



Annual Sustainability Report



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Introduction

1. Introduction

I think the simplest messages are often the most effective - for our children and future generations we all must do more.

MiCiM's journey to create our sustainable development strategy began in Q3 2022. Whilst we had historic knowledge on environmental, social and governance standards, from our previous careers - we recognised that we were certainly not at the forefront of the industry. There is definitely a moral hangover from working in the construction industry and in particular the data centre sector of the industry which we are prevalent in, and the directors of MiCiM wanted to make a difference - however small this may be.

Fortunately for us, we have one of the industry recognised leading ESG practitioners in Beth Whitehead, who is ably supported by experienced data centre efficiency energy specialists Robert Tozer, Sophia Flucker and Marco Bertolini. Our short-term goal was to assess where MiCiM, OI, and Copper Peg were as a collective on their ESG path, identifying any quick improvements and provide a benchmark for the basis of our medium to long term targets.

The initial report has been produced over the 12 months since we commenced the working groups, and we are proud of all the hard work our respective team members have put into it and the passion they have shown for the targeted pillars each group has been working on. The medium targets are to improve in areas where we are deficient, with the aim to be best in class for a company of our size. We have an opportunity as a relatively young, ambitious, and expanding organisation to set the standards for equity within the construction industry, which will inspire and attract future talent to the companies.

Our long-term goal is to be recognised through our achievements as a leader in this field. This will assist us to help others - our clients, along their journey and provide expertise to hopefully shape the data centres of the future and develop a sustainable, healthy, and future proof, market leading MiCiM for future generations.



Marc Beattie, Managing Director

1.1 About This Report

This is our first annual sustainability report, which we have prepared with reference to the Global Reporting Initiative (GRI) Standards. It covers our sustainability strategy and performance in areas of ESG (Environment, Social and Governance) that we determined to be important to our continued business and to solving global challenges.

Our reporting period is aligned with our financial accounts which run from January 1st to December 31st, 2023. 2023 also represents the baseline year for our carbon accounts.





About MiCiM

www.MiCiM.co.uk

www.MiCiM.co.uk

www.MiCiM.co.uk

2. About MiCiM

MiCiM is a project and construction management company, incorporated in the UK and headquartered in Reading, with operations in the UK, Ireland, and Italy and projects in the UK and across Europe. Currently we have offices in Reading and London.

MiCiM was established in 2016 to provide a focused end-to-end, hands-on, project management and construction delivery service, working with clients to develop best-in-class Mission Critical facilities in an open, honest, and collaborative manner. Our services include pre-construction consultancy services, main contracting, construction and project management, and engineering, quality assurance and commissioning management.





Copper Peg offers bespoke recruitment services to growing businesses. It is a small specialist agency focusing on finance, cost management and project management roles across many sectors, partnering with SMEs and scale-ups at varying stages of growth.

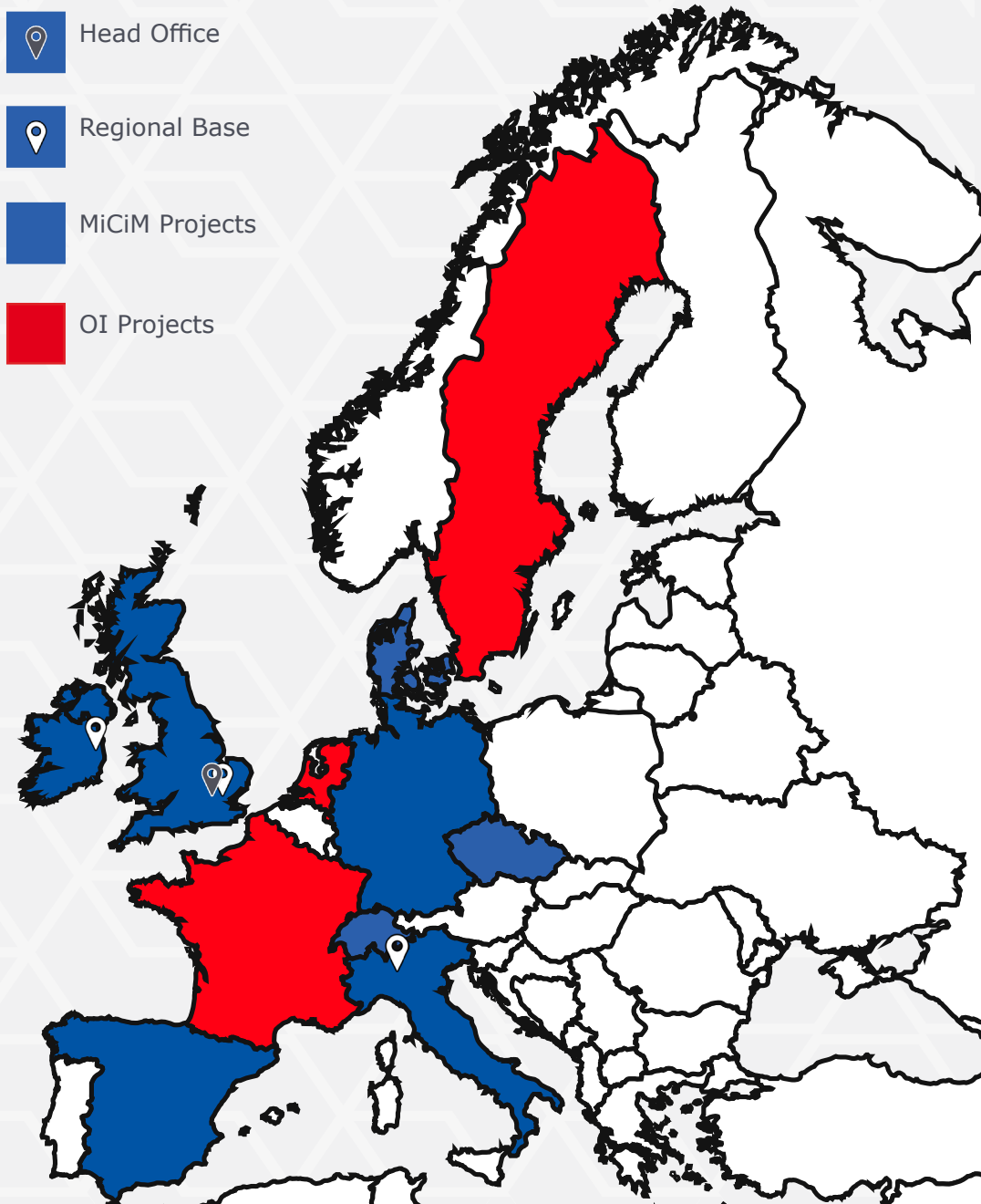
In 2022 MiCiM acquired Operational Intelligence (OI), a data centre engineering consultancy which uses a blend of traditional consulting with training through the full project lifecycle. Their services include commissioning and IST management, workshops to support clients in defining energy efficient low-risk and sustainable design briefs and basis of designs, peer review, bespoke risk and energy optimisation workshops and bespoke training.

The individual experience and expertise of MiCiM and OI enhance each other, enabling us to provide clients with a comprehensive and specialist service offering.

Copper Peg and OI are both wholly owned subsidiaries of MiCiM and therefore are included in both our financial and sustainability reporting.

For further information please contact: enquiries@micim.co.uk.

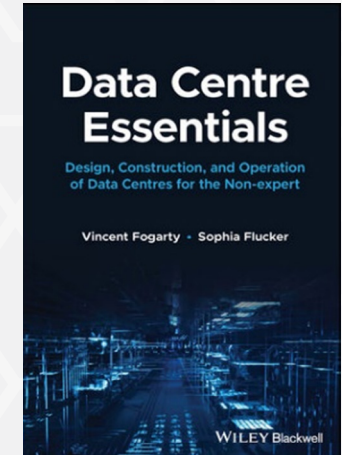
-  Head Office
-  Regional Base
-  MiCiM Projects
-  OI Projects



2.1 Publications

An innovative, learning spirit is deeply ingrained in the culture and core values of OI as illustrated by our publications, and awards. We work side-by-side with our clients in challenging the status quo and exploring next generation concepts, ideas, and technologies.

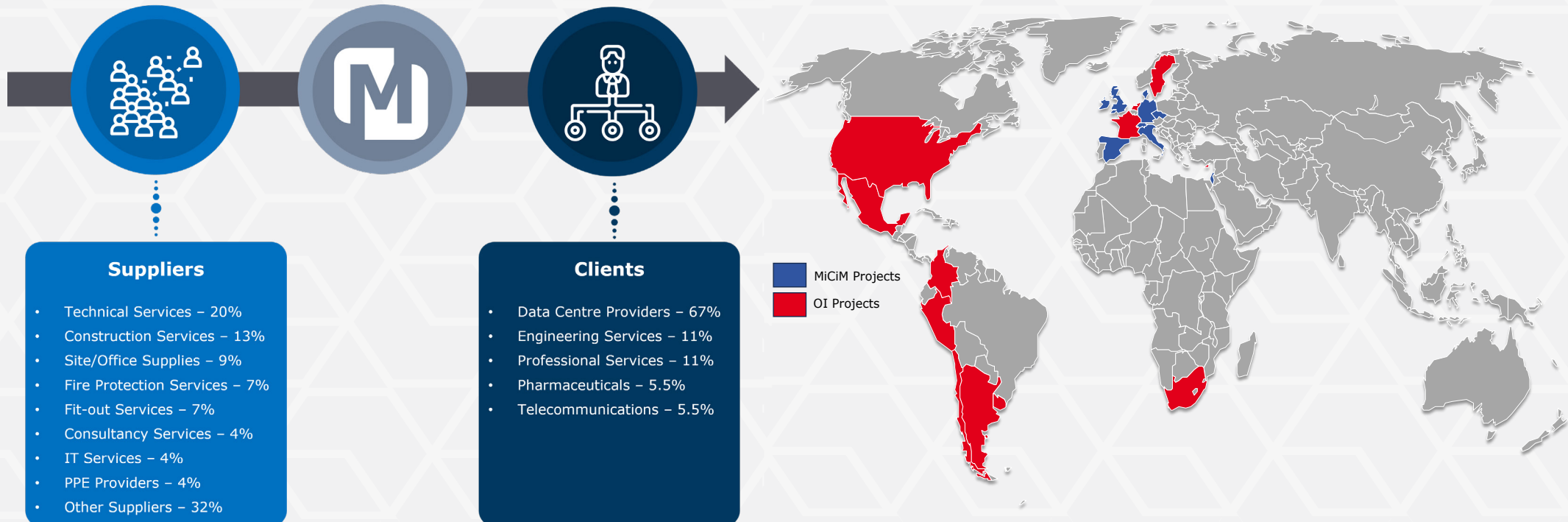
In 2023, Sophia Flucker co-authored *Data Centre Essentials: Design, Construction, and Operation of Data Centres for the Non-expert*, and Beth Whitehead co-authored Chapter 5: *The Role of Design in Conserving Product Value in the Circular Economy in The Circular Economy: Meeting Sustainable Development Goals*.



2.2 Our Value Chain

Our typical suppliers (including contractors) fall into 15 different categories and are currently all found in the UK.

Our clients exist in several different industries including data centres, pharmaceuticals and telecommunications, and our work with them is found in the UK and across EMEA. Operational Intelligence have also provided various professional and training services across North and South America.



2.3 MiCiM Accreditations and Affiliations

ISO ACCREDITATIONS



ENDORSER AND CONTRIBUTING AUTHORS



ARMED FORCES COVENANT

Registered date: January 2023

WOMEN INTO CONSTRUCTION

Registered date: November 2022

APM AFFILIATE

Registered date: December 2022

CONSIDERATE CONSTRUCTORS

Registered date: June 2019

ROSPA

Registered date: May 2018



Some of our employees have contributed to various industry standards groups including:

ASHRAE Technical Committee 9.9: Mission Critical Facilities, Data Centers, Technology Spaces, and Electronic Equipment.

BSI TCT/7/3 - Telecommunications; Installation requirements: Facilities and infrastructures. Responsible for the UK input to CENELEC/TC 215/WG 3, ISO/IEC JTC1/SC 25/WG 3, ISO/IEC JTC1/SC 39 and its working groups addressing the design and operation of information technology facilities and infrastructures.



Our Sustainability Strategy

3. Our Sustainability Strategy

Through good governance and ethical procurement, practices, and policies we are committed to:



ENERGY CONSUMPTION & MANAGEMENT

Monitoring and reducing our energy consumption through a system of reform, reduce, optimise & execute. We aim to prioritise and promote change through our supply chain by sharing knowledge and discussing approaches to energy reduction.



CARBON EMISSIONS

Reducing our carbon emissions and, importantly, those of our value chain through a programme devised to encourage efforts to improve energy efficiency, low-carbon technologies, procuring renewables; and ethical procurement which considers impact on the environment and society. We are committed to building climate action into our business models to mitigate negative impacts in the future.



WASTE

Creating a long term, circular-based strategy to reduce our waste and improve end-of-life outcomes. We aim to ensure zero waste goes to landfill, continue to donate old IT equipment and materials to schools, and will always consider refurbished equipment when purchasing new equipment.



LEARNING, DEVELOPMENT & KNOWLEDGE TRANSFER

Continuous learning and development of our employees and the breaking down of knowledge silos, both within the company and across the lifecycle of a project, to better empower our value chain to improve efficiency, and reduce risk and cost, and our impact on the environment and society.



DIVERSE, INCLUSIVE, HEALTHY & SAFE WORKPLACE

Maintaining an equal opportunities workplace which is healthy, safe, diverse, and inclusive at every level, and which has employee wellbeing at its heart.



PROCUREMENT

Increasingly engaging with a supply chain that is aligned to the priorities set out in our sustainability strategy, and which places a high priority on limiting negative impacts on society and the environment.

3.1 Increasing Our Boundaries of Influence

To ensure we can all live within planetary boundaries, we believe it is important to increasingly expand our own boundaries of influence – sharing knowledge to collaboratively reduce society’s impact.

Our long-term sustainability strategy seeks to achieve sustainability not only in our operations, but within those of our whole value chain, industry, and wider society.



