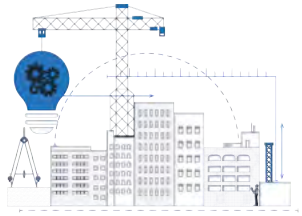
OPERATIONS

BUSINESS WORKSTREAMS AND OPERATIONAL CAPABILITIES

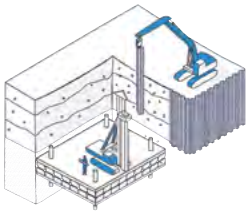


ENGINEERING AND DESIGN

Page 22

DEMOLITION AND ENABLING

Page 24

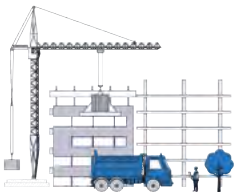


PILING

Page 25

CONCRETE STRUCTURES

Page 26

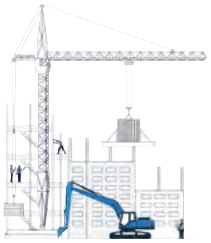


PLANT, HAULAGE, AND TRANSPORTATION

Page 28

CARPENTRY, JOINERY AND FIT OUT

Page 34



TURNKEY CONTRACTING

Page 36

ENGINEERING AND DESIGN

Central design hub

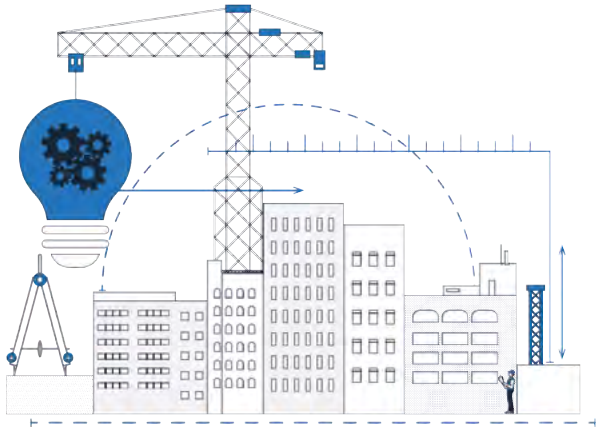
Our projects involve significant contractor design. We can rely on the wide-ranging design expertise of our in-house design practice Kingscote Design to provide timely, technical and detailed design support to project teams.

Permanent Works

We provide wide-ranging expertise in the design and construction of foundations, retaining structures, basements and superstructures as well as the design of structural alterations for all types of building refurbishment. We are now at the forefront of UK post tensioned design, housing one of the biggest PT design teams in the UK.

Temporary Works

We provide expert consultancy in all aspects of temporary works design and installation to enable the demolition, remediation, alteration or construction of the permanent works. We can also provide innovative solutions utilising existing or permanent works in the temporary condition whilst taking responsibility for obtaining the necessary third-party approvals required. We act as CRE-D on behalf of Morrisroe where projects interface with Network Rail and TfL/LUL.



VALUE ENGINEERING:

Unlocking the Natural History Museum Collection Store

The original 4-storey steel-framed design for this project had far exceeded the client's budget. We were able to redesign the 4-storey superstructure, converting it from steel to concrete with PT slabs, to meet the very onerous deflection limits required by the roller rack shelving system which would be installed to house the museum collection. Our value engineered solution was subject to peer review by Ramboll as well as independent Structural Engineer (Arup). It was subsequently adopted by the client, and enabled the project to proceed.

Design Management

Our effective design management processes ensure the timely provision of quality and coordinated design information to ensure successful project delivery.

Low Carbon Design

We are committed to designing out carbon wherever possible in line with circular economy design principles and in the spirit of Engineer's Declare, we're committed to lean design for material efficiency in order to reduce embodied carbon. This can often involve providing alternative design proposals such as post tensioning solutions, to maximise the structural configuration. We aim to provide embodied carbon assessments for all structural designs, including all temporary works solutions.

Value engineering

We are also committed to providing carbon estimates (alongside cost estimates) in all value engineering exercises. In the early stages, we conduct, inter alia, buildability appraisals, carbon assessment and appraisals, and re-use and circularity appraisals. We aim to achieve greater design efficiency through the integration of the permanent works and temporary works and we always aim to ensure that our valued engineered solutions both improve the construction process as well as productivity.

Higher risk buildings and gateway 2

We have the requisite permanent works capability to support the development of the safety-related design, providing the necessary detail, so that the client and principal designer can submit 'full plans' for building control approval prior to Gateway 2 and the commencement of construction.

LOW CARBON DESIGN

Our low carbon design strategy is about optimization. Morrisroe occupies the in-situ space (as far as floor/roof slabs are concerned) and within the parameters of this we can offer a more materially efficient or optimised flat slab design (with post tensioning) to reduce the quantities of materials used. The incorporation of low carbon PT tendons, low carbon reinforcement and low carbon concrete can achieve embodied carbon savings of up to 30% as compared with the baseline assessment of the equivalent RC slab.

We also aim to apply first principles to avoid over design and an overly conservative approach to design loading, deflection limits, and concrete strength requirements.

DEMOLITION AND ENABLING

Morrisroe Demolition is one of the UK's leading demolition and enabling works specialists. We specialise in working within constrained city centre locations, across all sectors of the construction industry.

Core Demolition Services

Our core demolition services include soft strip, asbestos removal, top down and long reach demolition. We also deliver broader packages of works which may include additional services such as structural alterations, excavation, substructure and enabling works.

Circular Economy Solutions

Our comprehensive pre-refurbishment/pre-demolition audits identify maximum opportunities for material recovery and reuse. Where materials and other building components cannot be reused in their existing form, we are always able to find the right recycling solution though our specialist recycling network.

