

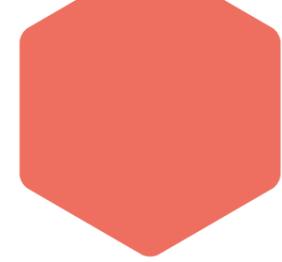


ESG REPORT

01 APRIL 20 - 31 MARCH 21

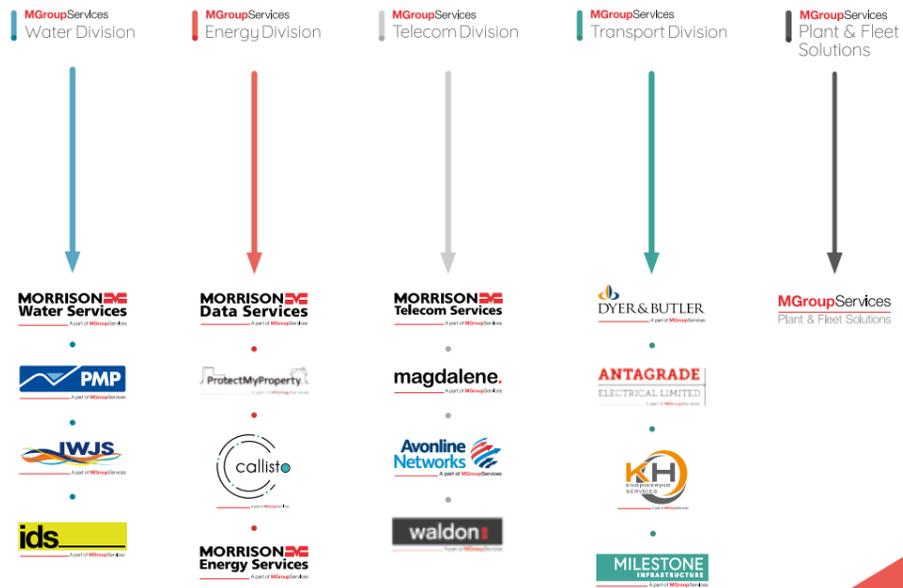


Welcome to our 2020/21 Environment, Social and Governance report



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Overview of M Group Services

M Group Services delivers works through a divisional operating model aligned to the sectors and markets in which we operate and the clients that we work on behalf of.

Through our operating divisions, works are streamlined through operating businesses to further enhance our client focused delivery and to provide safe, reliable and cost-effective support and solutions.

The statistics used within the M Group Services Environment, Social and Governance (ESG) Report are a cross-section from the whole Group to showcase the progress and results we have achieved. The larger businesses publish their own ESG Reports which provide greater detail of their individual success, so please refer to these for business-specific achievements.

We take pride in sharing a selection of metrics that we use to measure our performance. From this we categorise our ESG contribution through six common themes across the Group:

Community Engagement; Environment; Health, Wellbeing & Safety; Stakeholder Engagement; People and Future Plans.

Each theme will reference the key United Nations Sustainable Development Goals (UNSDG's) and outline where and how we employ our approach to innovation to extend and discover new ways of delivering service to our clients and society at large.

Message from Jim Arnold, Chief executive, M Group Services



M Group Services delivers a range of essential infrastructure services within the water, energy, telecommunications and transport sectors across the UK and Ireland.

We have built and maintained relationships with our clients over a number of years and have a strong culture that continuously focuses on safety, operational delivery, efficiency and customer service. To ensure we continue to deliver long-term solutions to our clients and their customers, we must operate in a way that is sustainable, responsible and respectful to the communities in which we work.

Integrity is one of our core values at M Group Services, we act fairly and responsibly across our business because it is ethically the right thing to do and because it makes good business sense. We believe that acting in a responsible and sustainable manner is crucial for the communities, clients and customers that we serve.

We will also demonstrate how we are leveraging our growing innovation and best practice environment to drive our capabilities to stay at the forefront of ESG performance. This includes our commitment to reduce our carbon emissions by 50% by 2030.

This year we have also taken a careful look at how the way we work aligns with the UNSDG's.

This report highlights some of our key achievements and milestones from the past 12 months, describes our ESG performance and a taste of where we are heading.

It also provides a summary of both Group successes and those of our individual operating businesses. Our commitment and approach to ESG performance will continue to evolve. We see alignment with the UNSDG's and adopting external ESG best practice as a valuable next step in our ESG and Innovation journey.