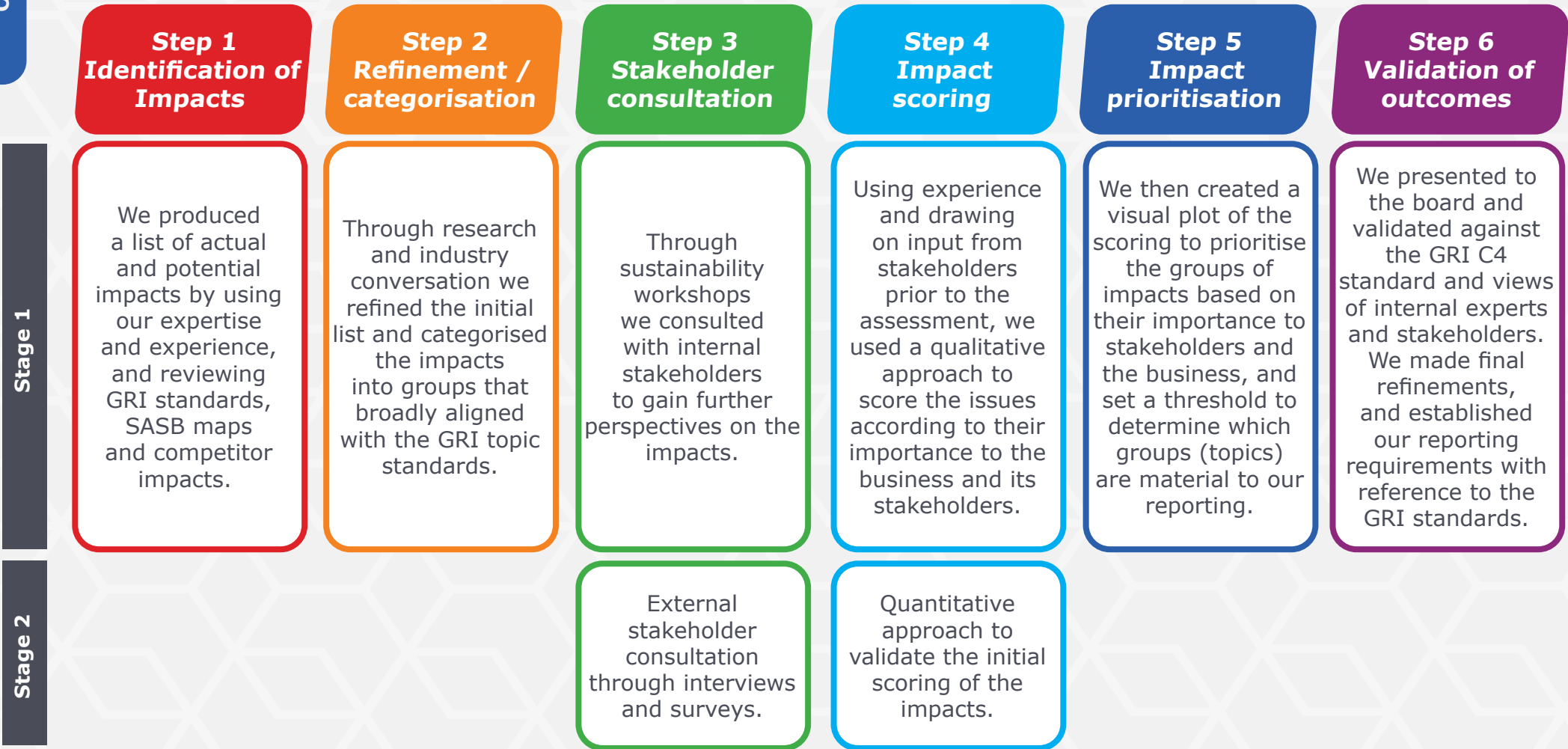
3.2 Our Sustainability Working Group

In 2022 we formed a sustainability working group to formalise our approach to sustainability and ensure the polices and processes that we follow contribute to solving global issues rather than compounding them. The group underwent sustainability training during which we collaboratively built our ESG framework and sustainability strategy.

We have used an ESG framework to identify our risks and opportunities related to the environment and society and the effectiveness of our governance to manage them. Our sustainability strategy then integrates this framework into the way we work and our business decisions to ensure benefit for the business, all stakeholders, and planet, now and into the future.

3.3 Our Materiality Assessment

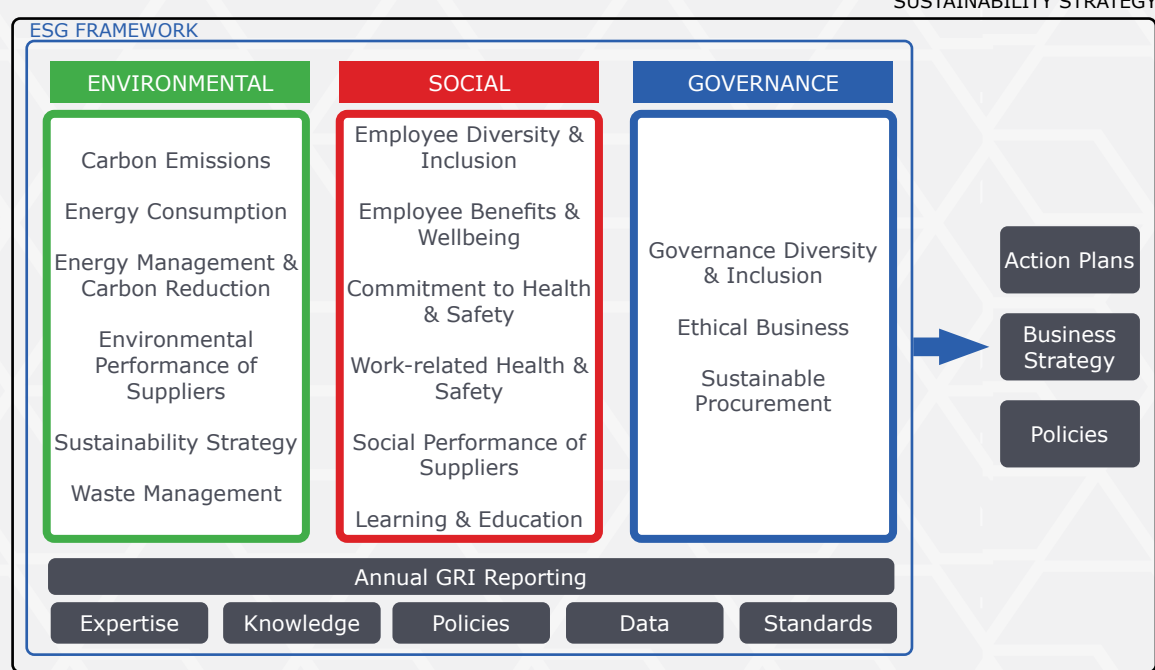
To compile our ESG framework, we chose to reference the Global Reporting Initiative (GRI) standards. To determine the sustainability issues most important to our business and our value chain stakeholders, we created a two-stage qualitative materiality assessment shown below.



The first stage forms the basis of this report and uses the internal stakeholder perspective informed by our experience of the needs of our external stakeholders; whilst the second stage will inform future reporting and will involve an external stakeholder consultation to better refine and validate our initial outcomes. A visual representation of this output can be found in the appendix.

3.4 Our ESG Framework

The result of this assessment is 15 material topics that are most relevant to our business and stakeholders and form the basis of our ESG framework:



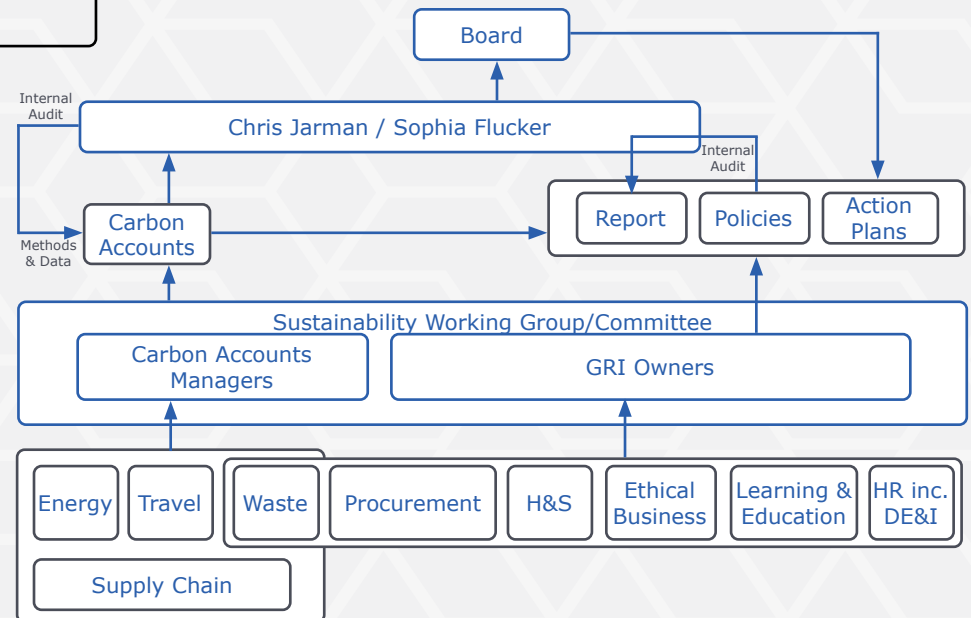
Under each topic are our voluntary reporting commitments, the knowledge, expertise, and experience of our sustainability working group and the policies, processes, standards, and metrics that we use to benchmark and action plan for improvements. Each topic has a topic leader who has knowledge and experience in the area and an interest to drive change.

We used this framework and its foundations to create prioritised action plans and inform our business strategy and policies in our sustainability strategy.

3.5 Governance of Our Sustainability Strategy

Each topic area has a topic leader, who is responsible for data collection, goal setting, action planning, and reviewing existing and drafting new policies. These topic leaders sit in the sustainability working group who collectively review the work in each topic area in quarterly meetings, and review impacts and material topics on a yearly basis. These outputs undergo an internal review by two board-level directors, and once finalised are presented to the Board for approval.

The sustainability working group is also responsible for delivering against action plans and future targets, and for ensuring sustainability knowledge is shared with employees and the wider business. It is also the role of the sustainability working group to engage with external stakeholders.



3.6 Our Progress

TOPIC	2023 AIMS	PROGRESS	2024 AIMS
Energy	Establish sources of energy consumption and benchmark base year energy consumption. Set up data collection structure.	Sources defined, and data collection and benchmarking finished. Some areas required modelling as it was not possible to collect metered data.	Revisit data collection to improve data quality.
Carbon	Establish sources of scope 1 and 2 emissions and compile base year carbon accounts. Set up data collection structure.	Sources defined, and data collection and benchmarking finished. Data collection has also started for scope 3 emissions which was originally planned for 2024.	Prioritise opportunities to reduce carbon emissions and define a carbon management plan. Complete scope 3 benchmarking.
Energy Management & Carbon Reduction	Determine energy efficiency and carbon reduction opportunities. Explore net zero carbon commitments.	Potential opportunities have been defined. Carbon commitment chosen.	Sign a net zero carbon commitment (with targets) and define targets and action plans for reduction. Explore carbon offsetting. MiCiM employee education.
Environmental Performance of our Suppliers	Review existing procurement process and implement further ESG criteria where required.	Review complete and process updated.	MiCiM employee education. Engage with the supply chain and provide opportunities for knowledge transfer. Define metrics to track supplier performance.
Sustainability Strategy	Define the ESG Framework. Formalise action plans for each topic area and integrate into a sustainability strategy.	A materiality assessment was used to define our ESG Framework. An initial strategy has been defined, and action planning is ongoing. Review of some services to include consideration of sustainability.	Board-level review and further refinement. Review all policies and update to reflect our sustainability strategy. MiCiM employee education.
Waste	Benchmark office and site waste volumes. Establish existing waste management processes. Set up data collection structure.	Initial benchmarking complete and studies of site waste management processes under way.	Explore zero waste to landfill and strengthen action plans to divert and reduce waste. Engage with waste management companies and explore waste carriers with improved ESG. Create a sustainable procurement policy and improve internal WEEE asset tracking.



TOPIC	2023 AIMS	PROGRESS	2024 AIMS
Employee Diversity & Inclusion	Collect data on MiCiM employees and track against industry data.	Data collection complete. Work under way to improve our understanding and approach to neurodivergence, and continued efforts around women in construction.	Define an action plan to improve diversity and inclusion. Review and improve our policies where required. Employee education.
Employee Benefits & Wellbeing	Collect data on MiCiM employee benefits and wellbeing. Highlight any areas for improvement.	Data collection complete.	Enhance and expand benefits and initiatives where required. Update any relevant policies.
Commitment to Health & Safety	Review health & safety management system, risk assessments, and adherence to ISO standards. Review any gaps in these areas.	Review complete.	
Work-Related Health & Safety	Collect data on MiCiM work-related health & safety. Review training and access to occupational health and safety services, and whether worker health is promoted within the organisation.	Data collection complete.	
Social Performance of Suppliers	Review existing procurement process and implement further ESG criteria where required.	Review complete and process updated.	MiCiM employee education. Engage with the supply chain and provide opportunities for knowledge transfer. Define metrics to track supplier performance.
Learning & Education	Collect data on training allowance vs uptake. Review ESG content of our training options and look for ways to improve options to better reflect our sustainability strategy.	Data collection complete. We have also continued outreach work in schools and universities to improve access to career options.	Expand internal learning opportunities to improve ESG content. Continue to raise awareness of data centre careers in education.

TOPIC	2023 AIMS	PROGRESS	2024 AIMS
Governance Diversity & Inclusion	Collect data on the governance structure. Track changes over time.	Review complete.	Define an action plan to improve diversity and inclusion. Review and improve our policies where required. Employee education.
Ethical Business	Review current policies for ethical business including anti-corruption, modern slavery act statement and human rights.	Review complete.	Action plan to strengthen and/or create new policies where required. Define metrics to track performance against policies.
Sustainable Procurement	Review existing procurement process and implement further ESG criteria where required.	Review complete and process updated.	MiCiM employee education. Engage with the supply chain and provide opportunities for knowledge transfer. Define metrics to track supplier performance.

3.7 The UN SDGs

Not only is it important for us to report on how our organisation impacts on the world in which it operates, it is also important that we consider how our operations contribute to the broader context of the UN Sustainable Development Goals (SDGs). The SDGs that are most relevant to MiCiM are:



A close-up photograph of a person's hand holding a small, vibrant green seedling with soil. The seedling has several heart-shaped leaves and a small bud at the top. The background is a soft, out-of-focus green, suggesting a natural outdoor setting. A large, semi-transparent grey letter 'A' is overlaid on the left side of the image. The word 'Environment' is written in a bold, white, sans-serif font with a thin black outline, positioned to the right of the seedling.

Environment

4. Protecting Our Planet (Environment)

4.1 Our Ethos

Core to the work of MiCiM and OI is a drive to reduce both our impact and those of our clients on the planet. Adopting a collaborative approach, we provide construction and project management, commissioning and peer review, pre-construction consultancy, and consultancy blended with training in a way that seeks to reduce energy consumption, risk, material use, and waste throughout the whole project life cycle. We feel passionately that if we are to halt our impact on the planet and even begin to regenerate it, that consideration is needed at the earliest possible stages of a project where real change can occur.

Energy Reduction Spotlight

The following case study (from pre-2023) shows how our approach enabled the operation teams in a data centre to benchmark their performance, assess the various improvement options, and implement changes that resulted in a reduced impact.

Aim: Two award-winning Tier III facilities wanted to further optimise their energy performance.