Integrated Solutions

We are increasingly delivering a wider range of services as a complement to our asbestos removal and soft strip capabilities, for example where structural alterations, and reconfigurations are required or where our clients have additional excavation and groundwork requirements.

PROJECT HIGHLIGHTS IN 2024

DEMOLITION

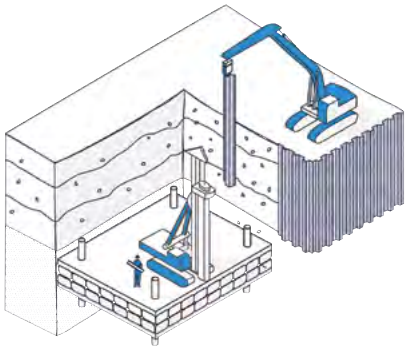
Following the devastating fire that took place at Luton Airport's long stay car park in October 2023, we were appointed to demolish and dismantle the now 'dangerous' remaining structure a significant portion of which had collapsed inwards. This was done in sequence with the removal of a total of 559 cars and contaminated waste and while the surrounding airport runways remained live.

DEMOLITION

Despite the controversy surrounding the proposed expansion and redevelopment of the AELTC we were appointed to deliver structural demolition works to the Millenium Building at the centre of the Wimbledon campus along with soft strip, and weatherproofing works.

PILING

We provide complete piling solutions which means we have a unique ability to consider almost every option and can therefore offer the most efficient solutions to our clients.



Large Diameter Piling

We operate a substantial fleet of large diameter piling rigs and are able to install a wide range of pile types including bearing piles up to 2.5m in diameter and in excess of 50m depth, contiguous and secant piles, and plunge column piles. We employ both wet and dry bore drilling methods and carry out pile load and integrity testing.

Restricted Access Piling

As is often the case in refurbishment projects, access and head room can be limited, and this often requires more specialist interventions such as contract lifts. Our mini piling rigs can be configured to install piles in the most difficult of spaces and in limited headroom situations.

Underpinning and Structural Jacking

We offer highly specialised underpinning services including the design and implementation of shoring arrangements, confined space safety systems, and a range of other structural support solutions such as Pynford beams, needling and stooling. We are also experienced in providing structural jacking for the transfer of loads from temporary works to new permanent works when underpinning and when creating structural openings.

Low emissions piling

With careful consideration of the ground conditions, we can optimise pile designs, by for example reducing pile diameters which reduces the quantity of material used with consequential benefits of reducing embodied carbon. Addition benefits can often include reductions to the amount of soil disposed and reductions to the amount of fuel consumed on site. We can also use a range of low carbon concrete mixes for certain permanent works concrete elements (subject to low levels of stress) such as bearing and secant piles.

DEMOLITION | PILING

The second phase of the redevelopment to the iconic Grade II listed former home to the BBC will provide 511 homes across four plots under a masterplan created by Stirling prize-winning Architects AHMM. We were appointed by Stanhope PLC to deliver demolition, enabling and piling works. Early access was afforded by our demolition team for the commencement of piling works which included the design and installation of bearing piles to support two residential blocks (on plots E & G). Piles were 500mm and 600mm diameter CFA and 750mm and 900mm rotary bored piles and extended to 40m below ground level at their deepest.

CONCRETE STRUCTURES

Basement design and construction

We have extensive expertise in all elements of substructure works which we can deliver individually or as part of a basement package. Our portfolio of projects range in size from large and deep commercial basements (to level -5) to smaller residential schemes. We were able to employ efficient top-down construction methodology and have the requisite capability to manage complex ground engineering and challenging site footprints.

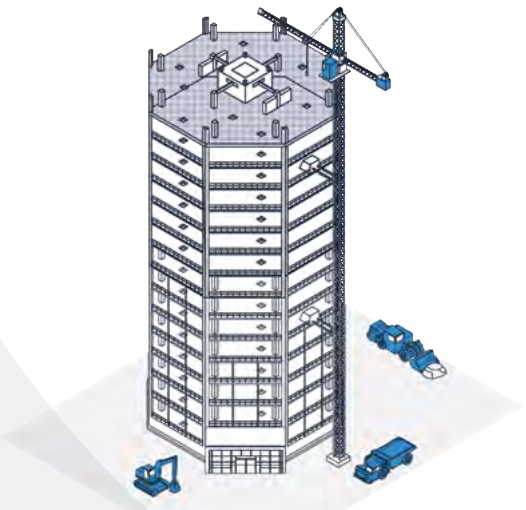
Drawing upon engineering expertise from across the Group, we provide integrated substructure solutions from the delivery of a basement box to the design of plunge columns, gantries, crane bases, and pile platforms. Many of our projects are adjacent to or within close proximity of third-party assets, including adjacent buildings, Network Rail and LUL assets, and highways and waterways where third-party approvals and stakeholder issues have to be managed. We have the in-house capability to fulfil the roles of CEM, CRE-C and CRE-D.