We hope you enjoy reading this report and look forward to engaging with you on where we are heading.

Introduction

To The United Nations Sustainable Development Goals



M Group Services takes pride in our approach to sustain our client's needs. While this approach has been fundamental to the way we have delivered our essential infrastructure services, we are also thinking ahead for future generations to come. One of the most widely respected and increasingly well understood governance structures in this space are the United Nations Sustainable Development Goals (UNSDGs).

For this edition of our ESG Report we have aligned some of our achievements, metrics, existing and new best practices and innovations to a number of key UNSDGs. Throughout this report we place a spotlight on the part we play in the overall global agenda to develop and grow our business in a sustainable way. Being mindful of the part we play in supporting our clients obligations today, with the ethos of conservation and sustainability we see seven of the UNSDG's as having a direct bearing on how we deliver service today and evolve that service for the future.

The seven key touch points where we feel we have accountability and can make the greatest contribution include:

No.3 – Good Health & Wellbeing

No.5 – Gender Equality

No.7 – Affordable & Clean Energy

No.8 – Decent Work & Economic Growth

No.9 – Industry Innovation & Infrastructure

No.11 – Sustainable Cities & Communities

No.13 – Climate Action

During the winter of 2021/22 we will be evaluating the most impactful ways of engaging in initiatives like the UN Global Compact and the Science Based Targets Initiative to both underscore what we are proud to have achieved thus far, but more importantly where we must evolve and adapt our service offering to protect future generations.

Our forward trajectory will be built by continuing to listen to our clients, our people, and supply chain partners and testing our thinking with some of the world's leading ESG evaluation methods.

Andrew Hunt
Director of ESG and Innovation

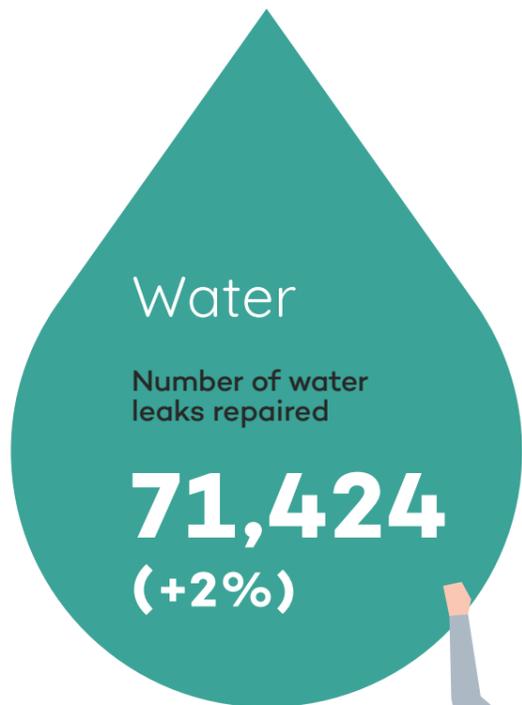
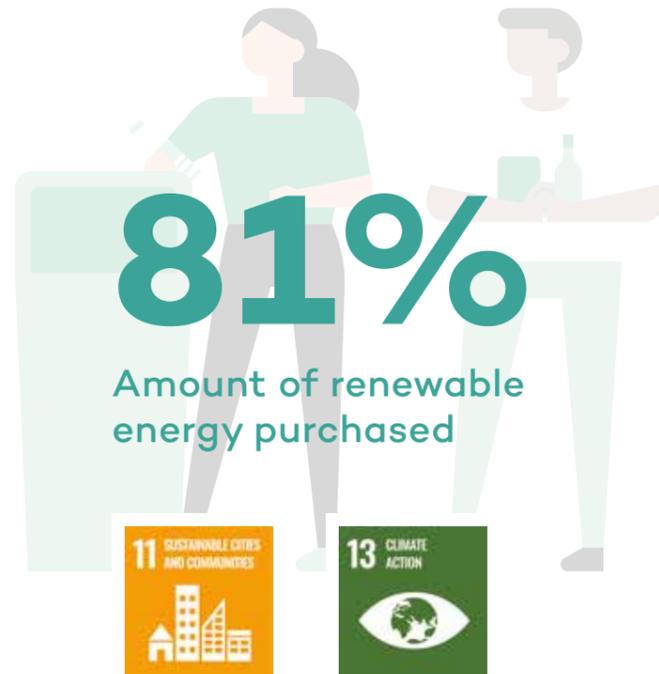
SUSTAINABLE DEVELOPMENT GOALS



Welcome to our 2020/21 Highlights at a glance



Held
VIRTUAL
STEM events due to COVID-19





Our Commitment to the Community



We understand that we can make an important contribution to the wellbeing of the communities in which we operate. It is our intention to leave a positive legacy on every community in which we carry out our essential works and contribute to building sustainable cities and communities.