Improvements were recommended in the following areas:

Air Management

- Seal air gaps to reduce bypass (data halls)
- Reduce flow rate (LV switchrooms)
- Relocate poorly placed grilles (MDF)
- Redirect air to IT intake (MDF)

Energy

- Run all AHUs at a lower fan speed (data halls)
- Reduce pressure set points (data halls)
- Replace pressure sensors with ones with a tighter range (data halls)
- Replace pressure sensors with ones with a tighter ranges
- Reduce flow rates in LV switchrooms
- Allow higher temperature in LV switchrooms (no batteries)
- Reduce pressure set points (MDF)

Risk

- Review and improve standard and emergency procedures

Data Centre 1

Tier III

3MW IT

4000m²

Saving
€650K annual

Spend
€50K

Payback
2 months

Power Usage Effectiveness:

Before

1.55

After

1.3

Data Centre 2

Tier III

2.6MW IT

2800m²

Saving
€470K annual

Spend
€50K

Payback
3 months

Power Usage Effectiveness:

Before

1.55

After

1.3

4.2 Our Energy Footprint

Beyond our consultancy work, we are committed to minimising our energy and carbon footprints through efficiency measures and transferring to low-carbon alternatives. This year we have benchmarked our baseline energy consumption and started to define a roadmap to guide us through setting targets, reducing consumption, and improving efficiency.

In 2023 our overall electricity consumption was 61.1 MWh:

- 53.7% was in our offices,
- 40.3% in MiCiM leased accommodation (used by employees working long-term on projects away from their homes), and
- 6% in electric company vehicles used for business travel.

Although the London office landlord has said they buy and retire REGOs (renewable energy guarantees of origin), no evidence has been provided. We have therefore assumed 100% of our electricity is from non-renewables. We aim to improve landlord engagement, and where possible transition to 100% renewables power in the long-term.

In 2023 we did not contribute significantly to any single sources of energy consumption outside of the organisation. In 2023, our scope 2 electricity consumption within the organisation was all in the UK. Although we have projects in other countries, we do not have operational or financial control of any project sites outside of the UK. MiCiM and OI's collaboration on many of the same projects and use of the same offices means that tracking energy consumption per use type (offices, accommodation, vehicles) provides us with the best basis for targeting reductions.

Baseline energy consumption in 2023 (GJ)

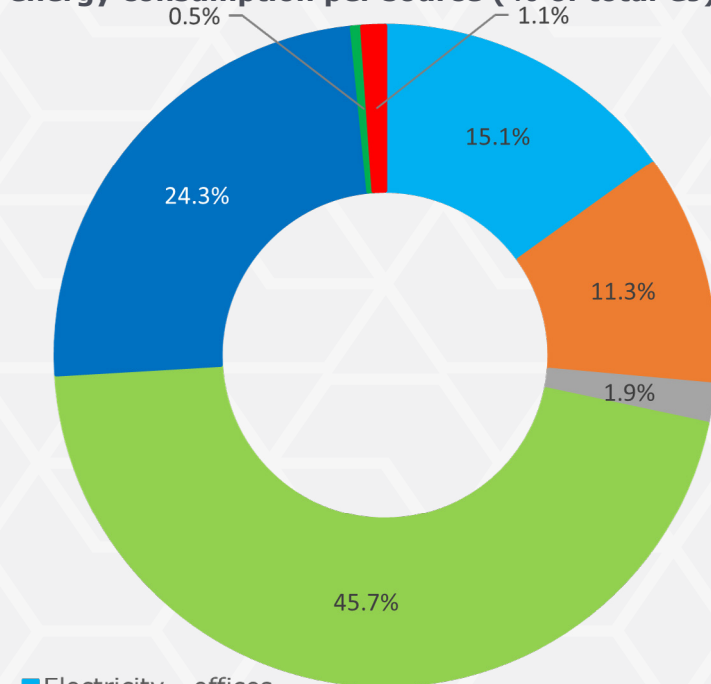
	Absolute energy consumption (GJ)	Energy/FTE** employee (GJ/person)
Electricity	220	3.37
Other fuels*	561	8.53
Total non-renewable energy (GJ)	781	11.9

*Other fuels include diesel in company owned/leased cars, natural gas (from heating provided by landlord-controlled boilers) and purchased heat (district heating) in company leased accommodation.

**Based on 60 fulltime employees and 7 part time employees

Our greatest source of energy consumption was natural gas burned in boilers (45.7% of total energy consumption) in our head office and project accommodation. Of this value 67% was in project accommodation and 33% in the head office. After this, diesel used in one company car for business travel accounted for the next largest energy consumption – 24.4% of the total energy consumption.

Baseline energy consumption per source (% of total GJ)



- Electricity - offices
- Electricity - accommodation
- Electricity - vehicles
- Natural gas - boilers - offices and accommodation
- Vehicle fuels - diesel
- Purchased heat - landlord controlled boilers
- Purchased heat - accommodation

4.3 Proposed Energy Saving Initiatives

Globally, we all have a role to play in transitioning to net zero carbon. In 2023 we set out to benchmark our baseline consumption and define a list of potential ways to reduce it. In 2024 we will determine the most feasible options to implement across the business. We acknowledge that after we have reduced our consumption; we should support our supply chain to reduce theirs. Our initial focus includes:

Education and Behaviour Change

We will implement internal education through 'lunch and learn' sessions and regular short intranet posts and posters in a Sustainability Series. These will raise employee awareness of sustainability and will include the fundamentals of sustainability, construction and data centre sustainability, and information on key topics like energy efficiency and waste reduction related to our offices and the services that we provide. Longer lunch and learn sessions aim to deepen knowledge and provide opportunities for discussion and innovation on the topic.

Heating/Cooling Temperatures



We will explore current operating temperatures used when heating and cooling our office spaces and engage with employees to better understand individuals' needs to establish opportunities for reduction in energy consumption.

Improved IT Efficiency

The majority of office plug load is from IT equipment. We will run a study to establish any sources of wastage and if any IT power management can be used to reduce this load. We will ensure all IT is supplied to employees with power management functions enabled, and that when purchasing we always buy the most efficient options



available to us.



Head Office Fossil Fuel Phase Out

We have already installed heat pumps for heating and cooling in our head office, however, hot water is provided using a gas boiler. We will explore the feasibility of using a heat pump for our hot water to eliminate fossil fuel consumption in this office.

4.4 Our Carbon Emissions

In 2023 our total baseline greenhouse gas (GHG) emissions were 264.3 tCO₂e. The majority were from scope 3 business travel and employee commuting.

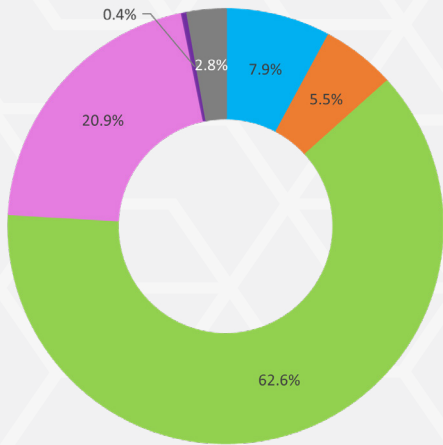
Emission Type	Absolute Emissions (tCO ₂ e)	Emissions/FTE** employee (tCO ₂ e/person)
Scope 1 – Direct (Natural gas and vehicle fuel)	20.98	0.319
Scope 2 – Indirect (location based) (Purchased electricity and heat)	14.49	0.220
Scope 2 – Indirect (market based) (Purchased electricity and heat)	21.71	0.330
Scope 3 – Indirect (Business travel)	165.3	2.514
Scope 3 – Indirect (Employee commuting inc. homeworking)	55.13	0.838
Scope 3 – Indirect (T&D losses)	1.06	0.016
Scope 3 – Indirect (Waste – offices and project sites*)	7.31	0.111
TOTAL (location based)	264.3	4.018
TOTAL (market based)	271.5	4.128

*We include waste created on projects sites where we are construction managers and procure the waste carrier

**Based on 60 fulltime employees and 7 parttime employees

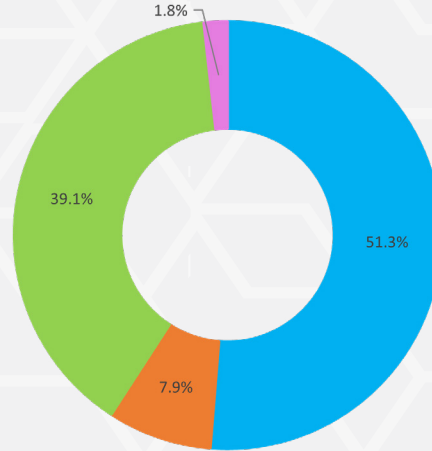
We benchmarked our baseline (location and market-based) emissions using the operational control approach, in line with the guidance of the GHG Protocol. Our accounts include emissions of CO₂ (carbon dioxide), CH₄ (methane) and N₂O (nitrous oxide) associated with activities carried out in our Reading and London offices, company owned and leased vehicles, project accommodation (used by employees to sites), and on any project sites where we have operational control. In scope 3 we have included business travel, employee commuting, homeworking, and T&D (transmission and distribution) losses in our baseline accounts, as well as waste which is a material topic. In 2024 we will broaden the boundaries of our scope 3 accounting. Note no fugitive emissions were found. A detailed emissions calculation methodology can be found in the appendix.

Total GHG emissions 2023 (location based)%



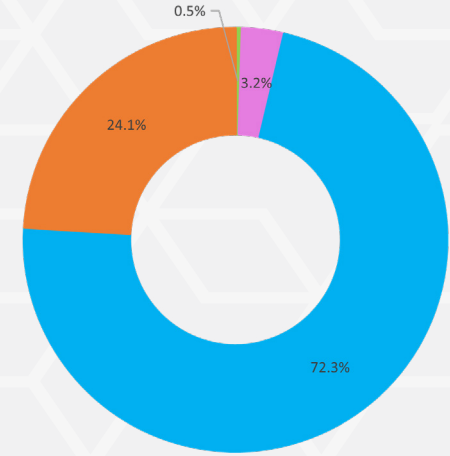
- Scope 1 - Direct (Natural gas and vehicle fuel)
- Scope 2 - Indirect (Purchased electricity and heat)
- Scope 3 - Indirect (Business travel)
- Scope 3 - Indirect (Employee commute and homeworking)
- Scope 3 - Indirect (T&D losses)
- Scope 3 - Indirect (Waste)

Source of scope 1 and scope 2 GHG emissions 2023 (location based)



- Scope 1 - Stationary combustion (natural gas in boilers)
- Scope 1 - Mobile combustion (diesel)
- Scope 2 - Purchased electricity (offices, accommodation, vehicles)

Source of scope 3 GHG emissions 2023 %



- Category 3 T&D losses
- Category 5 Waste generated in operations
- Category 6 Business travel
- Category 7 Employee commuting and homeworking

Our scope 1 and 2 emissions made up 13.4% of our total location-based emissions in 2023. The largest contribution was from gas-fuelled boilers in our head office and project accommodation. Our market-based emissions were higher than our location-based emissions as there were no renewables in our electricity source. In 2024, we will investigate opportunities for improvement of this figure.

In 2023, scope 3 emissions accounted for 86.6% of our total location-based emissions. Of our scope 3 emissions, the largest contribution was from business travel, responsible for 72.3% of total scope 3 emissions, followed by employee commuting and homeworking (24.1%).

4.5 Proposed GHG Emissions Reduction Initiatives

In 2024 we will focus on initiatives that will help to reduce our GHG emissions. Some initiatives we intend to implement in the next year are:

Reduce Consumption

We will first run a feasibility study to determine ways to reduce our use of a given emission source. We will explore, for example, installation of PIR presence detectors in office areas of limited use, and ways to encourage lower car mileage for business travel and commuting. We will strengthen the knowledge of our employees through internal education efforts.

Transition to Renewables

Where possible, we plan to improve landlord engagement in our offices and shift to high quality (deep) green electricity tariffs/supply contracts as defined by the UKGBC in their Renewable Energy Procurement guidance. Where not possible, we will investigate other purchasing options that contribute to creating additional renewables capacity, such as onsite renewables.

Carbon Offsetting

Once we have determined the extent of landlord engagement possible and options for renewable electricity, we will explore voluntary carbon offsetting in line with the guidance set out in the UKGBC guidance. In the future, the source of electricity will be considered before taking any new office lease.

Scope 3 Emissions

In 2024 we aim to broaden our scope 3 boundaries and work on understanding where in our supply chain we can support the biggest change.

4.6 Tackling Our Waste and the Circular Economy

In 2024 we will focus on initiatives that will help to reduce our GHG emissions. Some initiatives we intend to implement in the next year are:

IT Lifetime Extension

We enable lifetime extension of IT equipment by donating computers and laptops that are no longer useful to us to Oxford IT Bank who check the devices and pass them onto families and vulnerable people. In 2023 we donated 10 laptops. Not only does this reframe 'waste' as a valuable resource, helping to keep it in the material loop; it also provides access to IT for those that otherwise wouldn't have it.

Reuse and Refurbished IT and Mobile Phones

We are committed to improving the start of the materials loop. When providing IT equipment and phones, we follow a simple hierarchy, designed to limit the use of new materials. First, we reuse existing assets that have undergone performance checks. In some cases, our IT support (Genmar) will upgrade parts, and when we don't have assets to use, we purchase high quality refurbished equipment.

Site-based Waste Study

We completed a waste study at one of our project sites to better understand current strategies and highlight potential areas for improvement across all sites. From this study we will investigate several initial initiatives including:

- Zero Waste to Landfill,
- Pallet recycling,
- Terracycle Zero Waste Boxes for industrial safety equipment and earplugs,
- Processes to ensure unused materials do not become waste and can be sold/reused elsewhere,
- Increased site education, and
- Engagement with our waste treatment providers to ensure waste is reaching the best possible end-of-life treatment.

IT Equipment at End-of-Life

Equipment that no longer fulfils our performance requirements is collected by our ITAD provider, Techbuyer. Techbuyer ensures that any working components are harvested for reuse/refurbishment and that all remaining materials are recycled. They are an R2v3 Standard (Responsible Recycling) certified company which means that their IT electronics are ethically recycled with full transparency to their customers. They are 1 of only 28 EU companies with this certification. In 2023 we sent 6 laptops that had reached their end-of-life for recycling. This is 37.5% of the laptops that reached end-of-life, with the remaining 62.5% sent to charities for reuse.

Circular Economy Innovation and Research

OI partnered on the CEDaCI project – a Circular Economy for the Data Centre Industry – which aimed to reduce waste, conserve resources, and build a secure supply chain for EU Critical Raw Materials (CRM) found in servers. The research provided proof of concept for the use of ICP analysis to recover ALL elements found in a server PCB; primary source life cycle data; and a tool – CDCC – to show the environmental, social, and economic

impacts of different procurement options like reuse vs. refurbishment vs. new. By the end of the project, it is projected that 972 kg of servers will have been recycled and 28.1kg of CRMs will have been recovered.

