



SOCIAL DIALOGUE 2025

LPL CONSTRUCTION

INTRODUCTION LPL CONSTRUCTION SERVICES

LPL reviews the positive impacts that we as a company bring to our community, clients and neighbours.

This report looks to encompass the broader effects and contributions made by us as individuals and collectively as LPL Construction Services towards improving the well-being and quality of life to our community.

Social value can be measured in various ways, such as economic impact, environmental sustainability, community development and promotion of social justice and equality.



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UN GOALS AND UK GOVERNMENT SOCIAL VALUE MODEL

LPL Construction Services publishes our corporate and social responsibility strategy, actions, outcomes and plans annually to our **Sustainable Development Goals (SDGs) report**. This is freely available to all on our website.



LPL are committed to incorporating sustainable practices into our operations and projects, aligning ourselves with the global agenda for a more equitable and prosperous future for all. **This report outlines our efforts to contribute to the SDGs, a set of 17 interconnected goals established by the United Nations to address some of the world’s most pressing social, economic, and environmental challenges.** Our commitment to sustainable development is ingrained in our company values and guides our actions in delivering construction services that have a positive impact on people and the planet.



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CONSULTATION WITH EMPLOYEES & SUPPLY CHAIN



AIRPORT DIVISION

Stansted

Held on 5th January, with 72 people in attendance, the session featured presentations from **Kieran Fitzgerald, Director** **Tom Kenny, Project Director** **Grant Rayne, Compliance Director**, reviewing performance in 2025 and setting objectives and expectations for 2026. The event provides an opportunity for everyone to ask questions, share best practice, and engage with senior managers and the wider team as we reset and refocus for the year ahead.

AIRPORT DIVISION

Manchester (MCR)

All employees attended the head office briefing either in person or via Teams. All suppliers and subcontractors were re-inducted across all project sites. In addition, the Manchester team completes a regular Friday afternoon meeting, where all operatives, business leaders and delivery partners review what went well and what needs to be improved for the following week. This wider consultation gives everyone the opportunity to provide feedback, raise concerns and contribute ideas to help shape priorities for the week and year ahead.

CIVIL DIVISION

East

Our Back to Work Briefing was successfully completed across all projects, engaging both subcontractors and on-site operatives to ensure alignment and readiness for the works ahead. **Delivered across seven active locations**, the briefing covered essential safety and operational topics including RAMS, PPE requirements, and lifting operations. This coordinated approach reinforces **our commitment to maintaining safe, compliant, and efficient working environments across every site**, attracting 74 attendees. Open discussion was invited, giving all participants the opportunity to raise questions, share feedback, and contribute ideas to support continuous improvement across the business.

LPL undertakes annual Back to Work Briefings. This is a stand down day across the business.

This is a key component in our employee consultation process.



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SENIOR MANAGMENT TOURS

Senior Management
Tours provide direct
feedback and guidance
to the site teams providing
an opportunity to ask
questions or raise issues.

Across the last 12 months 20 projects have
been visited. These are not formalised audits
but an opportunity for wider team members
to record their observations from a look and
feel perspective.



HEALTH, SAFETY AND ENVIRONMENTAL INSPECTIONS

In 2025, our Health, Safety and Environmental (HSE) inspection programme set a target of 264 inspections; however, with the support of additional resource, a total of 334 inspections were completed—representing a 39% increase on 2024 achievements. This enhanced capacity allowed for more consistent monitoring across all sites and strengthened our ability to support teams on the ground, ensuring safer, more compliant and well-managed working environments.



INTERNAL AUDIT

Our internal audit programme exceeded expectations in 2025, surpassing the target of 36 audits by achieving 43 completed audits, a 43% increase year on year. This uplift was driven by strengthened processes and improved resource allocation, enabling deeper oversight across the business. Looking ahead, the target for 2026 is to maintain the established benchmark of 36 audits, as the transition to clause-based auditing under the ISO framework will result in longer, more detailed and specification-driven audits. This approach ensures a continued focus on quality, compliance and robust operational assurance.