Across all M Group Services operations, we work hard to engage with the communities we work in, minimising disruption and behaving respectfully towards everyone we come into contact with.

Our community engagement covers a broad range of activities. Our people are regularly undertaking charity work, fundraising and volunteering for a number of local and nationwide charities. Through our STEM ambassador schemes, we have continued to inspire and encourage younger generations, and this has been supported by our work with local schools across the UK and Ireland.

Measuring social value is becoming a greater focus for us we adopt methodologies such as The National Social Value Measurement Framework.



The role of Innovation:

Through our innovation ecosystem we will highlight and promote innovation best practice across our various sectors and provide the example and inspiration to excel in the pursuit of building sustainable communities and spaces to live.

Charities

Over

£73,000

Raised for charitable projects across the Group.

Donations included match funding, individual and team donations.

Statistic as of December 2019 as a result of isolation due to the pandemic.

57+

Charities supported across the Group

School Engagement

As a Group we;



Held **VIRTUAL** STEM events due to COVID-19

Offered

15

work experience placements

Registered

30

STEM Ambassadors

Statistic as of December 2019 as a result of isolation due to the pandemic.

Visited

130

Schools across the UK

STEM Ambassadors engaged with over

17,000

students

Held

61

days of STEM workshops

Our STEM intent

Science, Technology, Engineering & Maths (STEM)

Science, technology, engineering and maths (STEM) are fields that are central to our operations at M Group Services, and we constantly look for ways to encourage people to pursue a career in these industries. Over the past year, COVID-19 has made the organisation of STEM events a real challenge, with limited opportunities for STEM careers workshops to be held. However, we continue to recognise the importance of STEM within our business.

Across M Group Services, we utilise STEM skills on a daily basis and through supporting the next generation of professionals, we can help to ensure the continuous growth of our business. Having the right people is central to how we operate, and we try to create working environments that allow our people to fulfil their potential. We hope to provide young people with the knowledge, skills and expertise that is required for a successful career in their chosen field.

As well as providing opportunities to those who wish to pursue a career in a STEM field, we are also committed to educating those who may not have considered our industry as a potential career and reduce the stigma around the work we do. We hope to allow people to discover their untapped potential by providing opportunities that they may not already have access to, or not thought possible.

FUTURE PLANS

Reach more students through STEM careers workshops

Generate more STEM Ambassadors across the Group

Adoption of the National Social Value Measurement Framework



Environmental Respect and Responsibility for Future Generations



From the UK's busiest railway lines, airports and highways to the most remote rural areas, our people are working hard to sustainably deliver essential infrastructure services in every environment.

As a Group, we understand our legal and ethical obligations to minimise the environmental impact of our works. Promoting good environmental practice across our operations, we continually look to develop and introduce sustainable processes and behaviours across each operating business, as well as their clients and supply chains.

A number of our businesses are ISO 14001:2015 certified, with an environmental management system governing their processes that is used to drive continued improvements in environmental performance across their operations.

A long term area of focus is the reduction of our carbon emissions. As a participant in the Certified Emissions Measurement and Reduction Scheme (CEMARS), we monitor, measure and seek to minimise our carbon footprint. Our CEMARS measurements provide an externally verified carbon emission measurement.

This year we begin taking a step further and are preparing to sign up to the Science Based Targets Initiative (SBTI) with a commitment to control our Green House Gas (GHG) emissions in line with no more than a 1.5-degree increase in global temperatures.

In line with several of our client's carbon net-zero ambitions M Group Services operating businesses have now made the step into the green energy sector, with Morrison Energy Services, Morrison Data Services and KH Engineering Services beginning to fit Electric Vehicle Charging Points. With M Group Services Plant & Fleet Solutions adding a range of hybrid and electric vehicles, and lower GHG emission fuels to their service offering, M Group Services is showing a clear commitment to the UK's move towards net-zero by 2050, or as soon as 2030.