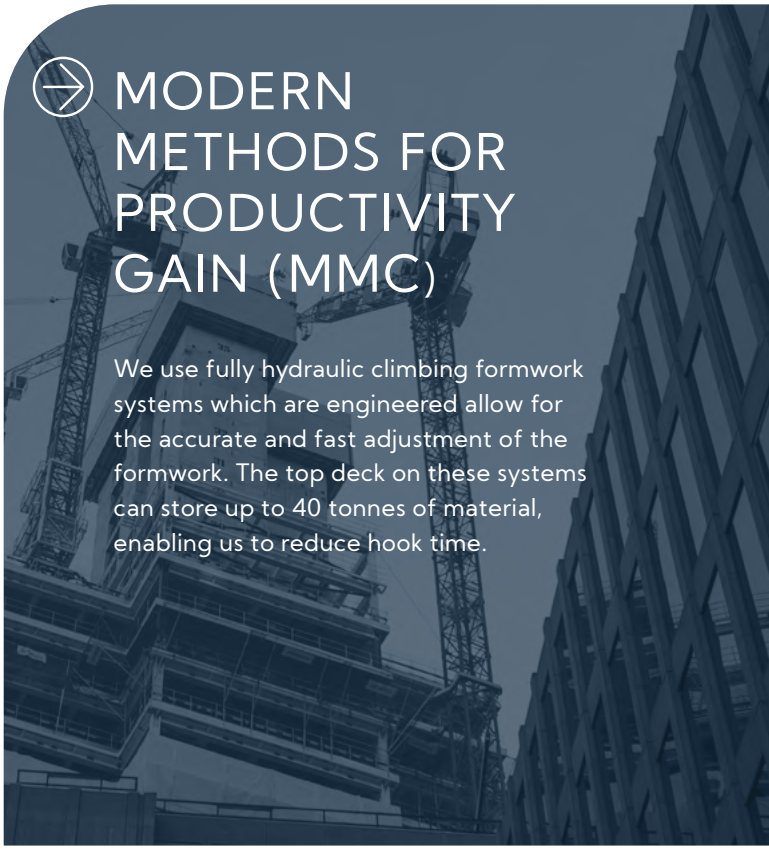
Ground engineering

We have developed a capability for highly complex ground engineering works on major projects involving below ground extensions in close proximity to 3rd party assets.

Value-led superstructure solutions

We have been undertaking reinforced concrete (RC) construction projects in and around London for nearly four decades. We offer a range of value-led solutions which may involve post tensioned floor slabs, beams and walls, or the incorporation of precast structural elements.





MODERN METHODS FOR PRODUCTIVITY GAIN (MMC)

We use fully hydraulic climbing formwork systems which are engineered allow for the accurate and fast adjustment of the formwork. The top deck on these systems can store up to 40 tonnes of material, enabling us to reduce hook time.

Best In Class High Rise Construction Methodology

We use the latest state-of-the-art construction methods, technology and practices including the use of hydraulic protection screens, concrete placing booms, hydraulic rail mounted panel formwork systems and climbing hoists and loading platforms. Our skill and experience in the use of this technology ensures the fast, safe and highly precise construction of high-rise structures.

Special Finishes

We can achieve a wide range of concrete finishes, from basic through to high quality 'special' finishes. At UCLE Marshgate, our highly skilled concrete 'formworkers' were able to achieve the architect's vision of a monolithic look to the building as if it was carved from stone, hiding the edges of slabs, soffits and upstands, whilst also providing a range of special concrete finishes and exceptional timber effect concrete finishes over multiple floors to the atrium.

Precast Solutions

Our in-house capabilities coupled with our established supplier base enables us to provide wide ranging precast solutions from stadium terracing to large span precast/prestressed beams for bridges and viaducts, structural hybrid solutions such as twin wall, through to precast columns, floors, walls and stairs for superstructure concrete frames. We can undertake the full structural design and detailing of precast columns, stair flights, landing slabs, beams and core capping slabs which can be a fully precast or hybrid precast/in situ solution. We can also design a variety of innovative connections for columns and stair landing slabs.

Post-tensioning

We provide highly specialised post tensioning design and installation services. Kingscote Design Limited is a designer member of the UK Post Tensioning Association (PTA), and at the forefront of PT design in the UK, undertaking all PT design and detailing work on Morrisroe projects. Our separate specialist post tensioning installation business is a member of the UK PTA and CARES UK approved for bonded and unbonded PT.

Productivity: Data driven and digitally enabled

We collect and analyse data on our core construction activities to assess 'blockers and enablers'. This allows us to respond quickly to make improvements to our operational processes. The 5 ingredients we've identified to enable us to manage our operational performance are:

1. **Planning** – establishing baseline outputs in advance of the works on site
2. **Communication** – continual communication across the whole project team
3. **Focus** – collecting focussed data that measures planned versus actual outputs and enables us to understand 'enablers and blockers'
4. **Sharing** – continual performance data feedback to the whole team
5. **Responding** – enabling our teams to make immediate improvements

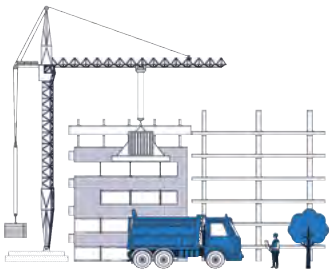
Productivity: Reducing cycle times

We employ digital technology to capture real time concrete performance data during the concrete curing process. This enables us to measure early age strength and improve project planning allowing us to reduce cycle times.

Productivity: Reducing man hours

The innovative construction systems we use combined with the competence of our trade teams enables us to improve programme targets. Our use of digital concrete data collation technology (known as 'Converge data hub') also enables us our site engineers to make significant time savings each day in the handling and managing of wide-ranging technical data sets. We also use 3D laser scanning technology for as built surveys which saves several man hours each day compared with traditional 2D measurement methods.

PLANT, TRANSPORTATION AND HAULAGE



Plant

Our in-house plant division meets the specialist plant requirements of our projects. We currently own 57,000m2 of the latest formwork and falsework systems. We also own a wide range of operated and mechanical plant including tower cranes, excavators of various sizes, dumpers, and other specialist ancillary equipment, including conveyors, mobile and static concrete pumps, hydraulic placing booms, safe screens, safety fans, formwork hoists and generators.

We also own and operate a modern fleet of mini and large diameter piling rigs.