LPL ensure teams are maintaining best in class practices and adherence to our **ISO 9001, 14001** and **45001** Business Management System through regular reporting. These audits identify areas of non-conformance or areas of improvement and assign actions throughout planning change process or NCR log.



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MENTAL HEALTH STRATEGY 2025

LPL Construction Services
is partnered with
The Lighthouse Club

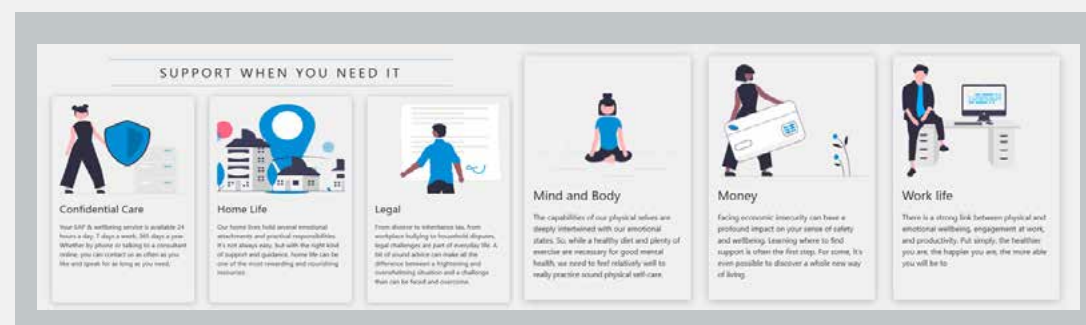
A construction industry charity.

LPL are passionate about raising awareness, promoting conversation and proactively training and supporting our staff and our supply chain. This is a free confidential service open to LPL staff, subcontractors and families.



We also support our colleagues through providing:

- \\ **Bespoke counselling services** tailored to their requirements, paid for by LPL to support our teams long term health or concerns.
- \\ **A free and confidential 24 hour GP service** for all PAYE employees to ensure early diagnosis and support.
- \\ **A monthly, meditation class or mindfulness sessions** open to middle management and seeks to promote self healing techniques. Held by a trained, local practitioner.
- \\ **Access to a free Employee Assistant Scheme** which provides wider support and guidance in topics such as debt, stress and family events.



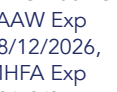
In 2025, we continued to strengthen our mental health foundations by training two additional Mental Health First Aiders, further expanding the support available across the business. **We delivered a further 81 hours of mental health related training** at all levels, building on the 218 hours completed in 2024. As our workforce grew to an average of 111 employees, our MHFA ratio reached its target of 12.1. Our focus for 2026 is to maintain this ratio whilst we grow as a business, ensuring we continue to provide accessible, high quality mental health support across the organisation.