In addition, Milestone Infrastructure has invested in a new purpose-built recycling centre for road materials, providing the means to reprocess and recycle material generated from road repairs, for re-use in road maintenance, leading to reduced carbon emissions, costs, and travel miles. The cold recycled road surface uses about a fifth of the energy of traditional materials and saves 40% in CO² emissions.

Carbon Emissions

Reduction in direct emissions across the Group

Direct emissions (scope 1)

tCO²e
47,862
(-5%)

Indirect emissions (scope 2)

tCO²e
102
(-39%)

Indirect emissions (scope 3)

tCO²e approx
255,330

The role of innovation:

Is acute in this particular field with new fleet propulsion technologies and asset engineering solutions coming into focus at a tremendous pace. Our innovation ecosystem approach and dedicated Plant & Fleet business are equipped to appraise and adopt the best available technologies now and into the future.



58,000+
Electrical vehicle miles

Water

Number of water leaks repaired

71,424
(+2%)

Energy

81%

Amount of renewable energy purchased

Waste

84.70

(+10%)

Share of total waste recovered (%)



The role of Innovation

The way we evolve and adapt

M Group Services has a rich heritage of identifying and delivering innovation for our clients. Keeping ahead of expectations, our clients' challenging price controls, plus the global agenda for environmental and social sustainability is keeping innovation and adaption at the forefront of all our minds.

Whilst solving problems and delivering on our promises has always been a core cultural characteristic, in recent times we have formally added skills and capabilities to our service offering, organically, and through carefully targeted acquisitions.

Today, M Group Services has evolved to become one of the UK and Ireland's leading essential infrastructure service providers across a number of critical sectors. With in excess of 10,000 people across the Group, working on behalf of one of our 17 operating businesses, across Water, Energy, Transport and Telecom, our agile and focused structure has allowed us to deliver a carefully tailored approach to our clients, that allows us to draw upon the passion, intelligence, and knowledge of our people. This gives direct access to our cross-sector

innovation ecosystem, enabling us to solve the needs of our ever-changing sector landscapes and support our clients with their evolving objectives and needs.

Throughout this document reference has been made to the role of innovation and our approach to best practice.

We are carefully tailoring an approach to innovation that offers direct and open access to what we are calling our cross sector innovation ecosystem. Our drive: is to help solve our clients' and customers most pressing perennial, and emerging service needs.

An innovation ecosystem refers to a loosely interconnected network of companies and other entities that coevolve capabilities around a shared set of technologies, knowledge, or skills, and work cooperatively and competitively to develop new products and services **(Moore, 1993)**.

Moore, James F., 1993. Predators and prey: a new ecology of competition. Harv. Bus. Rev. 71 (3), 75-86



What is the M Group Services innovation ecosystem?

In this era of constant change, the way a business delivers value today likely won't be the same tomorrow. Businesses recognise the need to continually innovate in order to meet our client's needs, create a sustainable competitive advantage and drive business growth.

From new products, services and client service delivery models, to the development of scalable innovation, products, techniques, and processes, we are building a culture that fosters entrepreneurship. Our innovation ecosystem is helping us and our clients meet perineal challenges like the cost to serve, through to emerging ones like delivering growth while conserving the worlds resources.





ESG & Innovation Ecosystem

Planet to People

Our innovation ecosystem will be working to make the connections from Planet to People:

- 1** Global **governing principles** such as those set out in the United Nations Sustainable Development Goals (UNSDGs)
- 2** The structure of reporting frameworks such as The Sustainability Accounting Standards Board (SASB)
- 3** The role of ratings agencies such as Sustainalytics to independently assess ESG performance relevant to our sector and help direct our development
- 4** The MGS sector operating model – designed specifically to collaboratively face into our client’s sector (Water, Energy, Telecom, Transport) needs
- 5** The innovation interface – where issues that are common and those that appear to be isolated interact, and are shared (recorded in the innovation matrix, and shared through Best Practice Forums)
- 6** People – the businesses homes and individuals that are enabled through our work



Our Passion for Health, Wellbeing & Safety



The health, wellbeing & safety of our people and all those who come into contact with our business is a key focus.

Across our Water, Energy, Transport and Telecom Divisions, we seek to embed and maintain exemplary, Health, Wellbeing & Safety values, practice and performance – a pre-requisite for the markets in which we work.

Six M Group Services businesses have received prestigious health and safety awards from the Royal Society for the Prevention of Accidents (RoSPA). Dyer & Butler, Milestone Infrastructure, Morrison Data Services, Morrison Energy Services, Morrison Water Services and M Group Services Plant & Fleet Solutions have all been recognised for demonstrating the highest standards of health and safety excellence in their respective sectors.