Procurement

In 2023 we streamlined our prequalification process to improve our response rate. We also included more targeted sustainability questions including approach to waste management, and initiatives committed to like SteelZero, ConstructZero, or Zero Waste to Landfill.

Second Life and Refurbished Furniture

When fitting out MiCiM office spaces we always look for second life and refurbished furniture to ensure we lengthen furniture lifetimes before becoming waste.

Office Waste

Building on the site waste study that we completed, we will explore similar options for our offices to broaden our opportunities for diverting waste from landfill and improving our recycling outcomes, such as split bins in the office spaces, dedicated battery recycling bin, glass collection, and Terracycle flexible plastics recycling.

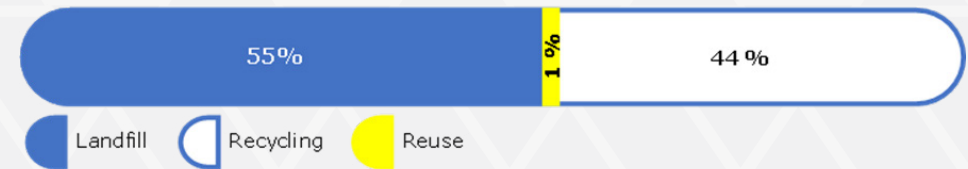
4.7 Our Waste Footprint

We track the waste generated and its destination for our offices and on all construction management projects where we procure the waste carrier.

Total office waste with end-of-life destination

Destination of total office waste:

Office Location	Total Waste (kg)		Waste Destination (kg)			
	Non-Hazardous	Hazardous*	Landfill	Mixed Dry Recycling**	WEEE Recycling	Reuse***
Reading	2,102	8.450	1,184	918.0	8.450	16.90
London	144.8	15.50	81.56	63.24	15.50	0.000
TOTAL	2,247	23.95	1,266	981.2	23.95	18.00



*Hazardous waste includes batteries, and WEEE

**Mixed dry recycling includes all recyclable materials except glass

***Donated laptops

Waste data from our head office was estimated based on the number and frequency of landfill and recycling bags that we bought from Reading Borough Council. We are exploring better processes to track this data and divert more waste to recycling. We used the head office estimate to establish a per FTE employee value, which we used to determine our London office waste.

In 2020 construction waste accounted for 37.5% of EU waste, and 15% of materials delivered to site left as waste without being used. It is therefore important to MiCiM that we understand where we can improve this. In 2023 we benchmarked the waste across 3 sites where we were construction managers.

Total site waste by type (tonnes)

Non-Hazardous	Hazardous*
300.3	-

Total hazardous and non-hazardous site waste (tonnes)

Wood	Plastic	Cardboard / Paper	Mixed Construction Waste	Concrete	Plasterboard**	Hardcore	Mixed Metal	General Waste***	Bulky Waste***
68.40	8.800	2.900	137.3	12.50	12.92	4.380	47.61	68.40	8.800

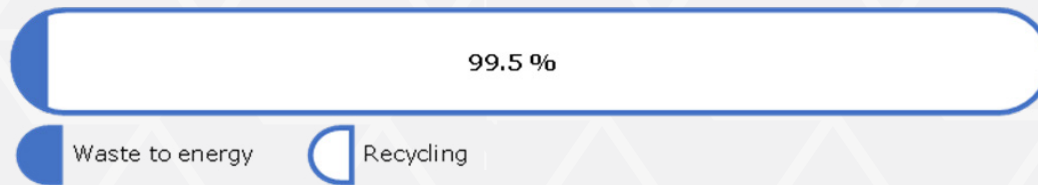
*Hazardous waste includes treated wood, un-used or un-set cement, batteries, fluorescent light bulbs, and WEEE

**Not defined as hazardous waste

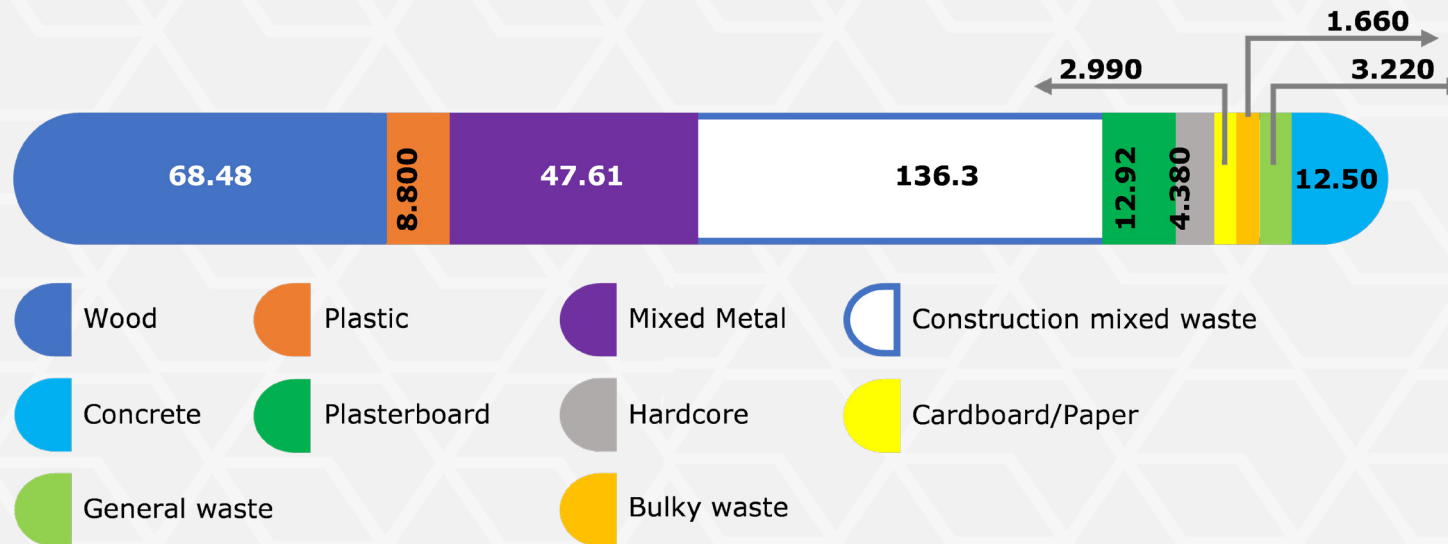
***Anything else cleared from sites, mainly packaging, cardboard, and canteen waste

****Larger (non-WEEE) items cleared from site

In 2023 the total amount of site waste generated was 300.3 tonnes, of which all was designated as non-hazardous waste.



In 2023 we diverted 100% of site waste from landfill. 99.5% was recycled, the majority of which was from untreated wood, mixed metals, and construction mixed waste. 0.5% was sent to waste to energy, all of which came from construction mixed waste and general waste streams. No waste streams were directed to reuse. In 2024 we will investigate opportunities for reuse, and processes to reduce avoidable waste (for example unused materials being sent to disposal).





MiCiM
Mission Critical Management

Social

5. Protecting Our People (Social)

At MiCiM we believe that the foundation of any successful organisation lies in valuing people at every level. We strive to create an inclusive environment in which everyone feels supported and empowered with different perspectives invited to the table.

We carry out annual employee engagement surveys to inform us of our strengths and areas for improvement. In 2023, we had an estimated 81% satisfaction rate and received plenty of feedback from our employees. Our strongest area was company culture. Our values are at the heart of everything we do. We are:



Collaborative,



Open,



Honest



and Fair

5.1 Our Employees

The overall MiCiM Group workforce consists of 80 people, with projects across UK and Europe. This headcount includes full & part time employees, fixed term employees, and self-employed contractors.

At MiCiM, we operate a dynamic staffing model, in which employees move frequently between projects and regions. Due to this fluid approach to staffing, dividing our data into regions for reporting purposes is not feasible. In addition, as MiCiM companies work together to deliver on the same projects, employee data is presented combined.

Staff Snapshot

Employment Type	Total
Self-employed contractors	20
Fixed-term Employee**	3
Permanent Employee	57
Total*	80

*Headcount on 31st December 2023

**During 2023 overall, in addition to the above, we had 3 short fixed-term student placements - 2 male and 1 female, all under 30 years old. The contracts expired before the start of the academic year 2023/2024. Therefore, they are not included in the figures

As of 31st December 2023, MiCiM engaged 19 workers through Supply of Service Agreements, hereafter referred to as Contractors. Nearly 90% of these contractors provide technical support on various sites, specialising in areas such as project management and quantity surveying. The remaining contractors deliver professional services categorised under office support.

MiCiM Group permanent employees that were part time and full time in 2023

	Total*	Male	Female	% Female
Full time	51	35	16	31%
Part time	6	2	4	67%

*Headcount on 31st December 2023

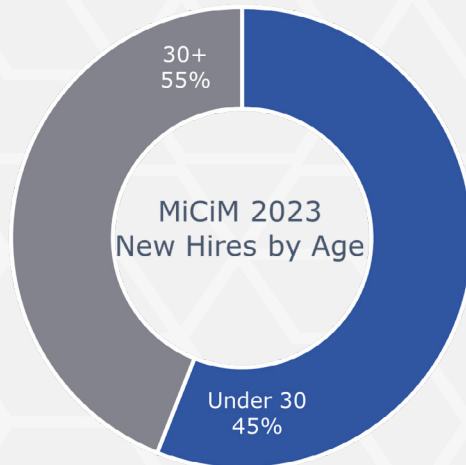
Age and gender diversity of permanent employees

	Total	Under 30	30-50	50+
Male	37	7	13	17
Female	20	7	10	3
Total*	57	14	23	20

*Headcount on 31st December 2023

New Hires

In 2023 44% of new hires were over the age of 30 and 33% were female. Data includes all permanent and fixed term employees who worked for MiCiM Group, irrespective of the length of service. The data is exclusive of self-employed contractors.



43% of new hires in 2023 were female

New employee hires and employee by age group in 2023

Age Group	New Hires Total	New Hire Rate* (%)	New Hires Female	New Hire Rate* (%)
Under 30	5	9%	2	3%
30 - 50	9	16%	4	7%
50+	0	-	0	-
Total	14	24%	6	10%

Note - turnover data is confidential and not disclosed in this report.
*New hire rate: (total new hires in year/total employees at end of the year) x100.



Gender Diversity

Women make up 35% of MiCiM employees which is over double the construction industry average of 15% found by CIOB (Chartered Institute of Building). Women make up 17% of the governing board, and at technical/site-based level 14% are women, which is more than 5 times the industry average of 2%.

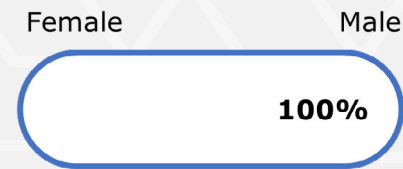
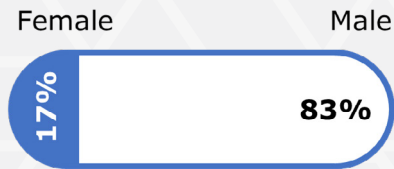
Female

Male



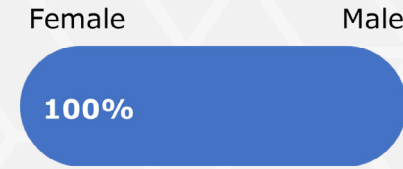
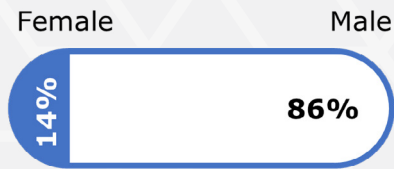
Directors

Senior Management



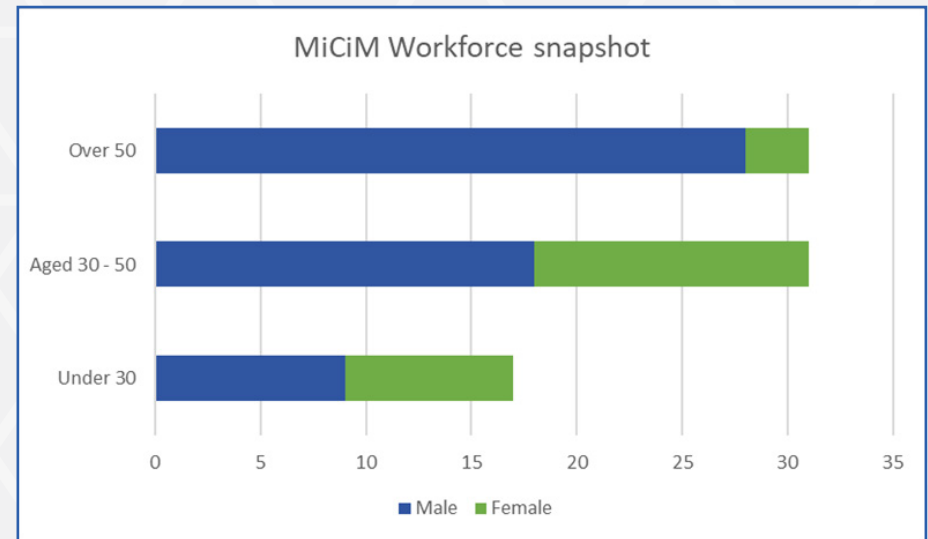
Technical/Site Based

Office Support



Department Heads

Apprentices

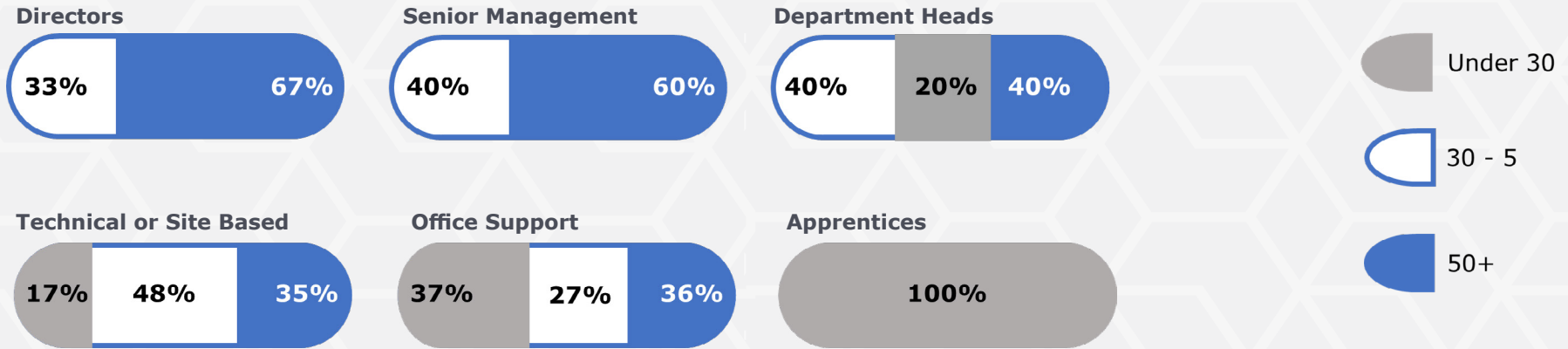


Data is inclusive of all workers: full & part time employees, all contractors, fixed term employees, all starters, and leavers of 2023.