LEZ compliance

Our NRMM plant is fully compliant with the latest NRMM LEZ standards (minimum stage IV engines) to operate greater London and in the 'Central Activities Zone and Opportunities Areas' (CAZ/OA). Our generators are stage V.

Reducing construction emissions

In line with our group commitments to reducing scope 1 emissions, we have purchased a number of fully electric mains operated concrete pumps.

Transportation

Based at a 6-acre premises in Bedfordshire, our dedicated plant transportation fleet is always prepared and ready to deliver plant to our project requirements. Our fleet includes smaller rigid body vehicles as well as articulated tractor units and trailers. Our transportation fleet is ULEZ and Euro 6 compliant and FORS Gold accredited.

Environmental Haulage

We can deliver a range of environmental services in-house. These include haulage and muck away, the production and supply of recycled aggregates, waste disposal, grab hire, and landfill/land restoration.

Our increased control of both transportation and haulage enables us to improve site logistics and achieve greater programme certainty. We are also able to better manage our carbon footprint and provide added levels of assurance regarding the proper handling and recycling of materials. Our FORS Gold accredited haulage fleet is located within the M25.

CLIMATE FOCUSSED SOLUTIONS

OUR LENS

Sustainability is now an intrinsic part of our services offer, and our sustainability strategy supports us to meet the increasingly broader objectives of our clients in this area, particularly the demand for climate focussed solutions and products for the built environment.

Achieving net zero in the built environment is a team sport that involves the whole construction value chain. There is increasing focus on the sustainable consumption of construction materials and products, and in our specialist sector, materials under focus are concrete, steel, timber, and plywood. Other finite natural resources consumed in significant quantities during the construction process include water and fossil fuels.

In line with our client's net zero objectives and their increasing focus on circularity to achieve these objectives particularly in relation to embodied carbon, our sustainability strategy has shifted from a primary focus on recycling and reducing waste to landfill (although this still remains a priority), to a broader focus encompassing regenerative principles and circularity.

Additionally, we can support our clients to reduce carbon emissions relating to the construction process, particularly in relation to transportation and NRMM plant. Recent solutions in this area include river-based transportation and HVO fuel use.

OUR SOLUTIONS

We can offer a wide range of low carbon design solutions in relation to both piling and structures, to enhance sustainability outcomes on project, by improving material efficiency (reducing materials) through lean design, and by providing a range of solutions that support the recovery and reuse of materials and structural components. Across our operations there is a focus on reducing carbon emissions associated with the construction process.

OUR STRATEGY

Low carbon design solutions

Responsible sourcing

Waste management

Reducing Construction Emissions

Circularity

Sustainability performance reporting

SUSTAINABILITY OBJECTIVES AND MEASURES

PRIORITY	APPROACH	KPI
RESPONSIBLE SOURCING	• All concrete suppliers to meet BES 6001 standards • All steel reinforcement to be eco-reinforcement accredited and CARES certified. • All timber suppliers to be FSC/PEFC accredited. • Suppliers are encouraged to eliminate unnecessary packaging, including non-recyclable plastics.	• % of primary materials procured from responsible sources • % plastic procured that is recyclable • % availability of EPDs for construction products and materials.
CONSUMPTION AND WASTAGE	• Responsible policies and practices for the use of water, energy and fuel are implemented. • Waste management policies and processes are adhered to and waste reduction, elimination and recycling targets are followed.	• % waste to landfill • 5 tonnes of waste produced per 100m3 of waste per project • % of our recyclable plastic waste that is recycled.
MATERIAL EFFICIENCY AND DECARBONISATION	• Reducing the CO_2e of structural elements are achieved through lean design to reduce material quantities, and through optimised concrete mix design.	• % carbon reduction from lean design solution.
CIRCULARITY	• Circular design solutions offered include designing for extended life, deconstruction and reuse, including structural strengthening and stitching solutions. • Deconstruction solutions provided for material recovery and the retention of structural elements.	• % carbon reduction through reuse • % materials recovered through closed and open loop systems. • % materials suitable for reuse.

SUSTAINABILITY OBJECTIVES AND MEASURES

PRIORITY	APPROACH	KPI
REDUCING CONSTRUCTION EMISSIONS	• Lean construction processes are followed, including the in situ fabrication methodology of structural elements such as columns to reduce transportation emissions. • Drivers adhere to our fuel emissions and air quality policies policy in relation to fuel efficient driving, mileage management and route selection. • Ongoing investment in hybrid and fully electric plant and machinery.	• % transportation emissions reduced • % utilisation of hybrid and/or fully electric plant • HVO fuel utilisation as a % of our scope 1 emissions
TRANSPARENCY	• Data is collected to ensure we can manage our performance and provide project specific sustainability data to our clients.	

CONCRETE ZERO COMMITMENTS

We are a founder member of ConcreteZero an industry initiative driven by the Climate Group together with World GBC and the World Business Council for Sustainable Development (WBCSD). Members include a number of our clients as well as leading engineering and design practices including Landsec, Mace, Multiplex, Lendlease, Skanska, Robert Bird Group, Walsh, Buro Happold, WSP UK. Members are committed to procuring 30% low carbon concrete concrete on all projects by 2025, 50% by 2030 and 100% net zero concrete by 2050. Along with our supplier peers Byrne Bros and Carey Group we are committed to supporting our clients with suitable solutions to achieve these objectives.

CONCRETE ZERO

REDUCING THE cO_2E OF CONSTRUCTION MATERIALS

We can support clients to reduce LCA Stage A CO_2e, by i) by reducing quantities per unit (concrete and reinforcement) through lean design for example, and ii) by facilitating the use of low carbon materials including the reuse of existing and/or recovered structural elements.