The role of innovation:

We find that searching for and finding ways of keeping our people and members of the public safe around our operations has always been a rich source of incremental and larger scale innovation. In more recent times we also apply the same mindset to the challenges and achievements around mental health. The innovation ecosystem draws together case studies and best practice on a regular basis with time dedicated to sharing both past health and safety innovation achievements and future challenges.

RoSPA Award Wins

- Dyer & Butler receives Order of Distinction, with additional Order of Distinction awards for Dyer & Butler's Heathrow Airport and Gatwick Airport teams (a sixteenth consecutive Gold Award for both), as well as a President's Award for its rail team (a tenth consecutive Gold Award) and a first Gold Award for its highways team
- Milestone Infrastructure (Street Lighting) receives Gold Award
- Morrison Data Services receives Gold Award
- Morrison Energy Services/Morrison Water Services 'commended' in Commercial Sector category
- M Group Services Plant & Fleet Solutions receives Gold Medal Award for Fleet Safety
- Morrison Telecom Services receives Gold Award
- Magdalene receives Gold Award
- Avonline Networks receives Gold Award

Moving forward, we will continue to deliver exceptional Health, Wellbeing & Safety performance through the delivery of comprehensive awareness and training programmes, shared operational learning and a commitment to maintain our standards across all of our operations.

Regular Health, Safety & Wellbeing campaigns communicated to all of our people

Over 550

Mental Health First Aiders across the Group

Launch of Online Safe Spaces

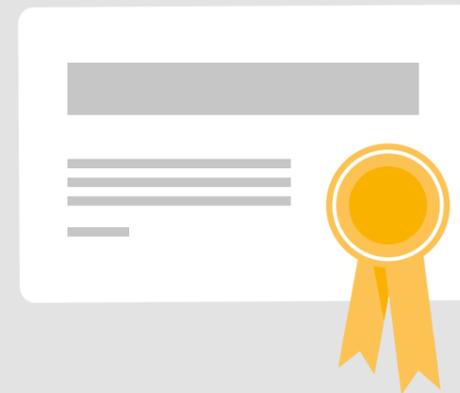
across M Group Services

Safety

Over 28

Million hours of work completed across the Group

Recording an average Accident Frequency Rate of 0.05



12 SAFETY AWARDS WON IN 2020

FUTURE PLANS

Continue to maintain a keen focus on improving our Health, Wellbeing & Safety Performance

Actively seek new ways of communicating and sharing our learning





Developing, Engaging and Valuing Our People

M Group Services is a trusted employer to in excess of 10,000 people, working from over 240 locations across the UK and Ireland.

As a Group, we recognise that engaging and empowering our people to deliver and grow is pivotal to driving our business and achieving continued success. We are committed to creating an environment in which our people feel valued, supported and fulfilled. We endeavour to listen to our people, to provide feedback and keep them engaged and informed.

This year we promoted our people engagement survey by pledging to plant a tree for every five responses we receive.

Equally important is the development of a resilient and sustainable workforce that is equipped to deliver on our promise to clients. Attracting, developing and retaining the next generation of highly skilled, customer-focused, and forward-thinking people is imperative for the continuous development of our core capabilities.

Across each of our businesses, a broad range of recognition and reward schemes are designed to highlight the achievements and successes of our people and to thank them for their hard

work and dedication. Morrison Water Services and Morrison Energy Services present a Star of the Month award to an individual or team that has gone above and beyond in their daily role or supported the local community or environment.

M Group Services Plant & Fleet Solutions also have a 'Going the Extra Mile' scheme, in which an individual is recognised for their commitment to the business and a willingness to go beyond expectations to help others.

Other examples of our award schemes include Morrison Data Services' valued awards and Dyer & Butler's divisional health and safety awards.



The role of innovation:

For over a decade now we see that engaging with our people is a tremendous source of innovation and problem solving from niche suggestions to systemic changes. Our people are a fundamental component of our innovation ecosystem and our ability to share innovations and best practice.



Recruitment

75%

Engagement rate in the Group-wide People Opinion Survey

13

No. of apprenticeships completed

169

No. of apprentices in training

16

No. of graduates and apprentices on scheme

Launch of a new Group-wide intranet and internal communications platform, Stay Connected, keeping our people informed and up-to-date with the latest news from across the Group as well as Rewards & Benefits and company resources.