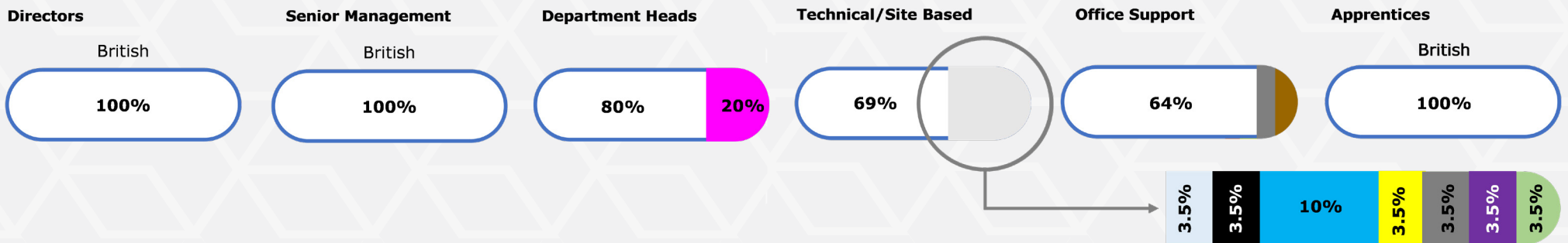
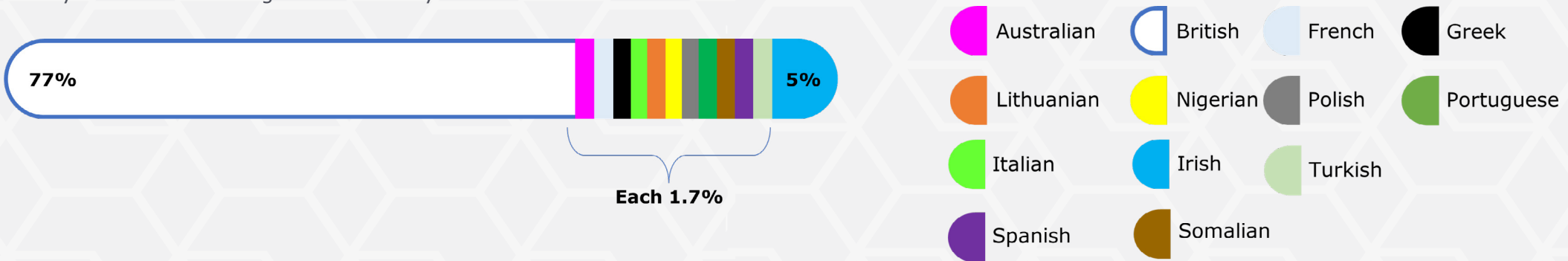
Age Diversity

The age diversity at MiCiM reflects the progression through an individual's career. The youngest age bracket is found at apprentice level, after which the split increasingly matures as employees progress towards director level.



Citizenship Diversity

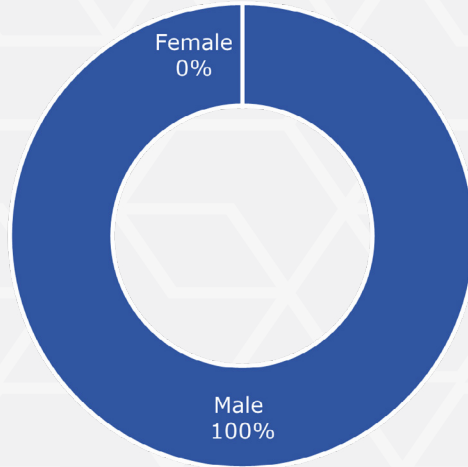
3% of MiCiM's employees are from countries outside of the UK - Australia, Spain, France, Greece, Ireland, Italy, Lithuania, Poland, Portugal, Nigeria, Turkey and Somalia. The greatest diversity is found within our technical and site-based staff.



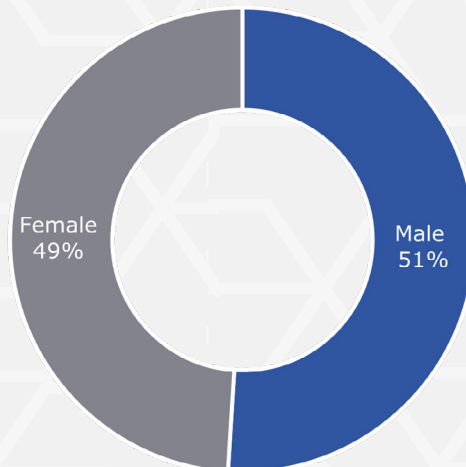
Gender Pay Gap – Remuneration

Ratio of basic salary and remuneration of women to men for each employee category, by significant locations of operation
 Our significant locations of operation in this case are our Reading Office [MiCiM] & London Office [Operational Intelligence].

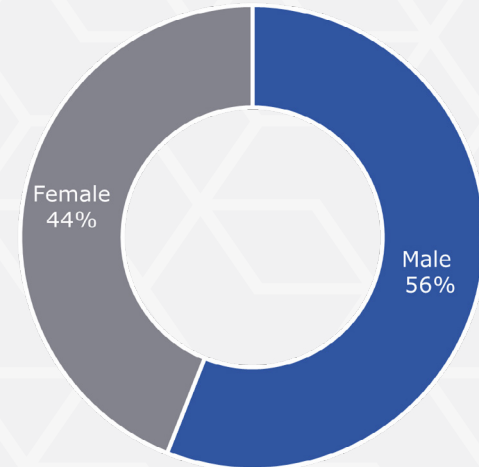
**Basic Salary & Remuneration Combined Ratio
 Senior Management - Reading - MiCiM Staff**



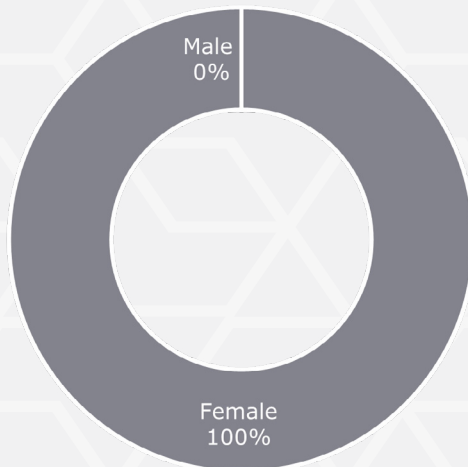
**Basic Salary & Remuneration Combined Ratio
 Department Heads - Reading - MiCiM Staff**



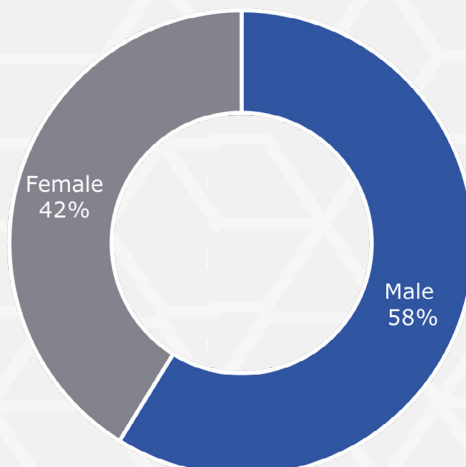
**Basic Salary & Remuneration Combined Ratio
 Technical or Site Based - Reading - MiCiM Staff**



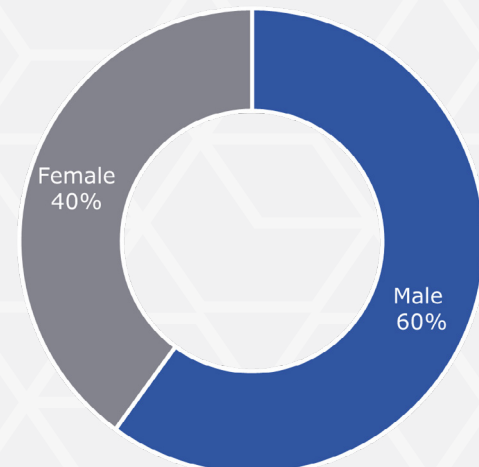
**Basic Salary & Remuneration Combined Ratio
 Office Support - Reading - MiCiM Staff**



**Basic Salary & Remuneration Combined Ratio
 Apprentices - Reading - MiCiM Staff**



**Basic Salary & Remuneration Combined Ratio
 Technical or Site Based - London - OI Staff**



5.2 Fostering an Inclusive Workplace Culture

At MiCiM we believe in fostering an inclusive workplace culture and forging longstanding relationships with clients and suppliers that are collaborative, open, honest, and fair.

Collaboration

Annually, MiCiM selects a charitable organisation, to which we can make a difference, by donating our time and expertise. In 2023 this was New Beginnings Reading. We also host a 'Company Volunteer Day', which can be for the chosen charity or for another, where staff dedicate a day supporting a charitable organisation in the local community.

MiCiM gives employees 2 days of paid leave per year to pursue volunteering opportunities, including the Company Volunteer Day. In 2023 our employees fundraised and volunteered for those suffering from homelessness at Christmas and completed physical challenges including the Chiltern 50 Ultra Challenge for Alzheimer's Research UK, and the Iron Man 70.3 West Friesland for Sue Ryder.

It is this approach to people that allows us to deliver innovation and projects with the same ethos – in a collaborative way that considers the knowledge and expertise of the whole project team.



Openness



We employ a comprehensive approach to mental health and wellbeing at MiCiM. We have trained mental health responders and first aiders who form a Mental Health Committee. This committee raises awareness through events like mental health coffee breaks and breakfasts, and by facilitating open discussions through regular resource sharing via intranet posts, email communications, and office posters. By engaging employees in these initiatives, we foster a culture of wellbeing and encourage a holistic approach to health. Our efforts demonstrate our commitment to creating a supportive work environment that values and promotes mental health and wellbeing, as detailed in our Mental Health and Wellbeing Policy.

We believe that staff should never be discouraged from booking an appointment, or attending a family event, parental commitment, or emergency, or fulfilling other commitments. We recognise that a supportive and trusting environment is crucial to employee wellbeing and organisational success and believe in flexible working arrangements to better align work and personal lives. Depending on the project and role, employees have autonomy in how they manage their work.

Honesty



Fairness



We aim to provide a fair working environment, which treats all employees as equals. Our Equality, Diversity and Inclusion Policy ensures that employees are treated with respect, that awards and recognition are based on merit, and that benefits are universally available.

At MiCiM we prioritise our employees' wellbeing and job satisfaction through a robust benefits package and take pride in our status as a Living Wage Foundation employer, demonstrating a firm commitment to supporting employees in the current economic climate. The company provides inflationary pay increases, ensuring that remuneration remains equitable and aligned with the prevailing economic conditions. In 2023, MiCiM uniformly extended equal net pay rises to all members of its workforce.

5.3 Our Employee Benefits

MiCiM provides benefits to all full- and part-time employees, and some temporary employees depending on the length of their contract. The benefits are the same across the board, however, a provider may differ depending on overseas placement or home location. These benefits include:

- Company annual leave entitlement, which increases with duration of employment
- Close of business for Christmas
- Enhanced company pension
- Private healthcare
- Biennial health assessments
- Life assurance
- Enhanced maternity & paternity policies
- Death in service
- Discount portal
- Subsidised gym membership
- 2 paid volunteering days

Based on seniority, our extended benefits include:

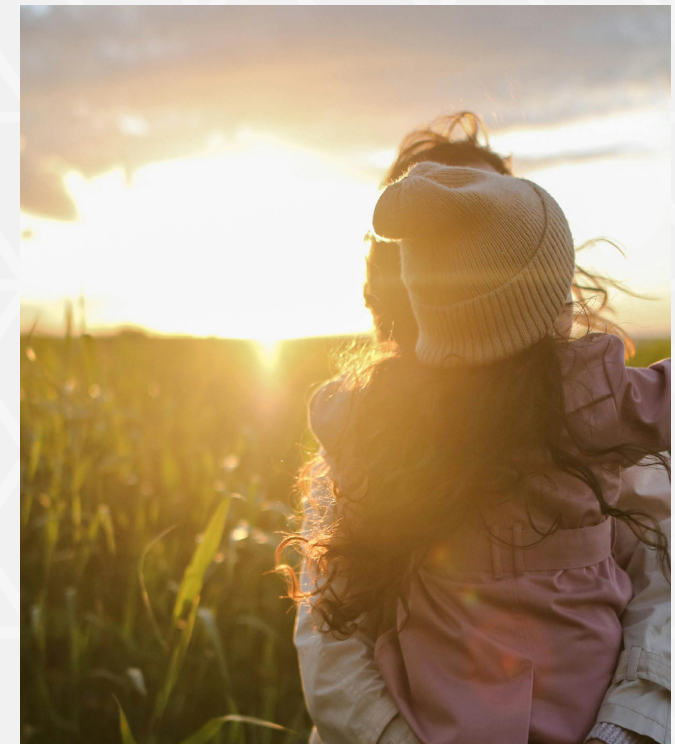
- Share scheme
- Car allowance

Enhanced Parental Leave

We foster a family-friendly workplace that supports employees to balance their personal and professional lives. All MiCiM employees are entitled to parental leave, regardless of whether they are full-time or part-time.

Our maternity pay includes 4 months at full pay and the next 3 months at half pay. To receive enhanced maternity pay, employees agree to come back to the company for a further 6 months after their leave. Fixed-term employees are eligible for statutory parental leave. Paternity pay offers full pay for the two-week leave period. We support parents' return to work providing a monetary allowance until the child's third birthday and offering flexible working arrangements.

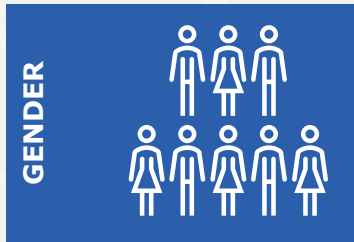
In 2023 we had 1 paternity leave and 1 maternity leave (ongoing). It is too soon to determine the retention rate.



5.4 Equity, Diversity and Inclusion

We believe that a diverse workforce with people from different backgrounds with differing skills and abilities is key to the continued success of our business and project innovation. MiCiM's goal is to work continuously to build an inclusive culture that attracts and retains the best individuals for a role, from all walks of life, and which embraces the differences within its workforce.

We have a Diversity & Inclusion Committee that meets regularly to work on our strategy. The committee currently focuses on the following areas:



Committing to publishing an annual sustainability report means we are prepared to hold ourselves to account on our progress and improvements. To achieve our aims, we will raise awareness and understanding within MiCiM, attract and hire diverse talent, and retain our team by supporting them in their career development with inclusive policies and procedures.