Chris Adams
FAAW Exp
18/12/2026,
MHFA Exp
09/10/27



Kirsty Muir
MHFA Exp
17/4/26





Jo Pritchard
MHFA Exp
10/12/27





Bekkie Coleman
MHFA Exp
3/12/28



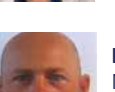
Tom Kenny
MHFA Exp
26/11/27



Frank Jarvis
MHFA Exp
10/12/27



Harrison Penn
MHFA Exp
18/2/28

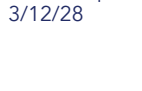




Rachael Corr
MHFA Exp
17/4/26



Mason Watts
FAAW Exp
18/12/2026,
MHFA Exp
09/10/27



**2024
FIRST AIDER RATIO
TO EMPLOYEE**

1:14



**2025
KPI TARGET 1:12
ACHIEVED**

1:12



**2026
MAINTAIN KPI**

1:12

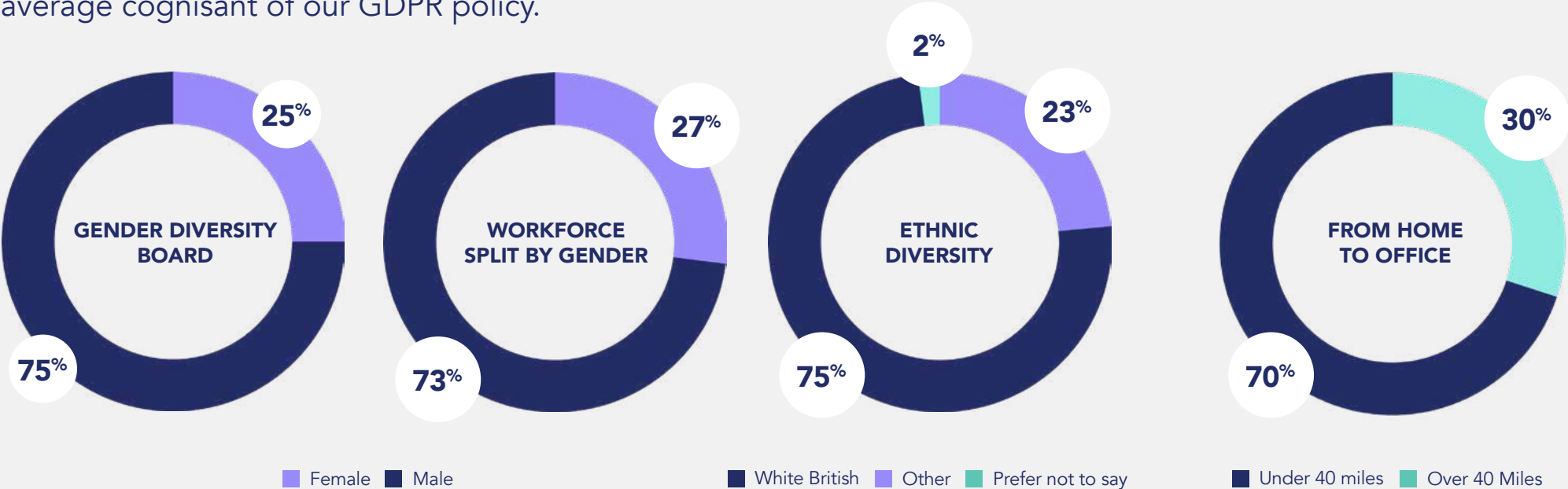


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SUPPORT EQUALITY, DIVERSITY AND LOCAL EMPLOYMENT

As an equal opportunity recruiter, we manage and monitor our policy via our anonymous reporting database. The charts below display information from 2025. Using this data to provide a rolling average cognisant of our GDPR policy.



In 2025, the Board remained stable and unchanged, providing consistent leadership throughout a period of organisational growth. **Our workforce increased during 2025 from 107 – 115 with an average of 111 PAYE employees.** Our recruitment process continued to focus on selecting the best person for each role, irrespective of any characteristics. With this 7.5% growth, our gender balance improved by 9%, reflecting positive progress in representation. However, we recorded a slight dip of 2% ethnic diversity, which will remain an area of focus as we continue to strengthen our inclusive recruitment and development practices.

Local employment for local work. 70% of LPL staff work within 40 miles of the Head Office at Elsenham. This high level of local residency, 70% within a 40-mile radius, underscores our continued commitment to investing in and drawing talent from the surrounding community. A 40-mile radius is widely recognised in workforce and economic analysis as representing a local labour catchment area, reflecting strong regional engagement and accessibility.

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INCREASING ENVIRONMENTAL BENEFITS

LPL are proud to have achieved **Gold status in Supply Chain Sustainability School**. The school aims to develop an industry where everyone will have the skills and knowledge to deliver a sustainable future.

In 2024, LPL completed 70 hours of certified Supply Chain Sustainability School (SCSS) training, an additional 37 hours been completed via the LPL training portal for 2025. The team has developed CPD plans and strengthened its understanding of bestpractice initiatives across carbon reduction, productivity and offsite construction.