FUTURE PLANS

- Continue to build our sustainable and resilient workforce
- Act upon feedback from our People Opinion Survey 'Your Say Matters'
- Maintain our current Gold Armed Forces Covenant status
- Continuation of our Group-wide Best Practice Forums

120

Ex-Armed Forces personnel recruited across the Group

ARMED FORCES GOLD AWARD

From the Defence Employer Recognition Scheme

Training & Development

166,257

No. of training hours completed

27,708

No. of training days delivered

Half a day

Average no. of training hours per employee

This was impacted as a result of COVID-19





Mutual Trust and Respect

Engaging with our stakeholders

We collaborate and communicate with our stakeholders to understand their perspectives and to share our own.



M Group Services' key stakeholders include our people, our clients and their customers, our supply chain, business partners and investors.

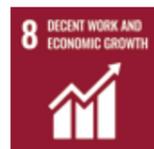
As our business grows we remain committed to building and maintaining strong, respectful and trusting relationships with our people and with each of our key stakeholder groups. Through training and developing our people; developing sustainable, open and responsible supply chains; and continuing to deliver excellent performance for our clients, we aim to preserve our strong relationships with our key stakeholders.

Maintaining effective engagement with our stakeholder groups enable our business to manage risk, maximise opportunities, shape our reputation and deliver long-term sustainability and success.

The role of Innovation:

We actively look for the best ways to engage with our stakeholders and this year we are proud to announce that we have joined the Supply Chain Sustainability School.

This is a good example of how we extend our innovation ecosystem beyond our own corporate boundaries and collaborate with a wider community.



Communications



The websites across the Group have generated over

707,471 visits

77,082

Social media followers Group-wide who are regularly engaged

1,618

Social shares from across the Group

154,130

People reached through offline media during 2020 featuring M Group Services and operating businesses

46,393

People reached through online publications featuring M Group Services and its operating businesses

Engagement

29

No. print/online publications featured



Overview of Our Plans for the Future

This year marks a step change in the way we think about our role in the global movement towards more sustainable and equitable business. Alignment with the UNSDG's doesn't just frame the way in which our growing business conducts itself now, it helps us set the context for sustainable business growth.

This section calls out just a few of our next steps for delivery in the coming twelve months before outlining the fundamental role our approach to innovation plays across all disciplines in this report.

The larger operating businesses have specific targets relating to their sector and report on these individually within their market centric ESG Report.



Community Engagement

Reach more students through STEM careers workshops

Generate more STEM Ambassadors across the Group

Adoption of the National Social Value Measurement Framework



Environment

Maintain or improve our environmental performance

Develop specific business decarbonisation policies aligned with the Group policy whilst focusing on client needs

Preparation to join the Science Based Targets Initiative (SBTI) with a full disclosure on our commitment to limit global temperature rise to 1.5 degrees



Health, Wellbeing & Safety

Continue to maintain a keen focus on improving our Health, Wellbeing & Safety performance

Actively seek new ways of communicating and sharing our learning



People

Continue to build our sustainable and resilient workforce

Increase engagement with our people through an enlarged Group-wide People Opinion Survey and feedback

Further investment in our digital connection to our people: StayConnected on Laptop, PC, and mobile device.



Stakeholder Engagement

Continue to work as active members of industry bodies and steering groups to support collaborative approaches to addressing industry-wide issues, challenges and opportunities

Participate and attend internal and external events and conferences and continue to communicate and engage with stakeholders

Continue to develop and sustain strong relationships across our internal and external stakeholders

Supply Chain Sustainability School partnership and active participation



Governance & Compliance

Making ESG a key element within our Governance and Compliance frameworks



We believe that the monitoring, evaluating and reporting our ESG activity is a valuable element of our wider governance and risk management frameworks.

Our operational board takes responsibility for determining our Corporate Responsibility policy and strategy.

We believe that ESG is an integral part of our governance controls as managed in the other areas of our business. To demonstrate our focus, we take steps to identify, analyse and manage the social, economic, and environmental risks our business is exposed to. During the last year we have appointed a new Director of ESG & Innovation with oversight across the Group.

By successfully managing our compliance and reputational risk, we protect our people, our business assets and our earning capacity, contributing to our continued and sustainable development. Corporate Responsibility risk assessment forms a part of our Corporate Risk Management Policy. This policy defines the company's assessment, evaluation, mitigation, monitoring and auditing across the full spectrum of corporate risk. Our existing approach and any adaptations that may be required will be subject to a full and independent external benchmark during the winter of 2021/22.