Gender

The construction industry is one of the most male-dominated sectors. We want to challenge this and create more gender equality within the organisation, with the hope this will extend to the entire industry in time. Our commitment in doing this is at the core of our values.

In 2023, our female workforce increased from 31% to 35% of our business. It is our ambition to make this 50% and to become the employer of choice for females looking for a challenging and rewarding career in the construction industry.

The Diversity & Inclusion Committee works on initiatives that MiCiM are members of – Women into Construction, and the Fairness, Inclusion and Respect (FIR) programme delivered by the Supply Chain Sustainability School – to bring more equality and diversity into our workplace and to empower and inspire women to join MiCiM and progress in their careers.



Last year, we published our 'Women in Construction Commitment Statement' where we introduced our enhanced maternity leave and childcare support policies, aimed at supporting women back into work after motherhood. This statement is backed by a flexible working policy for all employees.



Outside of MiCiM, we encourage girls to consider careers in construction and study STEM subjects, by giving talks in schools and at university careers fairs to show them construction is for them too. Villie Xenie, a project manager on MiCiM's operations team spoke at London Build Expo 2023 on Empowering Women in Construction: Navigating Bias and Stereotypes. For the second year we sponsored the Women in Construction networking event to share our ideals, goals, and ambitions and collaborate with other women on closing the gender gap and attracting more women into MiCiM and the construction industry.

We have produced a video promoting Women in Construction [which can be viewed here.](#)

Menopause policy

Our newly introduced menopause policy aims to raise awareness of the symptoms and side effects of menopause and perimenopause, and shows our commitment to providing resources, accommodations, and flexibility during this time. By implementing this policy, we demonstrate our commitment to equity, diversity, and inclusion, ensuring that individuals feel valued and empowered to thrive in our organisation.

Age

The combined knowledge and experience of different generations is important to MiCiM. More experienced employees mentor our younger staff in areas such as chartership, and we ensure our committees include a range of ages and backgrounds to allow for cross-generational collaboration. We also work to attract employees of all ages and support them in delivering their roles. We engage with a range of universities to offer summer internships, year-long placements, and graduate roles for all construction-related disciplines providing them with mentoring, training, experience, and the opportunity to put what they have learned at university into practice.

Neurodiversity

15-20% of the global population has some form of neurodivergence, many of which are undiagnosed. Having a diagnosis enables people to advocate for reasonable adjustments to support their needs. As part of our MiCiM Lunch and Learn sessions, we engaged with Enna (Employers Neurodiversity Network) to raise awareness, dispel outdated stereotypes, and understand how to better support neurodivergent (diagnosed or otherwise) employees.

Fairness, Inclusion & Respect Awareness Days

We create regular email newsletters to share knowledge, tools, and support options for various FIR Awareness Days such as Mental Health Awareness Week, Dyslexia Awareness Week, and Men's Health Awareness Month.



5.5 Our Commitment to Health and Safety

MiCiM is committed to maintaining a healthy and safe working environment to all employees. We believe employee wellbeing is integral to providing services to the best of our abilities and to the continued success of our business.

The MiCiM Health and Safety policy helps us ensure the health, safety, and wellbeing of all our employees and those affected by our work activities. It details our statement of intent, the organisational responsibility, and specific arrangements for various scenarios including the process for accident reporting.

MiCiM has implemented an occupational health and safety management system in accordance with ISO 45001:2018 and as set out in our Health and Safety policy. Whilst we have a legal responsibility to complete Risk Assessments for those activities we carry out in our offices and on site, we have gone beyond this by making private healthcare, biennial health assessments, and mental health first aider training available to all our employees and promote health awareness via poster campaigns on our sites. Our management system applies to all employees, contractors, and persons whose workplace we control, and we ask our supply chain during the procurement process if they provide employee healthcare.



We assess our office-based activities to identify risks and implement control measures. These are reviewed on a regular basis and when changes to our working practices are identified.



At project commencement our team activities are identified as part of the programme of works, logistics plans, and construction method review. All risks are assessed and identified in RAMS (Risk Assessment and Method Statements) with the hierarchy of control for the risk.



We carry out company and site inductions to ensure our staff are appraised of the risks and HR maintain a training matrix (which includes occupational health and safety) to ensure they are suitably qualified for their roles and responsibilities.

We have a Health and Safety Director and a Health and Safety Co-ordinator who manage and maintain our processes, with help and advice from an external consultant. A health and safety committee – open to all employees from different sectors of the business – meets on a quarterly basis to review comments from across the business.

We carry out regular audits of the health and safety provisions and processes we employ in our offices and monthly audits on each site via a directors' safety tour. Any accidents or incidents that occur in our offices or on our controlled sites are investigated by our Health & Safety Co-ordinator and a report issued to the director responsible.

All policies, processes, and activities are discussed and minuted by the Health & Safety Coordinator, with actions identified. These outcomes and other health & safety information such as best practices and lessons learnt from Accident/Incident Investigations are published on the company intranet. Final decisions on outcomes from the Committee are with the company board. Each of our controlled sites have their own health & safety committee, made up of the MiCiM site team and representatives from the supply chain trades on site.

Where we do not have control over both the work and workplace, our employees still have access to all the health benefits of our organisation for example health assessments, DSE assessments, and free eye tests. In addition, there are regular visits by members of management, HR, operations management teams and by our Health & Safety Co-ordinator, during which employees can raise any concerns or issues.

Work-related Injury and Ill Health

For all employees:

The number of fatalities as a result of work-related injury was 0. When calculating based on 200,000 hours worked, the rate of fatalities as a result of work-related injuries was also 0.

The number of high-consequence work-related injuries (excluding fatalities) was 0. When calculating based on 200,000 hours worked, the rate of high-consequence work-related injuries (excluding fatalities) was also 0.

The number of recordable work-related injuries was 0. When calculating based on 200,000 hours worked, the rate of recordable work-related injuries was also 0.

There are no main types of work-related injury to report on as there were no recordable work-related injuries.

We estimate the number of hours worked for employees to be 128,000.

The number of fatalities as a result of work-related ill health was 0.

The number of cases of recordable work-related ill health was 1. This type of work-related ill health related to stress.

We determine the work-related hazards that pose risk of high-consequence injury through risk assessments and utilise Toolbox Talks, equipment inspections and permit checks to minimise the risk of these hazards. We also undertake daily and weekly site safety inspections in order to eliminate other work-related hazards and minimise risks. In the reporting period, the identified hazard 'working at height' contributed to injury and the identified hazard 'workload' contributed to ill health. Following these, we provided further Toolbox Talks and issued training/awareness material.

We determine the work-related hazards that pose risk of ill health through risk assessments, one-to-one sessions and training/webinars, and utilise mental health awareness events, wellbeing seminars and our employee assistance programme to minimise the risk of these hazards.

For all workers who are not employees but whose work and/or workplace is controlled by the organisation:

The number of fatalities as a result of work-related injury was 0. When calculating based on 200,000 hours worked, the rate of fatalities as a result of work-related injuries was also 0.

The number of high-consequence work-related injuries (excluding fatalities) was 0. When calculating based on 200,000 hours worked, the rate of high-consequence work-related injuries (excluding fatalities) was also 0.

The number of recordable work-related injuries was 1. When calculating based on 200,000 hours worked, the rate of recordable work-related injuries was 0.46. The type of injury recorded related to cuts and bruises.

We estimate the number of hours worked for all workers who are not employees but whose work and/or workplace is controlled by the organisation to be 432,000.

The number of fatalities as a result of work-related ill health was 0.

The number of cases of recordable work-related ill health was 0. Therefore there are no types of work-related ill health to report on.



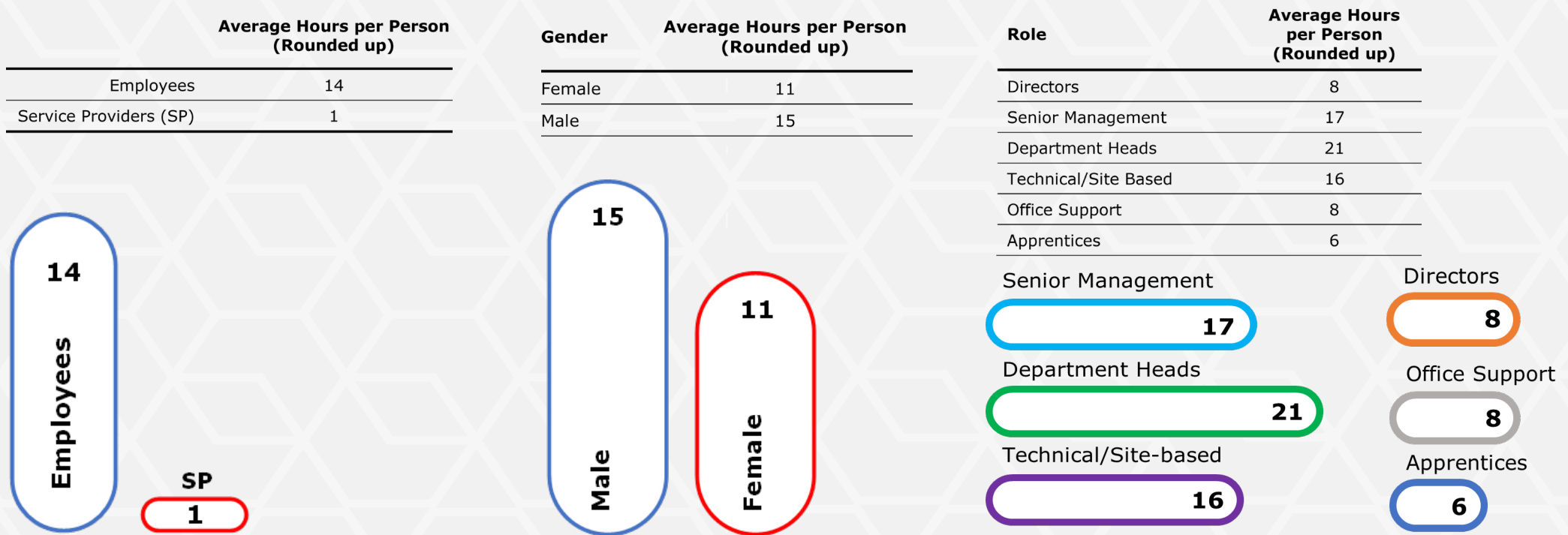
5.6 Continued Learning and Education

MiCiM is committed to the training and development of its employees, regardless of gender, role, and level of seniority. We provide awareness training specific to the role of the employee and support the development of individuals whether it be to stretch their expertise or level of responsibility, to broaden their areas of knowledge and competency or to proactively remove gender bias.

We understand that to ensure we adopt a sustainable approach in everything we do, we must increase sustainability knowledge at every level of the company. We have two board members in the sustainability working group who feed knowledge back to the board through presentations and advise on processes. This ensures the collective knowledge of the board on sustainability continues to grow.

Where applicable, MiCiM, also supports personal development, for example within academia, and provides transitional assistance to ensure continued employability. MiCiM is also committed to their service providers and often extends training courses to them, where beneficial to the quality of the service being provided. In 2023 we provided an average of 14 hours training per MiCiM employee and an average of 11 hours per female employee.

Training is provided via a training matrix consisting of mandatory and optional courses in key areas of the business. Note that the below data does not include college or university-related training and courses for our apprentices.

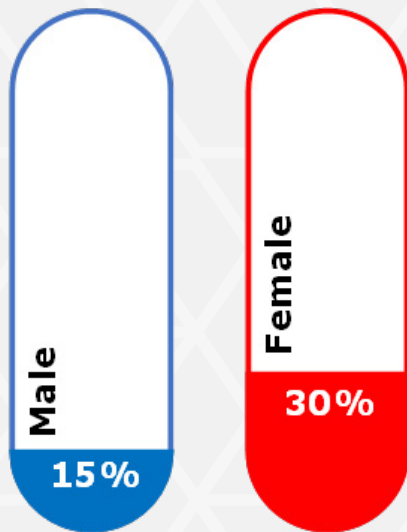


MiCiM continuously strives to improve the balance of training across its employees to ensure that no employee is discriminated against due to gender or role, whilst recognising that training demands are necessarily higher for more specialist and technical roles. In 2023 the operations board received the highest hours of training. Note that mentoring has not been included in this data.

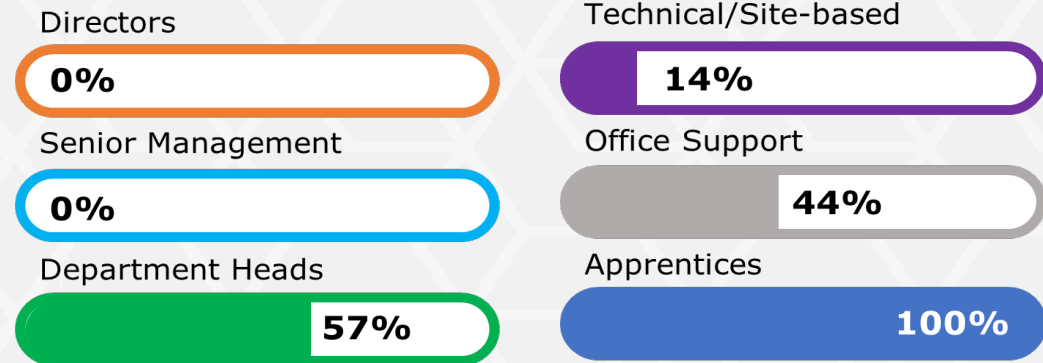
Performance Reviews

Our training strategy is supported by annual voluntary performance appraisals, reviews with line managers and our mentoring scheme. These allow training and development opportunities to be tailored to individual needs and interests. In 2023, 30% of female and 15% of male employees underwent voluntary performance reviews, totalling 20%. At the time of the reviews, the employees fell within the below categories:

Gender	%
Female	30%
Male	15%
Total	20%



Role	%
Directors	0%
Senior Management	0%
Department Heads	57%
Technical/Site-based	14%
Office Support	44%
Apprentices	100%



Back-to-Basics and Lunch and Learn

It's important to MiCiM that we never assume there aren't gaps in our employees' knowledge. It is also important that we create a learning environment where people can recap the basics to ensure they are up to date. To achieve this, we are designing a regular Back-to-Basics series, run by our senior technical staff, that aims to ensure employees have the correct knowledge to provide MiCiM services to the highest standard. Topics to be covered include pre-construction, procurement, programme management, commissioning awareness, and client interfaces.

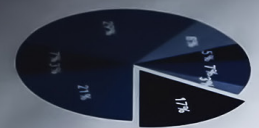
We are also planning a Lunch and Learn series aimed at sharing knowledge on broader subject areas and across different sectors of the business. This includes topics such as sustainability, project lessons learned, diversity and inclusion, and language courses for business.