During 2025, **251 courses on environmental subjects were undertaken via iHASCO, equating to 271 hours of additional environmental learning.** The knowledge and capability of our teams have grown significantly in line with our environmental



strategy. As part of our commitment to sustainability, one of LPL’s foundational pillars, we are proud to confirm that in 2025, 4,638 tonnes of waste were diverted from landfill and redirected into an open recycling loop. For further detail, please refer to the LPL 2025 Emissions Report. 2026 will bring a new, exciting, environmental approach with the **acquisition of 153 acres of arable land providing a long-term environmental asset** aligned with LPL’s growth trajectory. The development of biodiversity enhancement and nature-based carbon capture across this landholding represents a strategic investment in local carbon mitigation. As operational throughput increases, environmental stewardship will expand in parallel. For further information on our carbon strategy and monitoring can be found in the Carbon Management Plan 2024. LPL is dedicated to improved reporting accuracy as move into 2026 with greater clarity, stronger assurance and a structured pathway for managing carbon alongside continued business growth.



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SUPPORTING A CIRCULAR ECONOMY THROUGH COLLABORATION

LPL has partnered with Alcumus SafeContractor to provide external supplier audit verification. This process audits and monitors;

- HEALTH & SAFETY
 FINANCIAL HEALTH
 PROFESSIONAL STANDING
 BUILDING SAFETY ACT
- ENVIRONMENT
 QUALITY
 EQUALITY & DIVERSITY
 INSURANCE



At LPL Construction Services Limited, our mission is to foster a collaborative approach that drives success for our clients and partners while ensuring that our supply chain operates with the highest standards of safety and ethics.

We are committed to creating a thriving local economy by supporting jobs and businesses through sustainable practices. By exceeding our clients’ expectations and forging close, responsible relationships with our supply chain partners, we aim to build a future where our business, our community, and our environment all prosper together.

Grant Rayne, Director

100%
 OF OUR PRE-QUALIFIED
 SUPPLY CHAIN PAY
 NATIONAL MINIMUM
 WAGE OR HIGHER.



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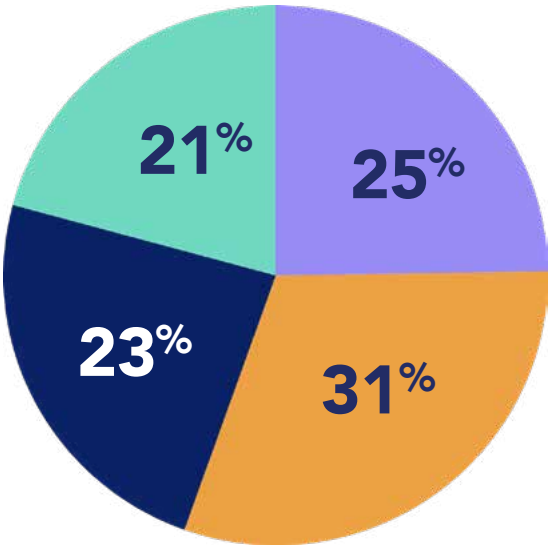


LPL prides itself on its support of SMEs.

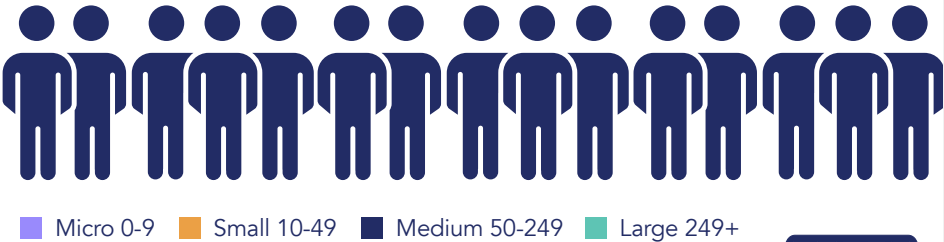
The SafeContractor data base demonstrates the impact we as a business make locally through our supply chain partners.