Responsibility for the management of the processes involved in each area of risk is assigned to the appropriate member of our operational board.

Compliance Statement

Our organisation complies with all applicable legislation and has not been subject to any sanctions or fines for environmental, health and safety or any other infringements in 2020/21.

From across the Group

ACCREDITATIONS

We operate under a number of industry standards and accreditations, which include:

- Achilles UVDB B2
- Alcumus Safe Contractor Accreditation
- CEMARS 'Gold Award' (Certified Emissions Measurement & Reduction Scheme)
- CHAS (Contractors Health & Safety Assessment Scheme)
- Energy Saving Trust's Motorvate Scheme
- FDIS/ISO 9001:2015 & FDIS/ISO 14001:2015 by Lloyd's Register for Quality Assurance
- Gas Industry Registration Scheme (GIRS)
- Institution of Engineering Technology (IET) –
- In-house Professional Development Programme
- Investors in People
- ISO 1100:2010 – Collaborative Business Relationships
- ISO 14001 – Environment audited by Lloyd's Register for Quality Assurance
- ISO 27001:2013 – Information Security Management Systems
- ISO 50001:2011 – Energy Management System
- ISO 9001:2000 – Quality audited by Lloyd's Register Quality Assurance
- ISO 22301 - Business Continuity Management (BCM)
- Meter Operator Provider (MOP) & Meter Asset Manager (MAM) for electricity & gas meter installation & maintenance services
- National Electrical Registration Scheme (NERS)
- NEBOSH (National Certificate in Construction Health & Safety)
- OHSAS 18001 – Health & Safety Assurance
- OHSAS 18001:2007 – Health & Safety
- RiSQS (Railway Industry Supplier Qualification Scheme)
- Safe Contractor
- SMAS Worksafe, Achilles UVDB
- The Freight Transport Association's Van Excellence Scheme
- Water Industry Registration Scheme (WIRS)

MEMBERSHIPS

Our industry associations and memberships include:

- RoSPA
- Institute of Customer Service
- Institute of Gas Engineers & Managers (IGEM)
- National Skills Academy for Power
- Street Works UK (formerly National Joint Utilities Group)
- Energy & Utility Skills
- Chartered Institute of Procurement & Supply
- Future Water Association
- Pipeline Industries Guild
- Energy & Utilities Alliance
- Business in the Community
- UKSTT
- British Dam Society
- British Hydro
- British Safety Council
- JOSCAR
- Mates in Mind
- NICEIC

INITIATIVES

- External and independent benchmarking of ESG key indices and control measures during winter 2021-22
- Implementation of 'The Way We Work' which sets out M Group Services' minimum operating standards.



AWARDS

Our recent awards and accolades include:

- Armed Forces Covenant Gold Award
- 2018 Street Works – Future Award
- Brake Fleet Safety Awards – Safe Vehicles Award
- British Safety Council International Safety Award
- CECA South West – Industrial Placement Student of the Year
- CECA Southern – Safety Initiative & Innovation Individual Award
- Gatwick Safe – Excellence in Environment
- Heathrow Skills Academy – Employer of the Year
- National Skills Academy People in Power Awards – Safety Person of the Year
- Network Rail STAR Award x 3
- Network Rail STAR Lite award
- National Skills Academy People & Power Awards Outstanding Contribution to Health, Safety & Environment Award
- Regional (Yorkshire & Humber) Royal Institute of Chartered Surveyors (RICS) Awards – Infrastructure Award (Highly Commended)
- RoSPA Occupational Health & Safety Sector Award (Commercial Construction) – 8th RoSPA Sector Award in 12 years
- RoSPA President's Award (13 consecutive Golds) for Occupational Health & Safety
- RoSPA Silver, British Safety Council
- Street Works UK Awards – Best Street Works Innovation
- The Sunday Times HSBC Top Track 100
- Totnes AFA Project, maintaining a safe environment around the operational railway
- Utility Week Awards – Staff Development Award
- Utility Week Awards (Highly Commended) – Supply Chain Excellence Award
- Utility Week Awards – Health, Safety & Wellbeing
- WOW! Awards – Best Customer Feedback Strategy
- WOW! Awards – Quality Service Provider of the Year (Large Business)



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