UPFRONT EMBODIED CARBON ASSESSMENTS (A1–A3 AND A1–A5)

In the early planning and preconstruction stages of projects, we provide specialist technical support to inform the early assessment of embodied carbon targets for proposed developments. This involves interrogating the accuracy of early whole life cycle assessments to understand the materials, material quantities and carbon factors adopted in the baseline and aspiration/stretch targets. Our involvement in this process often results in the consideration of alternative and optimised structural design for improved embodied carbon outcomes.

MATERIAL RECOVERY AND REUSE

Through the recovery and reuse of products and materials, waste is turned into value, bypassing the use of virgin materials associated with the production of a new equivalent. This eliminates the carbon-intensive extraction of raw materials and the first three stages of a product's lifecycle (material extraction, transportation to a manufacturing site, and the manufacturing of the product) which are the largest contributors to embodied carbon.

Our range of controlled deconstruction solutions serve to maximise the reuse and upcycling potential of existing structures and building materials, products and components. Materials that cannot be reused are recycled with our specialist recycling network.

DECARBONISING CONCRETE – MATERIAL SPECIFICATION

Our design practice is involved in a working group led by Derwent London to look at how the use of low carbon concrete can be accelerated, specifically, to understand the barriers to using low carbon concrete, particularly the more innovate concrete products currently on the market, and to understand how barriers identified can be overcome.

We encourage the practice of using carbon factors for concrete specification rather than GGBS percentages) to allow emerging cement replacement technologies such as calcined clay to be considered in the future when commercially available at scale.

We recognize the current approach of using higher levels of GGBS as cement replacement. We are also mindful of the increasing scarcity of this resource and that the use of various alternative supplementary cementitious materials (including those under BS 8500) can also require high levels of GGBS use which is not sustainable in the medium to long term. We therefore encourage lean design to reduce the volumes of concrete and levels of GGBS used, and we also aim to facilitate the use of low carbon concrete mixes which use less CEM 1 cement such as ternary cement blends.

LOW CARBON STEEL REINFORCEMENT

Our current approach is to offer the option of using low carbon reinforcement and PT tendons based on 97% recycled steel, secondary EAF production with up to 100% clean/renewable energy. This is usually offered as an aspirational option for stretch targets and to counterbalance the adoption of lower GGBS percentages (where for example lean concrete design has been preferred to using higher levels of GGBS).

SUSTAINABILITY PERFORMANCE DATA CAPTURE AND REPORTING

We can provide our clients with project specific sustainability reports.

Our environmental data collection software enables us to both monitor and manage consumption and wastage rates. Data is collected on key materials sourced (concrete, steel, timber and plywood) with additional focus on monitoring energy, fuel, and water consumption and wastage.

Carbon and energy performance data is collected for our SECR and ESOS reports. This includes wider data relating to material reuse which complements the detailed technical advice we are providing clients in relation to embodied carbon factors for deconstruction as well as for new RC and PT structures.

WHOLE LIFECYCLE ANALYSIS

Our datasets are broad enough to support whole life cycle assessment by providing carbon data on A1 – A5 and C4 (demolition carbon arisings). This data includes construction emissions data collected during the construction phase from demolition and deconstruction, through to piling, groundworks and concrete structures.

MATERIAL BANKS

To support the shift to higher quality recycling and a truly closed loop system, we are compiling datasets for the materials and components we recover, to support the development of standards for secondary raw materials, particularly reclaimed steel work.

ENVIRONMENTAL PRODUCT DECLARATIONS (EPDS)

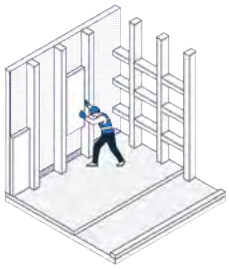
We are committed to data transparency to enable our clients to better understand the carbon footprint of construction activities. We aim to collect EPDs from most of our key materials suppliers where available.

CONCRETE PERFORMANCE DATA

We are currently piloting AI driven data collection technology to improve material and energy efficiency during the construction process. The provision of real time concrete performance data relating to mix design, curing and emissions supports us in this endeavour.

CARPENTRY, JOINERY AND FIT-OUT

We provide a full range of specialist joinery services from design through to manufacturing and installation. We can design and supply everything from feature staircases, VIP bars, receptions and bespoke screens to high-end leisure and spa joinery. We also have a wide range of joinery options for private healthcare as well as NHS hospital buildings.



Design Collaboration

We work closely with architects and interior designers to achieve the client's design intent. We are able to interpret conceptual ideas, providing advice on the appropriate selection of materials and we design with production and installation in mind.

Joinery Manufacturing

Our production facility in Ashford, Kent contains over 55,000 sq ft of space and combines modern day digital manufacturing methods with traditional craft techniques. It houses both the latest digital manufacturing technology as well as traditional joinery machines. We specialise in volume cutting, CNC routing, machining and edging of panel products, principally chipboard, MDF, OSB, hardboard and plywood. We also have a state-of-the-art spray shop with drying area and are now one of the UK's leading independent specialist wood-based panel processors.

We can produce a vast array of finishes, from raw through to oiled, stained, painted and lacquered finishes. We also provide a range of fire-retardant finishes.