£11.5 MILLION PAID TO LOCAL COMPANIES

Based on the 2025 financial information, a total of £11.5 million was paid to local companies located within a 40-mile radius of the LPL Head Office in Elsenham during the 12-month reporting period.



SIZE OF COMPANY BY NUMBER OF EMPLOYEES



LPL ALCUMUS APPROVED SUPPLY CHAIN IS CLASSED AS A SME

KPI 2024

79%



2025 TARGET 50%

79% ACHIEVED



TARGET 2026

70% OR ABOVE



Our target for 2025 was to achieve 50% or above SME'S, and LPL significantly exceeded this benchmark with a final performance of 79%. This outcome reflects the strong collective commitment across the organisation and demonstrates meaningful progress in strengthening our supplychain resilience. This achievement also reinforces our continued support for SMEs

and local businesses as part of our circulareconomy approach, ensuring that economic, social, and environmental value is retained within the communities in which we operate. In addition, our PQQ process, including SafeContractor accreditation, is structured to support businesses of all sizes by providing a fair, consistent, and accessible route through prequalification.

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WORKING ETHICALLY

At LPL Construction Services, we strive to foster **mutually beneficial partnerships** with our employees and supply chain while upholding the highest standards of ethics and social responsibility.

Our commitment to ethical business practices extends beyond our own operations to include our suppliers. We believe that a strong employee and supplier code of conduct is essential to ensure fairness, respect and protection of human rights.

The LPL Code of Conduct outlines our expectations regarding:

- \\ The rights to property or land
- \\ Self-determination
- \\ Safety and security to the wider LPL community
- \\ Commitment to equal pay for equal work irrespective of gender or other characteristics.
- \\ LPL will not engage or condone unlawful employment of exploitation of children and child labour. LPL suppliers must ensure they are combatting the potential for exploitation throughout its supply chain.
- \\ Our employees and suppliers will respect free choice of all persons and strictly condone forced or compulsory labour. Human trafficking and slavery must be eradicated to support voluntary labour ethos.
- \\ Fair wages for a fair days work



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RESILIENCE AND ETHICAL REPORTING 2025

Ethical training is a vital part of LPL training strategy, it ensures that all staff understand the standards of conduct expected and supports a culture of integrity, accountability, and responsible decision-making across every area of our work.

TOPICS INCLUDE

- \\ DRUG & ALCOHOL AWARENESS
- \\ BOMB THREATS AND SUSPICIOUS PACKAGES
- \\ BUILDING SAFETY ACT
- \\ BUSINESS COMPLIANCE
- \\ DIVERSITY EQUALITY AND INCLUSION
- \\ NEURODIVERSITY AWARENESS
- \\ ANTI BRIBERY
- \\ ANTI TAX
- \\ BULLYING & HARASSMENT FOR EMPLOYEES
- \\ BULLYING & HARASSMENT FOR MANAGERS
- \\ SEXUAL HARASSMENT
- \\ MODERN SLAVERY
- \\ WHISTLE BLOWING
- \\ ACCIDENT REPORTING
- \\ UNCONSCIOUS BIAS FOR EMPLOYEES
- \\ UNCONSCIOUS BIAS FOR MANAGERS
- \\ GDPR UK : ADVANCED
- \\ GDPR UK : ESSENTIALS

Reporting of Breaches

WHISTLEBLOWING

Whistle blowing cases reported within the period is zero.

2022, 2023, 2024, 2025 ZERO

CORRUPTION INCIDENTS

Corruption cases reported within the period is zero.

2022, 2023, 2024, 2025 ZERO

IT SECURITY AND INFORMATION BREACHES

IT and Data breaches reported within the period is zero.

2022, 2023, 2024, 2025 ZERO



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BEING A GREAT NEIGHBOUR

LPL has a broad and diverse supply chain. We require a diverse supply chain to deliver the contractual needs of all our clients.

Over the last 12 months LPL has attended numerous events to support communities and provide opportunities for SMEs.

