6.1) Does your organization have a water policy?

Yes, we have a documented water policy, but it is not publicly available

W6.1a

(W6.1a) Select the options that best describe the scope and content of your water policy.

	Scope	Content	Please explain
Row 1	Company-wide	Commitment to align with public policy initiatives, such as the SDGs	The Morgan Sindall Group is a decentralised business. To ensure that our environmental impacts are controlled the Group is committed to each Division implementing effective environmental management systems to the acknowledged standard BS EN ISO14001.

W6.2

(W6.2) Is there board level oversight of water-related issues within your organization?

No

W6.2c

(W6.2c) Why is there no board-level oversight of water-related issues and what are your plans to change this in the future?

	Primary reason	Board level oversight of water-related issues will be introduced in the next two years	Please explain
Row 1	The Morgan Sindall Group is a decentralised business.	Yes	To ensure that our environmental impacts are controlled the Group is committed to each Division implementing effective environmental management systems to the acknowledged standard BS EN ISO14001.

W6.3

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

Name of the position(s) and/or committee(s)

Other committee, please specify (The Board's HSE committee)

Responsibility

Both assessing and managing water-related risks and opportunities

Frequency of reporting to the board on water-related issues

As important matters arise

Please explain

The Board's HSE committee assists the Board in fulfilling its oversight responsibilities in relation to environmental matters and makes recommendations to the Board for any changes considered necessary. The committee is responsible for monitoring the Group's strategy and regulatory environmental obligations including forests-related issues. The committee is made up of one non-executive director (who is the chair), the Group's commercial director (GCD) and company secretary. The chair of the Board also attends each meeting. The committee meets 4 times per year and reports to the Board after each meeting. The Group's director of sustainability and procurement (DSP) reports to the GCD and attends one meeting of the HSE committee each year to review the Group's responsible business strategy which includes environmental performance. The DSP chairs the climate action group (CAG) which is responsible for setting the Group's environmental strategy.

W6.5

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of the following?

No

W6.6

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

No, and we have no plans to do so

W7. Business strategy

W7.1

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	No, water-related issues not yet reviewed, but there are plans to do so in the next two years	<Not Applicable>	
Strategy for achieving long-term objectives	No, water-related issues not yet reviewed, but there are plans to do so in the next two years	<Not Applicable>	
Financial planning	No, water-related issues not yet reviewed, but there are plans to do so in the next two years	<Not Applicable>	

W7.2

(W7.2) What is the trend in your organization’s water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Row 1

Water-related CAPEX (+/- % change)

Anticipated forward trend for CAPEX (+/- % change)

Water-related OPEX (+/- % change)

Anticipated forward trend for OPEX (+/- % change)

Please explain

OPEX covers site level operations, which are growing as the business expands. We anticipate that water-related operating expenditure is increasing but we do not currently have sufficient data to estimate the trend.

W7.3

(W7.3) Does your organization use climate-related scenario analysis to inform its business strategy?

	Use of climate-related scenario analysis	Comment
Row 1	Yes	Morgan Sindall Group used the Sectoral Decarbonisation Approach (SDA) to help establish science-based targets. The SDA allocates the 2°C carbon budget to different sectors. This method takes into account inherent differences among sectors, such as mitigation potential and how fast each sector can grow relative to economic and population growth. From a 2016 baseline, the International Energy Agency’s 2°C Scenario model was used to define a sector intensity pathway for MSG’s scope 1 and 2 emissions to 2025, and further beyond this to 2050. The time horizon to 2025 is linked to our long-term planning horizon, and the 2050 target to at least the length of time that many MSG designed and constructed assets will be in place. Projected GHG emissions from all areas of our business, where we have direct control, were incorporated into the scenario model. In 2017, the Group finalised the science-based targets which received approval from the Science Based Target Initiative in March 2018.

W7.3a

(W7.3a) Has your organization identified any water-related outcomes from your climate-related scenario analysis?

No

W7.4

(W7.4) Does your company use an internal price on water?

Row 1

Does your company use an internal price on water?

No, and we do not anticipate doing so within the next two years

Please explain

Not currently a material issues to the business.

W8. Targets

W8.1

(W8.1) Describe your approach to setting and monitoring water-related targets and/or goals.

	Levels for targets and/or goals	Monitoring at corporate level	Approach to setting and monitoring targets and/or goals
Row 1	Site/facility specific targets and/or goals	None are monitored at corporate level	In 2019, the Group has introduced the Social Value Bank (developed in conjunction with Simetrica). The Social Value Bank, requires sites to complete, display and implement a Water Reduction Plan to reduce water use on site. It must be displayed to show what contribution the project is making towards improving water efficiencies. The Social Value Bank offers sites the opportunity to implement as many water reduction techniques as they wish. A tiered system will be implemented, meaning, the greater the number of techniques implemented the greater the impact achieved. To achieve platinum level, a new, innovative technique must be implemented on site. This new technique must be uploaded onto the Considerate Constructors Scheme (CCS) Best Practise Hub. Bronze – 3+ water reduction techniques will be implemented on site Silver – 5+ water reduction techniques will be implemented on site Gold – 7+ water reduction techniques will be implemented on site Platinum – 10+ water reduction techniques will be implemented on site, including an innovative technique which has been uploaded onto the CCS Best Practise Hub.

W9. Linkages and trade-offs

W9.1

(W9.1) Has your organization identified any linkages or tradeoffs between water and other environmental issues in its direct operations and/or other parts of its value chain?

No

W9.1b

(W9.1b) Why has your organization not identified any linkages or tradeoffs between water and other environmental issues?

	Primary reason	Please explain
Row 1	Not considered, and we have no plans to do so	As well as water issues, we examine broader environmental issues including climate, biodiversity and forest-related environmental impacts. However, we have not yet examined specific linkages between these and water issues.

W10. Verification

W10.1

(W10.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1d)?

No, we are waiting for more mature verification standards and/or processes

W11. Sign off

W-FI

(W-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

W11.1

(W11.1) Provide details for the person that has signed off (approved) your CDP water response.

	Job title	Corresponding job category
Row 1	Chief Executive	Chief Executive Officer (CEO)

W11.2

(W11.2) Please indicate whether your organization agrees for CDP to transfer your publicly disclosed data on your impact and risk response strategies to the CEO Water Mandate's Water Action Hub [applies only to W2.1a (response to impacts), W4.2 and W4.2a (response to risks)].

No

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	Public or Non-Public Submission	I am submitting to
I am submitting my response	Public	Investors

Please confirm below

I have read and accept the applicable Terms