One Station Hill, Reading

Fit-out

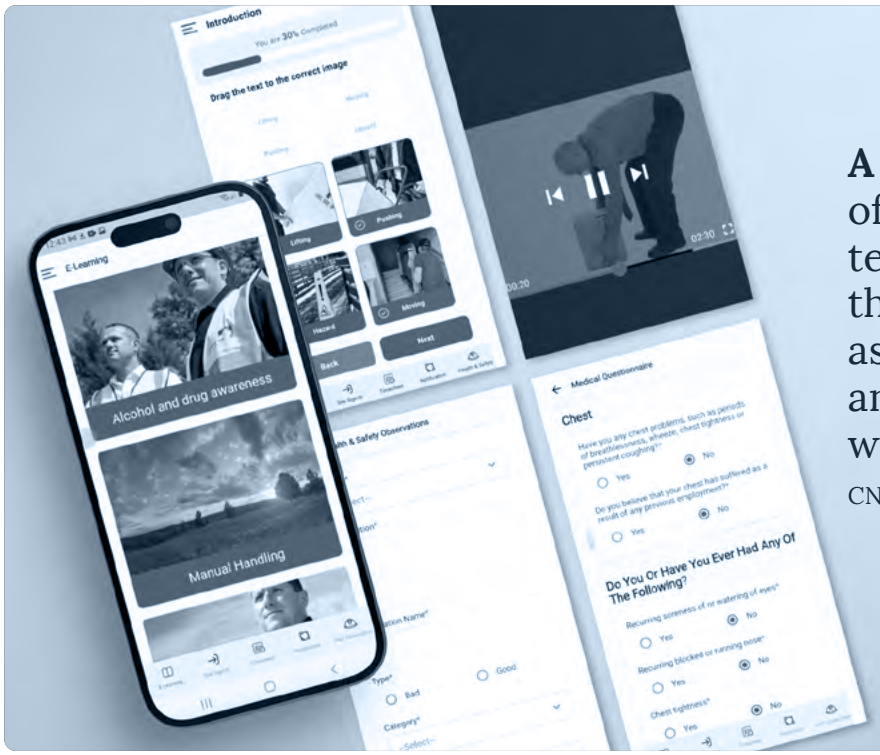
Our joinery installation business is expanding into fit-out work following the successful completion of a fit-out package for Sir Robert McAlpine at One Station Hill in Reading as well as at the Oren for Elysian Residences. Our fit-out capability meets an increasing demand for the seamless delivery of a complete end-to-end and multi-trade fit out service for reception and toilet cores. We can ensure greater control over quality, programme and cost, simplifying project management for our clients by reducing the need for multiple contractors. This growing capability positions Houston Cox for broader packages of work on turnkey projects and also as a more comprehensive supplier in the interiors space.

DIGITAL CONSTRUCTION EXCELLENCE

Houston Cox made a bold decision to invest in the development of a bespoke app based digital enterprise system that allows them to connect their workforce and operational functions in real time.

Key features:

- 90% of its H&S-related tasks to be conducted digitally
- Real-time company-wide Health and Safety performance data
- Consolidated Health and Safety processes in a singular integrated platform
- Comprehensive functionality that inter alia supports onboarding, e-learning, incident reporting, health monitoring training modules, and the ability for operatives to complete digital inductions remotely.
- Automatic identification of non-compliance and trends in relation to labour management and related compliance processes.
- Enhanced ability to monitor competence and skills expected by Building Safety Act.



A true example of using the digital technology meeting the operational needs as well as supporting and connecting their workforce.

CN Judging Panel

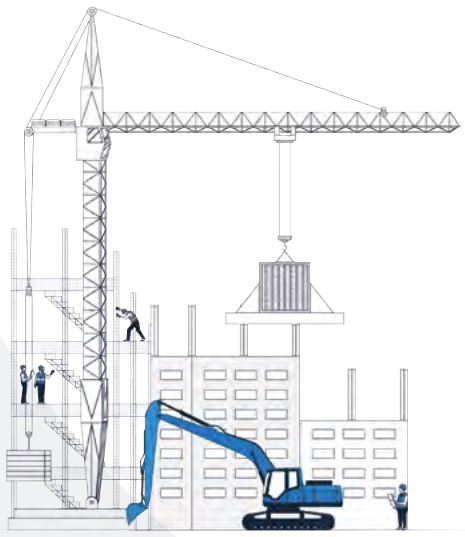
TURNKEY CONTRACTING

Kingscote Construction Limited was set up to provide a complete contracting solution as an extension to our core specialist services. This meets a current client demand for a more complete service.

We have recently successfully completed an exceptional development in Hampstead Heath for client Elysian Residences called The Oren which has been designed to provide a truly exceptional senior living environment. Around 50% of the specialist services required for the project from demolition through to piling, structures and joinery were delivered in-house by Morrisroe Group companies. This both derisked the project and encouraged greater collaboration between the trades and enhanced project outcomes in relation to both safety and quality. We have been appointed to deliver a further and similar turnkey project for Elysian in St Albans called the Oakleigh.

BUILDING SAFETY ACT GOVERNANCE

We have incorporated BSI PAS 8672: 2022 competency framework into our management systems to enhance our offering in relation to Principal Contractor services as a Duty Holder under the Building Safety Act 2022. Specifically, we have suitable processes for change management, MO reporting, record keeping and data management to align with 'Golden Thread 'requirements. We have also been developing Building Safety Act specific quality processes around subcontractor appointment and material procurement. This positions us for future projects involving higher-risk buildings.



DELIVERING LUXURY RETIREMENT LIVING

TURNKEY CONTRACTING

At this exclusive development in Hampstead, North-West London we delivered a luxury purpose-built retirement development for Elysian Residences. Morrisroe has provided specialist demolition, environmental haulage, piling and structural services for the completion of the two-storey basement and superstructure frame. Our expertly managed supply chain of fit out trades, M&E and façade contractors contributed to our achieving some exceptional finishes, working along-side our in-house joinery supply and installation businesses.