MEET THE BUYER AT STANSTED AIRPORT

27th Nov 2025

This event was attended by the Aviation Director and the airport delivery team members. The team talked to over 100 local suppliers, businesses and interested parties.



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LONDON STANSTED JOB FAIR

The event was a fantastic success and enabled us to meet a wide range of **talented individuals** as well as strengthening our presence within the airport community.



On Thursday, 30th April 2025, the London Stansted Airport Job Fair was held, an event dedicated to connecting job seekers with exciting career opportunities within the airport community. LPL was proud to be in attendance, with a fully branded stand that showcased our company, values, and the diverse roles we have available.

Throughout the day, we had the opportunity to engage with over 100 enthusiastic and motivated individuals,

all eager to explore career prospects at the airport. Our team was on hand to provide valuable insights into life at LPL, answering questions and offering guidance to those looking to take the next step in their professional journey. Our team brought printed job descriptions detailing our current vacancies. This allowed us to have meaningful, in-depth conversations with potential applicants, discussing their skills and aspirations.

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Warrington
& Vale Royal
College



LPL NOMINATED FOR SME OF THE YEAR

LPL was proudly nominated for SME of the Year at the Fairness, Inclusion and Respect Awards. A recognition of our ongoing commitment to creating an equitable and inclusive workplace.

Organised by the Supply Chain Sustainability School, the awards celebrate outstanding SMEs leading the way in driving positive change across the construction and built environment sector, recognised for making a real and lasting impact through innovation, inclusion, and exceptional leadership.



APPRENTICESHIPS

The two apprenticeships embedded within the organisation and working well.

1 CARPENTRY APPRENTICESHIP

in Manchester office completing an NVQ at Warrington College. 3 days working on site and 1 day at college.

1 QUANTITY SURVEYOR APPRENTICESHIP

based at the head office. This apprenticeship provides a 4 day a week practical experience in quantity surveying along with a 1 day a week release to Anglia Ruskin University.

2025

2

APPRENTICES
EMPLOYED



2026 TARGET

TO EMPLOY FURTHER
APPRENTICES



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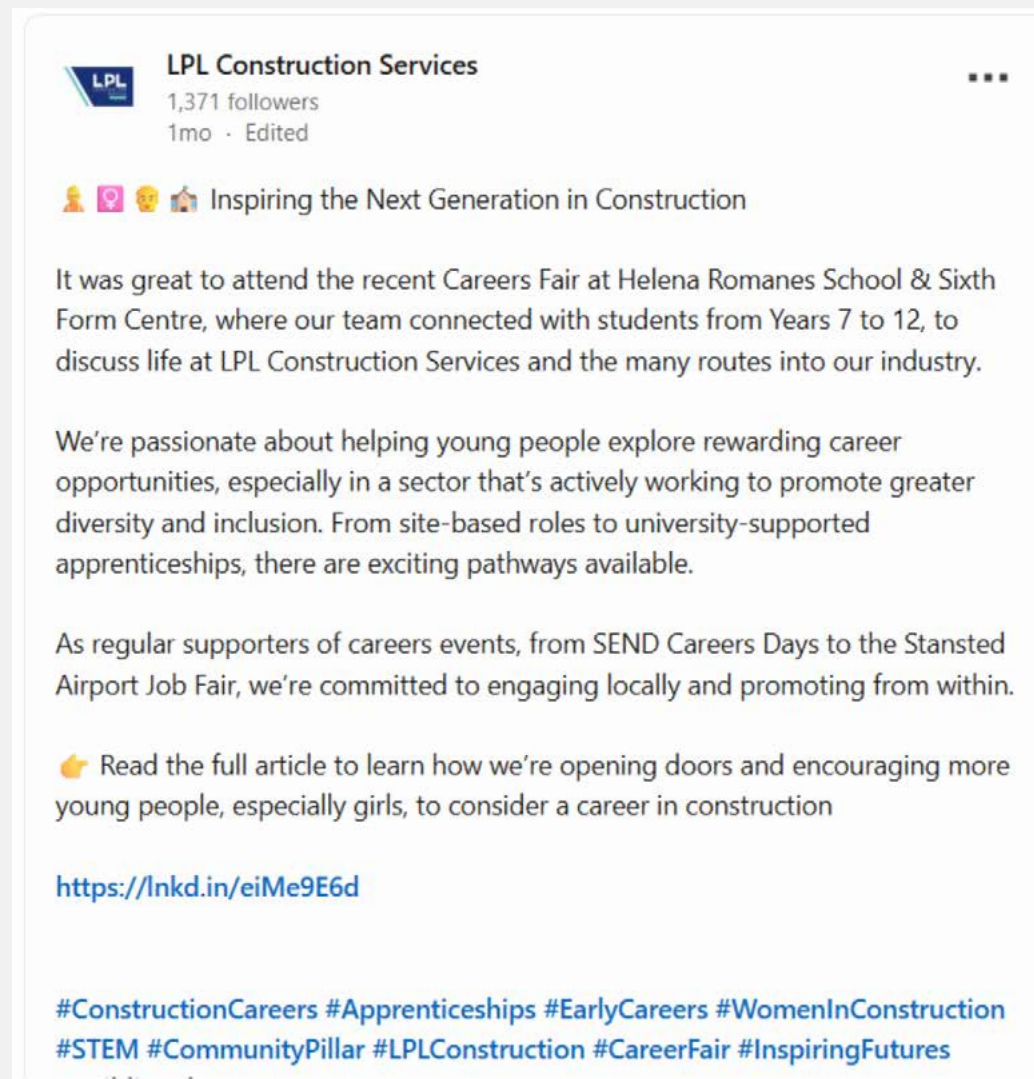
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SHOUTING LOUDLY ABOUT CONSTRUCTION