Governance



SUMMARY BY CATEGORY

	Budget	Actual	Difference
Total	\$200.00	\$98.00	\$110.00
Food	\$200.00	\$32.00	\$168.00
Medical	\$50.00	\$265.75	\$14.25
Travel	\$300.00	\$250.00	\$50.00
Other	\$100.00	\$35.00	\$65.00
Auto	\$300.00	\$80.00	\$220.00
Medical	\$500.00	\$350.00	\$150.00
Travel	\$200.00	\$100.00	\$100.00
Other	\$50.00	\$60.00	(\$10.00)
Total	\$1,200.00	\$1,202.75	\$997.25



ACTUAL SUMMARY

\$500.00
\$375.00
\$250.00
\$125.00
\$0.00

Also: Food, Medical, Travel, Other

BUDGET VS ACTUAL

\$500.00
\$375.00
\$250.00
\$125.00
\$0.00

FINANCIAL

GOAL

Performance (Target) ● Food ● Medical ● Travel ● Other

6. Protecting Our Business (Governance)

6.1 Our Governance

MiCiM is governed by a board of 6 executive directors at the top of which sits our chair – Richard Herrington – and managing director – Marc Beattie. None of the board hold positions outside of the organisation. Our chair also acts as our contracts executive, advising and negotiating on the clauses of contracts we enter into. As both roles share the same business goals, there are no conflicts of interest. Four board members have been in place since the company was established in 2016. Alongside company growth and based on their knowledge and experience, one further director was appointed in 2020, with the final board member joining in 2022 after our company merger with OI.

The board has a diverse range of expertise, with almost 200 years of combined experience in different areas of the construction and data centre industries. One member of the board is female, two are under 50 years old, and all are British. As the company continues to grow, we aim to further increase the diversity of the board, drawing new expertise from our operations team. The selection process is by nomination from the board and company owners and is based on merit. It considers competencies, including depth of experience and knowledge within their own fields of expertise and the broader industry, and will seek to improve all angles of diversity at this level.

The board makes decisions for all MiCiM organisations and has members from both MiCiM and OI. Under the board sit five senior management executives of the SMT (senior management team) and a 6-person operations board. Both meet monthly, the output of which feeds into quarterly meetings with the board.

Pay and bonuses for the whole company are reviewed on a yearly basis by the board through consideration of criteria set up to reflect personal, project and company performance. Bonuses for directors are only considered after this process and only once the cash flow of the business is protected. Because of the size of company, we do not have a remuneration committee or policy, and the process used doesn't specifically group criteria according to how they impact on the economy, environment, and people. Generally, pay rises and bonuses are linked to inflation.

Annual Total Compensation Ratio

For the reporting period, annual total compensation ratio was calculated by dividing the annual total compensation for the organisation's highest-paid individual by the median annual total compensation for all of the organisation's employees excluding the highest-paid individual.

Annual total compensation ratio for 2023 was 5.16.

This was calculated for MiCiM employees, with full-time equivalent (FTE) pay rates used for those employees who work on a part-time basis.

Compensation calculated includes basic salary, pension contribution and car allowances, excluding benefits-in-kind such as private healthcare.



6.2 Our Ethics in Business

MiCiM's mission statement is to be open, honest, collaborative, and fair. We are committed to promoting a culture and running our business in a way which upholds these values. We have several policies, which are shared with new starters as part of their induction and are freely available on our company intranet, helping us maintain these values.

CSR

Our corporate social responsibility policy seeks to provide long-term benefits to our employees, customers, partners, and individuals in all communities in which we do business, and focuses on the eight key areas: employees, health and safety, environmental impact, sustainable development, relationships with customers, suppliers and partners, community involvement, and ethos.

Anti-bribery and Whistleblowing

MiCiM has anti-bribery and whistleblowing policies. All team members are responsible for observing and complying with these policies plus all applicable laws, rules, regulations, and commonly accepted business standards of conduct and courtesy. As a result of our approach to anti-corruption, MiCiM had no dismissals, contract terminations or public legal cases because of corruption in 2023.

We ask for anti-bribery policies from all contractors that go through our pre-qualification process. When requested of us during a prequalification process we provide our anti-bribery.

Via a corporate level risk assessment, we recognised a potential source of corruption in supplier/contractor recommendations from within the company. As a result, any employee recommending a new supplier/contractor must now sign a statement confirming they haven't taken an incentive in return for the recommendation. However, by the nature of the business we operate in, even if suppliers are added to our approved supplier/contractor list they are still required to tender for any work package they wish to be involved with.

MiCiM is committed to the highest standards of openness, integrity, and accountability in all its activities and to ensuring that no individual feels at a disadvantage in raising legitimate concerns. Our whistleblowing policy encourages employees to confidentially report any wrongdoings to their line manager in the first instance, or if not possible straight

to any company director for escalation to the board of directors to be responsible for taking appropriate action. If the employee is not satisfied with the outcome of this process, employees are directed to further report their concern to a proper government authority or regulatory body, as set out in our policy.

Conflict of Interest

The MiCiM board are aware of the UK Companies Act 2006 duty to declare a conflict of interest in any matters presented to them. As part of their regular communications the board review and discuss potential conflicts of interest, allowing mitigating actions to be taken where required.

Grievance Mechanism

MiCiM is committed to dealing objectively and constructively with all grievances. Our grievance policy follows the ACAS Code of Practice on discipline and grievance and is available to all employees on the company Hub. Grievances may be identified by any employee or group of employees and the action taken follows an increasing degree of formality:

1. Grievance is discussed directly with the individual(s). If not resolved,
2. Grievance is discussed with line manager. If not resolved,
3. Grievance in writing must be sent to HR.

Once HR is involved, a meeting is held and further investigations and interviews conducted, after which a formal decision (which may include disciplinary action or performance improvement needs) is made. This can be appealed once. Depending on the nature of the grievance, other policies may be relevant including the EDI policy.

Modern Slavery

MiCiM also acknowledges its responsibilities in relation to tackling modern slavery and commits to complying with the provisions in the Modern Slavery Act 2015. This is set out in a modern slavery statement and includes ongoing due diligence of both its internal practices in relation to its labour force and, additionally, its supply chain.

Employee Handbook

We have an employee handbook and equity, diversity, and inclusion policy which alongside the above policies lay out our expected employee code of conduct.

Policy Management and Applicability

Our policies are applicable to all MiCiM activities. Ultimate responsibility for implementing policy commitments across different levels of the organisation lies with the board. The writing and day-to-day implementation of these policies is delegated to areas of the business that have relevant experience in the subject matter and the sharing of policies is done centrally through HR. Policies are reviewed annually and updated as required. A collaborative approach to business is important to MiCiM and policy feedback from employees has led to new draft policies and updates. Our business risk assessments align with the values of our policies, and we include ethical business screening in our prequalification process. We do due diligence on all our tier 1 suppliers with respect to ethical business and ask that they do the same of their supply chain.

6.3 Stakeholder Engagement

The stakeholders we engage with are also those identified in our materiality assessment as core to our business. We seek to make our engagement meaningful by aiming for two-way and adaptable channels.

Stakeholder	Purpose of engagement	Type of engagement
Clients	To ensure continued business it is essential to provide services that meet our clients' needs.	<ul style="list-style-type: none"> • Client satisfaction surveys • Lessons learned • (In)formal meetings • Principals' meetings • Website and social media
Employees	Allowing input and feedback from employees ensures we stick to our core company values of being open, honest, fair, and collaborative. Formal and informal communication helps to strengthen our policies and approach to sustainability.	<ul style="list-style-type: none"> • Employee reviews • Monthly communications session • News on the intranet • Training • Internal newsletters • Involvement in the internal ISO auditing process • (In)formal check-ins with line managers • Annual sustainability report
Board/owners	All board members are owners of the business and work day-to-day for the business.	<ul style="list-style-type: none"> • Monthly senior management meetings • Quarterly operations team meeting • Monthly project reporting meetings • Yearly directors away day • Annual sustainability report
Contractors & suppliers	It is important that we engage with a supply chain that shares our values. To ensure this, we ask about their operations and supply chain, and aim to provide support where required.	<ul style="list-style-type: none"> • Regular project meetings • Networking • Prequalification questions
Industry	It is important to MiCiM that collaboration and knowledge sharing extends beyond our company boundaries. We have association memberships and are active on several technical committees and in the development of industry best practice.	<ul style="list-style-type: none"> • Membership of industry associations • Provision of industry training through DCD • Judging panel for industry awards • Presenting and networking at industry events
Local communities	It is important to our continued business that we do not negatively impact the local communities we work in.	<ul style="list-style-type: none"> • Volunteering days on projects we sponsor in the local community • Two days per employee per year to volunteer on causes of choice • Considerate constructor scheme registration • Regular written and verbal communication (project-dependent)

6.4 Sustainable Procurement

Due to the nature of our work, we cannot guarantee control of which suppliers, trade, or sub-contractors we work with on every project, because supplier selection sometimes falls outside of our scope of works. For this section, we therefore refer to 'suppliers' or MiCiM's 'supply chain' as any supplier, trade, or sub-contractor that MiCiM has prequalified and selected to deliver work. Any suppliers with whom we work but did not select, are excluded from this section.

Prequalification Process

MiCiM's prequalification process, overseen by the PMO department, seeks to assess the capabilities of organisations who wish to join MiCiM's supply chain. The process confirms that they operate within relevant sectors of the construction, design, and engineering industry, and with the skills and resources required to provide the services we seek. This prequalification process is divided into two stages. Stage A is completed to join MiCiM's supply chain, and a more detailed Stage B is completed at a project-specific tender stage, issued within tender packs.

Percentage of suppliers subject to social screening



It is important for us to work with companies who demonstrate our values: collaborative, open, honest, and fair, as well as social and moral ethics. To assess this, during our prequalification process, the following are considered:

- Criminal or civil court action awarded against the company or director(s).
- Processes and procedures to carry out right to work checks before employment commences.
- Processes and procedures to prevent bribery - including Anti-Bribery Policy.
- Evidence of Modern Slavery Statement.
- Certificate of compliance with BS EN ISO 45001, 14001, 9001.
- Details of how the company promotes equality, diversity, apprenticeships, and skills development.
- Compliance with local environmental regulations.

MiCiM is also aware of the environmental impacts of the industry, and in particular the negative impact that the use of suppliers and contractors can have on the environment. This year we expanded our prequalification process beyond construction-related impacts, to include more aspects of sustainability. As part of this process, we ask all suppliers if they have a sustainability strategy and governance structure. For contractors we ask for more detailed information on their:

- Scope 1,2 and 3 emissions
- Carbon management plan and net zero carbon commitments
- Commitment to any initiatives aimed at reducing their impact such as SteelZero or Zero Waste to Landfill
- Waste management policy
- Biodiversity management plan
- Use of sustainability criteria within their procurement process
- Plans (if relevant) to reduce fossil fuel consumption on site
- Environmental management policy (for construction-related environmental issues) and evidence of its effectiveness, any training provided, and how they keep up to date with environmental regulations and policy.

Percentage of suppliers subject to environmental screening





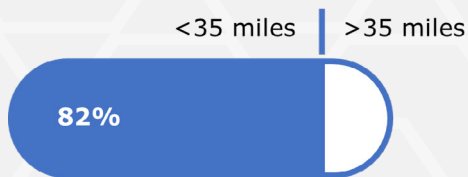
Since expanding our sustainability criteria, at stage A prequalification 96% of the companies screened provided evidence of an equity, diversity, and inclusion policy whilst 81% had a sustainability strategy, and 8.5% had sustainability aspects to their policies. Our prequalification process also includes screening for aspects of health & safety, quality, project experience, financials, business continuity, and company processes and policies.

It is also important to MiCiM to support the local communities that we work in. We aim to use local suppliers wherever possible, while still maintaining our core values and high work standards. We actively seek to work with local prequalified suppliers wherever possible. For this exercise, our definition of 'local' supplier is any organisation within a 35-mile radius of the project site, and 'significant locations of operation' as those sites where we are appointed as Principal Contractor and manage or contribute to the procurement procedure. The following shows 3 recent projects of which we had an element of supplier selection and used suppliers from MiCiM's approved supply chain. In the coming years, we aim to record the proportion of procurement cost spent on local suppliers, so that we can assess and continually improve in this area.

Suppliers within 35-mile radius of MiCiM projects

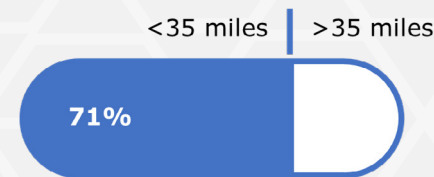
Project A - Slough, 2022

Of 11 appointed suppliers, 9 were located within a 35 mile radius of the project.



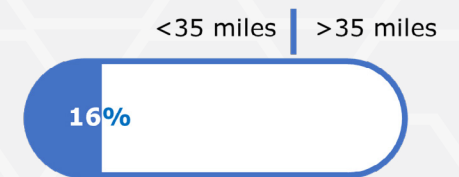
Project B - West London, 2023

Of 7 appointed suppliers, 5 were located within a 35 mile radius of the project.



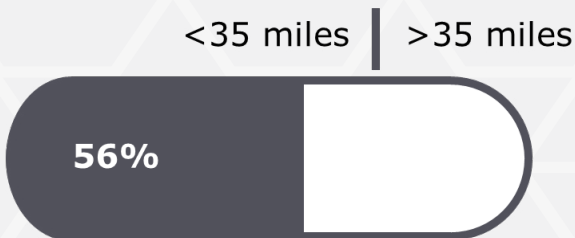
Project C - Bristol, 2023*

Of 19 suppliers, 3 were located within a 35 mile radius of the project.



*Note - as Construction Managers on this project, MiCiM were not responsible for appointing contractors, however we liaised with and could help influence client decision-making with regards to contractual appointments. Because this was not our sole decision, the rate of local suppliers here is lower.

Average



With these 3 major projects taken into account, we have on average 56% of locally-appointed suppliers per project location. The average of projects A and B, where we had full control of supplier selection, is 77%, which we believe to be a very positive percentage. Our aim for the coming years is to maintain a strong local supply chain on major projects, and increase our average when also taking into account client supplier selection. We want to work with our clients, to help them make informed decisions and to ensure we are working with suppliers as local as possible on our projects, regardless of our appointment. This would help to reduce the transport emissions across projects for not only material and equipment delivery, but labour travel to site also.