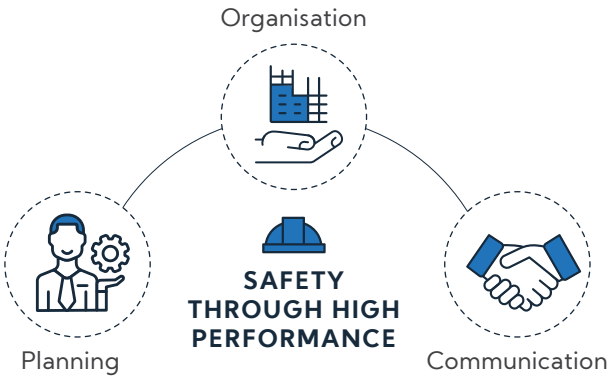
In the period the Oren was awarded CCS Bronze. We subsequently reached a CCS score of 45/45 and maintained this score for the duration of the project.

CONSIDERATE CONSTRUCTORS SCHEME
NATIONAL SITE AWARDS
BRONZE WINNER 2024

HEALTH AND SAFETY

Safety is a core value, which means our culture supports our strategic aim of having an injury free workplace, as well as a physically and mentally healthy workforce. Our approach to delivering these outcomes is based simply on our focussing on achieving excellence across three pillars: Planning, Organisation (Managing and Monitoring) and Communication. Our aspiration is that by aligning and improving these three key areas, we will achieve enhanced health, safety and wellbeing outcomes, along with higher levels of quality, productivity and client satisfaction.

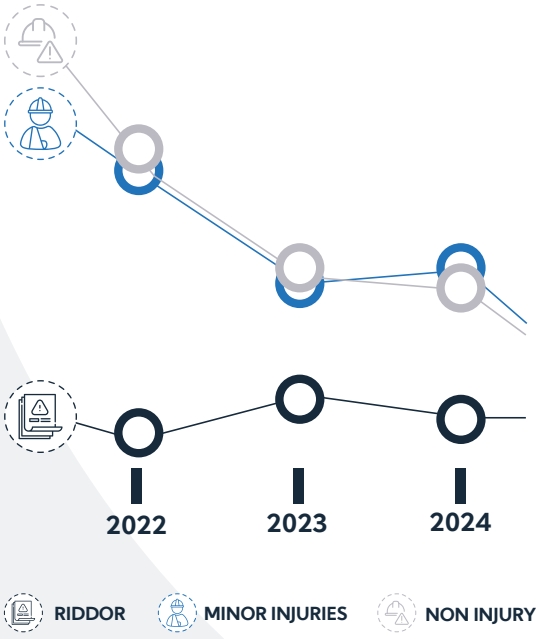
SAFETY STRATEGY



HEALTH AND SAFETY PERFORMANCE IN 2024

Our group health and safety performance has improved year on year since a peak in injuries and accidents in 2021. In the period there has been a further reduction in minor injuries and near misses across the Group, and we see this trend continue into 2025.

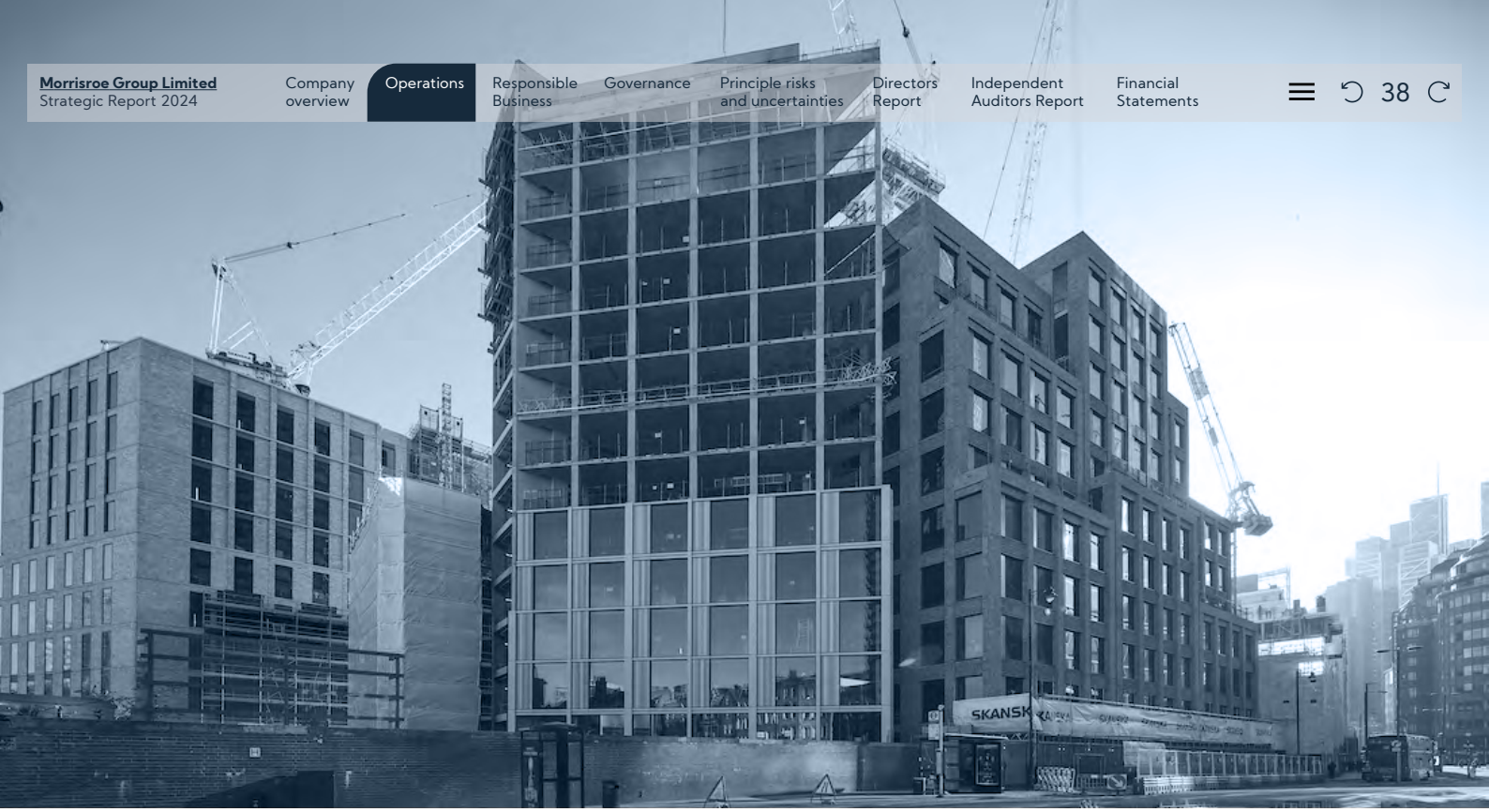
Our accident and injury reporting processes continue to reflect our approach to learning from all incidents and unplanned events. All accidents are subject to detailed investigations to identify the immediate and root cause, and learning is cascaded through the Group to prevent a repeat.