In July 2025, LPL deepened its commitment to supporting future talent by delivering construction focused careers guidance at the annual Career Day event at Helena Romanes High School.

Our team provided students with an informed and modern perspective on the construction sector, showcasing not only the diverse technical roles available on site, but also the wide range of professional pathways that underpin the industry, including compliance, legal services, project governance, sustainability, and digital construction technologies. Through interactive discussions and tailored advice, we aimed to challenge outdated perceptions of construction and highlight the sector's evolution into a dynamic, innovative, and multidisciplinary field. By broadening students' understanding of the opportunities available from hands on trade roles to careers in Compliance, Health Safety, and data analysis via Carbon Reporting. We supported young people make more informed decisions about their future.



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SUPPORTING EX UK SERVICES MEMBERS IN CONSTRUCTION



In 2025 Project Director, Tom Kenny has joined as a mentor for the BuildForce Programme.

BuildForce is a nationwide initiative that supports ex-military members into long-term trade and professional careers in construction and the built environment.



LPL TEAM REOPENS RIVER WALKWAY FOR THE COMMUNITY

Three members of the LPL team recently dedicated their time to a local environmental stewardship initiative at Buckden Waterside & Marina, St Neots.

The task involved addressing a 5-mile stretch of walkway along the river where bushes and trees had become significantly overgrown. Our team was responsible for the crucial work of cutting and clearing the vegetation, which successfully reopened and enhanced the accessibility and safety of the path for all community members. This effort aligns with LPL's commitment to environmental sustainability and community well-being.



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LPL SPONSORS SAFFRON WALDEN U15 GIRLS BLACKS FOOTBALL TEAM

In September LPL were proud to announce the sponsorship of Saffron Walden football shirts for the U15 Girls Blacks team. LPL wishes the team a successful 25/26 season.



MOVEMENT OF MATERIALS TO A BIRCHANGER PRIMARY SCHOOL

In October LPL completed the STN mission of delivering potential waste to Birchanger Primary.

We provided the essential logistical skills and equipment that transformed the airport's bulky waste items into tangible resources for local education.