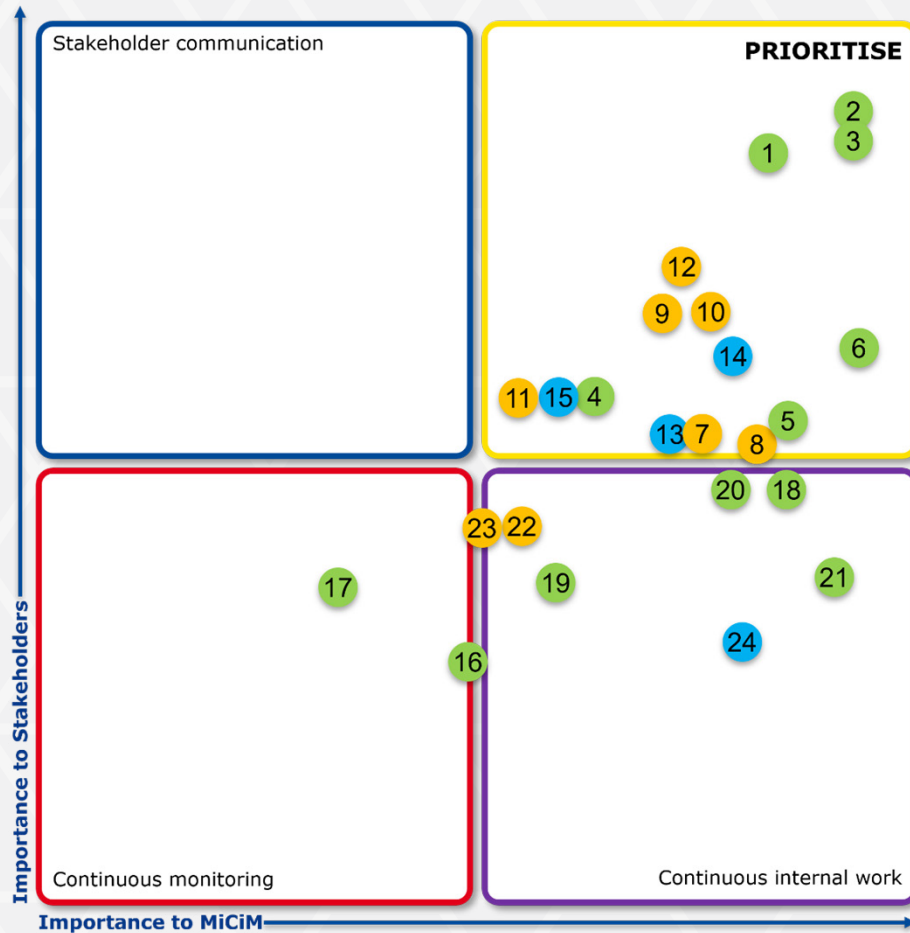


Appendix

7. Appendix

7.1 Materiality Matrix

We organised our impact groups of (topics) from step 2 of our materiality assessment according to an ESG perspective and plotted them in a materiality matrix. Although we continuously monitor all groups, those within the prioritise quadrant will be covered in our reporting as our material topics.



ENVIRONMENTAL

- 1 Carbon emissions
- 2 Energy consumption
- 3 Energy management and carbon emissions reduction strategy
- 4 Environmental performance of suppliers (sustainable procurement)
- 5 Sustainability strategy
- 6 Waste management

SOCIAL

- 7 Employee diversity and inclusion
- 8 Employee benefits and wellbeing
- 9 Commitment to health & safety
- 10 Health & safety – work-related accidents/injuries
- 11 Social performance of suppliers (sustainable procurement)
- 12 Learning & education

GOVERNANCE

- 13 Governance Diversity & inclusion
- 14 Ethical business
- 15 Sustainable procurement

7.2 Emissions Calculation Methodology

The goal of the MiCiM carbon accounts is to manage GHG risks from future policy requirements, by benchmarking current emissions, setting reduction targets, identifying reduction strategies, and reporting on progress.

The accounts have been compiled in accordance with the GHG Protocol Corporate Standard and have been consolidated using both the equity and operational control approaches. The organisational boundaries are such that in both approaches MiCiM accounts for 100% of the emissions created by its subsidiaries and are therefore the same for both approaches. In line with the GHG Protocol Corporate Standard, both location-based and market-based approaches have been used to account for emissions from electricity consumption.

GHG emissions sources included in 2023 accounts:

Our reporting reviews all activities carried out in our company offices, vehicles, project accommodation, and project sites, to determine where we have authority to introduce and implement operating policies and procedures. Currently we have no projects with operational or financial control of the site operations, and therefore zero project-based scope 1 and 2 emissions. To avoid accidental omission, we verify this at the start of all new projects. Our 2023 accounts include the following categories:

Scope 1:

Natural gas (head office boiler and accommodation) and fuel in MiCiM cars (diesel)

Scope 2:

Electricity consumption and purchased heat (offices, MiCiM electric cars, project accommodation)

Scope 3:

Category 6 Business Travel (excluding hotel stays), Category 7 Employee Commuting (including homeworking), Category 5 Waste generated in operations (offices and project sites where MiCiM are construction managers)

Scope of accounts

MiCiM provides company cars to several senior executives and for use as pool cars on some project sites. Most are leased (though some are owned), and use by employees is covered by our Company Car, Leasing & Vehicle Tracking Policy. We therefore report all business travel (as claimed through accounts) in these vehicles in our scope

1 and 2 emissions. We were unable to determine from our employee commuter survey whether these vehicles were used for commuting and is therefore included in our scope 3 emissions. This will be reviewed in 2024.

Emission Factors

- 2023, Defra, UK Government GHG Conversion Factors for Company Reporting
- 2022, AIB European Residual Mixes
- 2022, IEA Life Cycle Upstream Emission Factors (Pilot Edition)
- 2022, Our World in Data Carbon Intensity of Electricity

Data Collection

Offices

Landlord engagement for both offices was difficult and metered data/bill information was not possible. We used the following approaches for our offices:

- Head Office (Leased)

Gas and electricity estimated using CIBSE TM46 Energy Benchmarks 2007. Gas bills were provided for some months but were inaccurate and incomplete. No fugitive emissions found.

- London 1 (Leased)

Lease start 1st March 2023. Smart plugs installed to track plug loads. Metered loads used to estimate consumption in unmetered months. Typical occupancy tracked and lighting model used to estimate load. Gas consumption for heating in the landlord-controlled boilers is included as purchased heat in scope 2, estimated using CIBSE TM46 Energy Benchmarks 2007. No fugitive emissions found.

- London 2 (Leased)

Lease end 28th February 2023. Electricity and purchased heat (gas consumption for heating in the landlord-controlled boilers) estimated using CIBSE TM46 Energy Benchmarks 2007. No fugitive emissions found.

- Manchester (Leased)

Lease ended 31st July 2023. Energy bills and tariff information supplied for whole building. Calculations made based on floor area. No fugitive emissions found

Project Accommodation (Leased)

Gas and electricity consumption estimated based on floor area and energy benchmarks were used as follows:

- UK accommodation (Leased)

Four properties in Bristol and London with varying lease lengths. Floor areas were determined from energy certificates using the online government portal. Energy benchmarks for typical practice from the CIBSE Energy Benchmarking Dashboard were used to estimate gas and electricity consumption. One property received heat and hot water from a community CHP. The estimated yearly annual consumption for these were taken from the energy certificate.

- Israel accommodation (Leased)

Two one-bedroom flats with varying lease lengths. Floor areas were estimated based on similar UK properties. It was assumed any heating was from the heating mode of air conditioning units, and electricity was used for cooking. We used energy benchmarks for typical practice from the UK CIBSE Energy Benchmarking Dashboard to estimate energy consumption. No fugitive emissions were included.

- Switzerland accommodation (Leased)

Two large houses and one flat with varying lease lengths. The floor area for one house was obtained from the owner and used to estimate that of the other house. Floor area of the flat was estimated based on similar UK properties. We used an EU27 + UK average energy consumption/m²/year value from a 2017 BEIS study (based on data from the ODYSSEE-MURE project) and average gas/electricity splits to estimate energy consumption.

Company and Pool Cars (Leased/owned)

Mileage for business travel in company leased and owned vehicles was included in scope 1 and 2, depending on the fuel source. Mileage data was captured through expenses claims. No commuting mileage was included in these values. We were unable to determine the mileage of four company pool cars. This will be reviewed in 2024.

Business Travel and Employee Commuting

We ran employee surveys for a typical month which we extrapolated to calculate our yearly emissions. Only those individuals with highly irregular patterns of work/travel were asked to complete the surveys more frequently. This included number of days worked at home. Response rate to the survey was 50% - these results were extrapolated to estimate the remaining journeys.

Waste

Our accounts include waste from:

- Offices

Estimates based on number of recycling/landfill bags purchased.

- Project Sites

For sites where we have control to select the waste disposal partner. Project waste reports showing monthly waste streams and end-of-life destination, backed by WTN.

Future Accounting

We aim to expand our scope 3 accounting in 2024. We anticipate there will be a need to update these base year values once we have a full year of metered data from our head office.



7.3 GRI Content Index

We have compiled our report with reference to the GRI (Global Reporting Initiatives) guidelines.

Statement of Use	MiCiM has reported the information cited in this GRI content index for the period [January 1st - December 31st 2023] with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	About MiCiM
	2-2 Entities included in the organization’s sustainability reporting	About MiCiM
	2-3 Reporting period, frequency, and contact point	Introduction About MiCiM
	2-4 Restatements of information	N/A - first reporting period
	2-5 External assurance	Omitted It is a target for 2024 to include our sustainability activities within external assurance activities.
	2-6 Activities, value chain and other business relationships	Our Value Chain
	2-7 Employees	Our Employees
	2-8 Workers who are not employees	Our Employees
	2-9 Governance structure and composition	Governance of Our Sustainability Strategy Our Governance Our Employees
	2-10 Nomination and selection of the highest governance body	Our Governance
	2-11 Chair of the highest governance body	Our Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance of Our Sustainability Strategy
	2-13 Delegation of responsibility for managing impacts	Governance of Our Sustainability Strategy
	2-14 Role of the highest governance body in sustainability reporting	Governance of Our Sustainability Strategy
	2-15 Conflicts of interest	Our Ethics in Business
	2-16 Communication of critical concerns	Our Ethics in Business
	2-17 Collective knowledge of the highest governance body	Continued Learning and Education
	2-18 Evaluation of the performance of the highest governance body	Our Governance
	2-19 Remuneration policies	Our Governance
	2-20 Process to determine remuneration	Our Governance
	2-21 Annual total compensation ratio	Our Employees Annual Total Compensation Ratio
	2-22 Statement on sustainable development strategy	Introduction Our Sustainability Strategy

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-23 Policy commitments	Our Ethics in Business
	2-24 Embedding policy commitments	Our Ethics in Business
	2-25 Processes to remediate negative impacts	Our Ethics in Business
	2-26 Mechanisms for seeking advice and raising concerns	Our Ethics in Business
	2-27 Compliance with laws and regulations	We did not have any instances of non-compliance with laws and regulations in 2023.
	2-28 Membership associations	MiCiM Accreditations and Affiliations Gender Diversity
	2-29 Approach to stakeholder engagement	Stakeholder Engagement
	2-30 Collective bargaining agreements	Our employees are not covered by collective bargaining agreements. Working conditions and terms of employment are set by HR and agreed by the board. These are laid out in employment contracts, an employee handbook and company policies.
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Materiality Assessment Our ESG Framework Materiality Matrix
	3-2 List of material topics	Our Materiality Assessment Our ESG Framework Materiality Matrix
	3-3 Management of material topics	Our Materiality Assessment Our ESG Framework Governance of Our Sustainability Strategy
Procurement Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Procurement Stakeholder Engagement
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Omitted It is a 2024 aim to record the proportion of procurement cost spent on local suppliers.
Anti-Corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Ethics in Business Stakeholder Engagement
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Our Ethics in Business
	205-2 Communication and training about anti-corruption policies and procedures	Our Ethics in Business

GRI STANDARD	DISCLOSURE	LOCATION
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Our Ethics in Business
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Energy Footprint Proposed Energy Saving Initiatives Stakeholder Engagement
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Our Energy Footprint
	302-2 Energy consumption outside of the organization	Omitted We did not have any significant energy consumption outside of our organisation in 2023.
	302-3 Energy intensity	Our Energy Footprint
	302-4 Reduction of energy consumption	Proposed Energy Saving Initiatives
	302-5 Reductions in energy requirements of products and services	Omitted This is not relevant to the services that we provide.
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Carbon Emissions Proposed GHG Emissions Reduction Initiatives Stakeholder Engagement
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our Carbon Emissions Emissions Calculation Methodology
	305-2 Energy indirect (Scope 2) GHG emissions	Our Carbon Emissions Emissions Calculation Methodology
	305-3 Other indirect (Scope 3) GHG emissions	Our Carbon Emissions Emissions Calculation Methodology
	305-4 GHG emissions intensity	Our Carbon Emissions Emissions Calculation Methodology
	305-5 Reduction of GHG emissions	Proposed GHG Emissions Reduction Initiatives
	305-6 Emissions of ozone-depleting substances (ODS)	Omitted We did not emit any ODS in 2023.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omitted We did not emit any NOx, SOx, or other significant gases to air in 2023.
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Waste Footprint Tackling Our Waste and the Circular Economy Stakeholder Engagement

GRI STANDARD	DISCLOSURE	LOCATION
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Tackling Our Waste and the Circular Economy
	306-3 Waste generated	Our Waste Footprint Tackling Our Waste and the Circular Economy
	306-4 Waste diverted from disposal	Our Waste Footprint Tackling Our Waste and the Circular Economy
	306-5 Waste directed to disposal	Our Waste Footprint Tackling Our Waste and the Circular Economy
Supplier Environmental Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Procurement Stakeholder Engagement
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainable Procurement
	308-2 Negative environmental impacts in the supply chain and actions taken	Omitted It is a target for 2024 to determine negative impacts within the supply chain and update our processes accordingly.
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Employees Our Employee Benefits Our Ethics in Business Equity, Diversity, and Inclusion Stakeholder Engagement
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our Employees New Hires
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Employee Benefits
	401-3 Parental leave	Our Employee Benefits Enhanced Parental Leave
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Commitment to Health and Safety Fostering an Inclusive Workplace Culture Stakeholder Engagement
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our Commitment to Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	Our Commitment to Health and Safety
	403-3 Occupational health services	Our Commitment to Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Our Commitment to Health and Safety

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	Our Commitment to Health and Safety
	403-6 Promotion of worker health	Our Commitment to Health and Safety
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our Commitment to Health and Safety
	403-8 Workers covered by an occupational health and safety management system	Our Commitment to Health and Safety
	403-9 Work-related injuries	Our Commitment to Health and Safety
	403-10 Work-related ill health	Our Commitment to Health and Safety
Training and Education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Continued Learning and Education Stakeholder Engagement
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Continued Learning and Education
	404-2 Programs for upgrading employee skills and transition assistance programs	Continued Learning and Education
	404-3 Percentage of employees receiving regular performance and career development reviews	Continued Learning and Education Performance Reviews
Diversity and Equal Opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Equity, Diversity, and Inclusion Our Employees Fostering an Inclusive Workplace Culture Stakeholder Engagement
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our Employees Our Governance
	405-2 Ratio of basic salary and remuneration of women to men	Our Employees
Supplier Social Assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Procurement Stakeholder Engagement
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainable Procurement
	414-2 Negative social impacts in the supply chain and actions taken	Omitted It is a target for 2024 to determine negative impacts within the supply chain and update our processes accordingly.



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