In the period, we reported 2 specified foot injuries to the HSE (1 in Morrisroe Ltd and 1 in Houston Cox) and in 2025 we have so far reported 2 lost time hand injuries (both Morrisroe Ltd) to the HSE. GSS Piling, Morrisroe Demolition and Kingscote Construction have all operated injury free throughout 2024 and remain injury free in 2025.

Our investigations into the root causes of these injuries show deviation from safe systems of work and improvisation of working methods as principal causes. Despite individual behaviours appearing to be underlying drivers of the injuries in the period, we are continually looking at new technologies, training and interventions to improve safe systems of work. Specifically, our risk review process has identified alternative, remote controlled floor cranes to reduce handling issues and worker engagement programmes to improve site behaviours and adherence to safe systems of work.

There has been no enforcement action by the HSE.



ACCIDENT FREQUENCY RATE (AFR)

We are pleased to report that our Accident Frequency Rate in FY24 for all activities across group companies has dropped to 0.07, down 50% from 0.15 in FY23. Outputs and man hours were lower in FY24 than the previous period with an average of around 1300 workers across all Group companies.

AFR metrics can obscure individual project and company successes. Morrisroe Demolition, GSS Piling and Kingscote Construction, in addition to a number of ongoing major projects involving high risk activities including 2 Finsbury Avenue (Structures), Minerva House (Morrisroe Demo, Piling and Structures), Wimbledon Tennis Club (Demo), Luton Airport Carpark (Demolition), TVC (Piling) have all maintained a zero injury profile during the period.

ACCREDITATIONS AND ASSURANCE

During the period we have maintained our 5 Star accreditation across the Group with Achilles, Building Confidence, Constructionline – as well as a range of client prescribed Prequalification – SSIP systems.

Our Integrated Management System – which sets out our approach, processes and controls for managing Quality, Environment and H&S is certified to ISO 9001, 14001 and 45001. Our recertification audit will take place during 2025.

HEALTH AND SAFETY AWARDS

Safety awards received in the period included:

British Safety Council International Safety award (distinction) for Morrisroe Demolition which recognized its commitment to health, safety and wellbeing throughout 2024.

RoSPA Order of Distinction 2024 (for 16 Consecutive Gold Awards) was awarded to Morrisroe Demolition.

RoSPA Gold was awarded to Houston Cox Central in recognition of its excellence in health and safety.

ENHANCED QUALITY AND ASSURANCE

IMPROVING DESIGN

It has been suggested by the Construction Leadership Council that the cost of error is seven times higher than the total annual profit of our industry. Much of this is rooted in design deficiencies and/or changes in design. We advocate for greater early engagement with specialist suppliers like us so that we can inform and improve the design.

OUR QUALITY CULTURE

Quality is a core value, and it is underpinned by our desire to exceed the expectations of our clients. We are committed to continuous improvement, delivering greater efficiency, reducing error and eliminating waste in all its forms. We aim to do this through a process of teamwork and collaboration.

Our Quality Management System (QMS) is externally audited and aligned with EN ISO 9001. Quality systems and processes are tailored to the operations of each operating business in the group. A number of QA and QC processes have been digitised to improve information flow and efficiency.

Within our structures and piling operations, a dedicated team of QA Engineers oversee the implementation our quality processes on individual projects. They are supported by an engineering lead who reviews and updates our processes to ensure that there is a regular audit trial for improving quality and overall delivery.

Our engineering lead also supports our knowledge sharing and lessons learnt processes across a multiple of disciplines and acts as a bridge between our operations teams and our technical/design department. This internal collaboration supports the timely resolution of technical and quality issues.

Regular technical and engineering review meetings take place to support continuous improvement, and to create greater consistency across our projects in relation to quality standards and processes.

We have been working with BBI services to assess and measure the effectiveness of our processes, introducing 'systems thinking' and greater internal planning aimed at avoiding errors.

COMPETENCE AND SKILLS

Competence and skills are central to our ability to deliver high quality products and substantial investment is made in training and skills development. Many of our projects often involve exposed architectural concrete finishes in addition to technically complex basements and high-rise structures. This is achieved by our highly skilled tradesmen who are supported by our engineering and technical teams.

NCR PERFORMANCE

We collect a wide range of data on our quality performance, including NCRs. This data is reviewed quarterly by our operations directors with a view to understanding and addressing root causes and driving continuous improvement. Year on year we have seen a reduction in error.

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