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BRINGING JOY TO LITTLE HAVENS HOSPICE IN BENFLEET

In October LPL was delighted to give three substantial wooden toys to Little Havens Hospice in Benfleet.

Left over from an NHS London project, these wonderful pieces might otherwise have gone to waste.



"I wanted to take the opportunity to thank you very much for the paint that you passed on to us, we have over the Easter break been very busy doing up our kitchen at preschool and some of the paint came in very handy refreshing the walls. We are intending to brighten up the toilets during our next half term and paint the whole hall during the summer."

N.D - Manager

DONATION SURPLUS MATERIALS TO PRESCHOOL

In March 25, the local preschool in the village of Wenden's near Saffron Walden, 12 miles from HQ was the recipient of surplus materials.

These were items that were either out of date (we can no longer use on our projects but still good) or we've stored it for a period of time and we need to free the space. There was a mixture of emulsion, gloss, masonry paint, tile adhesive and jointing compound. Value of materials donated estimated at £400.



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COMMUNITY AWARD 2025 - EASTER EGG DROP

The LPL Community Award was further utilised on Sunday 13th April when Alex, our Site Manager delivered Easter Eggs to the children of Addenbrookes Hospital.

Dressed as the Easter Bunny and the Mad Hatter, Chocolate Eggs were delivered to the childrens ward.



ESSEX CONSTRUCTION ALLIANCE

LPL became a member of the **Essex Construction Alliance.**

This is a new group designed to support large and small construction businesses in Essex. Construction plays an essential role in our local economy. employing over 65,000 people in Essex and is set to grow by more than 30% by 2040.

The Essex Construction Alliance will help businesses to take advantage of these new growth opportunities and overcome future barriers such as; offering shadowing opportunities, promoting entry level jobs, tackling gender stereotypes.

ESSEX SET TO GROW
BY MORE THAN

30%
BY 2040



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In November 2025 LPL supported the British Legion in selling poppies at the local Tesco store in Great Dunmow.



LPL proud to become a Tier 1 sponsor for the Steps Christmas Star Sponsor for Steps Rehabilitation Foundation.



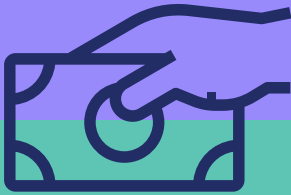
The Manchester Team participated in Maggie's Big Highland Fling in Manchester on 29 November 2025 in support of Maggie's Charity.



2025 LPL DONATED
AN AMAZING

£15,384

TO CHARITY



EXCEEDING

£13,489

IN 2024



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COMMUNITY AWARDS 2025

For over 30 years LPL is a proud neighbour, we support local charities and causes.

LPL is pleased to announce the following organisations have received £250 in December 2025.



Rayne Youth Football Club is a grassroots community club run entirely by dedicated volunteers, giving children a safe and supportive place to enjoy playing football. Funding will help the club provide essential equipment so every child has the opportunity to learn, play, and thrive.



Supporting Families by providing various services for families, particularly those with children or young people facing special educational needs (SEND).



Frontiers Youth FC is a Harlow based grassroots football club powered by committed volunteers, creating opportunities for young players to develop their skills, confidence, and love for the game.



Cambridge Bikers Give toys and baby clothing at Addenbrookes Hospital, for people that are in hospital over Christmas and Easter.

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LPL RECOGNISES THE ROLE WE PLAY IN SHAPING A SUSTAINABLE FUTURE.

Our commitment to the SDGs goes beyond compliance; it is about creating lasting positive change. We actively seek collaborations with stakeholders, share knowledge and best practices, and continuously improve our sustainability performance.

We invite you to explore these links and learn more about LPL’s journey towards a more sustainable construction sector. Together, we can make a difference and contribute to building a better future for generations to come.

[Sustainable Development Goals](#)

[Carbon Management Plan](#)

[Supply Chain Sustainability School](#)

[Official Alcumus SafeContractor - Health and Safety Contractor Accreditation](#)



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