

you.
us.
we.



Our 2025

Environmental, Social
& Governance Report

Contents

Foreword 3

Foreword: Reflections from James Bradley, CEO	3
Our commitment to ESG	4
Our ESG strategy	5
Who we are and what we do	6
Awards, achievements and accreditations	7
Management System Certifications	7
Sustainable Facilities Management Index	7
EcoVadis	8
Carbon Disclosure Project (CDP)	8
RoSPA Gold Medal	9
National Sustainability Awards	9
Inspiring Workplaces	9
White Ribbon accreditation	9
UN Sustainable Development Goals	10

Environment 11

Our environmental strategy	11
Carbon reduction	12
Science-based targets	13
Decarbonisation of fleet	15
Case Study: EVs - client partnership	16
Supply chain decarbonisation	17
Supply chain and sustainable procurement	18
Case Study: TOTM	20
Natural resource use	21
Case Study: Digital waste platforms for smart recycling	22
Case Study: Closing the loop	24
Case Study: Supporting biodiversity at Meadowhall	26
Our 2026 focuses	27

Social 28

Our social value framework	28
Employment & skills	28
Case study: Pathways to Potential	29
Case study: Working in partnership with West Lea	31
Social value in the community	32
Case study: Community first responders	33
Our commitments and memberships	34
Our WellMe programme	37
Developing a truly inclusive culture	38
Mental health	39
Case study: WellMe walk	40
Case study: WellMe cards	41
Case study: Financial Wellbeing Month	42
Domestic abuse	43
Menopause	44
Developing our talent	45
Own your Future	45
excelMe	47
Apprenticeship programme	48
Employee Engagement	49
engageMe survey	49
Shining Star Awards	50
Case study: colleague impact in action	51
Health & Safety	52
Management system	52
Vision zero	53
Focus points	54
Our people	54
Supplier relationships	54
Supply chain	55
Ethical supply chain practices	55
A diverse and inclusive supply chain	55
Case study: Amplify goods	56
Case study: Grace & Green	57

Our progress	58
Social value	58
Domestic abuse	59
Mental health	60
Menopause	60
Our 2026 focuses	61
Social value	61
Mental health	61
Domestic abuse	61
Menopause	61
Developing a truly inclusive culture	61
Mosaic	62
Talent	62

Governance 63

Churchill Group governance	63
Our commitments	63
Supply chain stakeholder engagement	63
Spotlight: Building a stronger risk culture	64
Leadership and strategy	66
ESG Committee	67
ESG Working Group	68
Gender Pay Gap	69
Ethical Procurement	69
Culture at Churchill Group	70
IT governance	71
EOT Trustee governance	72
Social value governance	72

Data appendix 73

Table 1: ESG KPIs	73
Table 2: Group GHG Emissions Statement	75
Table 3: GHG Emission statement – Intensity metrics	76
Table 4: Environmental reporting metrics	76
Table 5: GRI Content Index	77

Foreword

Reflections from James Bradley, CEO

At Churchill Group, our strength has always been our people. Across every role and every site, our colleagues bring care, pride and expertise to the work they do each day. They are the reason our clients trust us and why our culture matters. As one of the UK's largest employee-owned businesses, this is fundamental to who we are. Our future belongs to all of us, and we are building it together.

Over the past year, we have continued to strengthen how we operate as a responsible business. This report brings together the progress we have made across environmental sustainability, social impact and governance, alongside the areas where we know there is more to do. We have focused on being clearer about our actions, measuring our impact more consistently and being open about the challenges we face as our business continues to grow.

Developing and supporting our people remains a central priority. Our Own Your Future programme continues to help frontline managers build confidence and capability, while the introduction of Own Your Future: Leader of Leaders

reflects our commitment to supporting those with responsibility for guiding teams and shaping the direction of the Group. These programmes are not about training for its own sake; they are about helping equip people to lead well and make a positive difference.

Being employee-owned shapes how we approach sustainability and long-term decision-making. It encourages us to listen even more deeply, to involve more voices and to think carefully about the impact of our choices. When people feel ownership and pride in what they do, it strengthens our business and the communities we serve.

We are proud of the progress set out in this report, while recognising that sustainability is not a destination. It requires ongoing effort, learning and accountability. We remain committed to improving how we operate and to doing the right thing for our people, our clients and the wider environment.

Thank you to everyone across Churchill Group who contributes every day. Your dedication and care define our culture and our future. Together, we are building a business we are proud to own.



We are proud of the progress set out in this report, while recognising that **SUSTAINABILITY IS NOT A DESTINATION.**

James Bradley,
CEO, Churchill Group

Our commitment to ESG

We are dedicated to embedding environmental, social, and governance (ESG) principles into every aspect of our operations. As a responsible and forward-thinking facilities management business, we recognise the importance of creating a positive impact on the environment, society, and the wellbeing of our people.

Our ESG approach is guided by our core values: Always do right, Always seek better, and Always put people first. These values underpin our decisions, drive continual improvement, and ensure our commitment evolves alongside global priorities. Since launching our Sustainability Charter in 2019, we have strengthened our ESG strategy, embedding sustainability into decision-making processes and delivering measurable change across the business.

Environmental responsibility is central to our operations. Across the business, we promote the efficient and responsible use of natural resources and strive to create a positive impact on nature and the environments in which we operate. We are committed to reducing our carbon footprint and progressing toward net-zero operations, while working closely with our supply chain to prioritise sustainable and ethical procurement. A key milestone this year was the launch of our together for tomorrow decarbonisation Resource Hub, which underscores our commitment to investing in a more sustainable future and fostering partnerships with suppliers who share our focus on climate action and responsible business practices.

Our people are integral to who we are. We actively invest in our colleagues and local communities through volunteering initiatives, partnerships, and inclusive employment opportunities. Our Social Value framework enables teams to create tangible benefits for society while fostering a culture of inclusion and empowerment. We focus on belonging, purpose and wellbeing to support every colleague to be their best. By investing in skills, leadership, inclusion and wellbeing, we enable our people to grow with confidence and contribute meaningfully to our shared success, so we can go further together.

Governance and ethical leadership underpin everything we do. We hold ourselves to the highest standards of professionalism, integrity, and transparency, ensuring that our operations, decision-making, and supply chain align with our ESG commitments.

Innovation, accountability, and collaboration remain at the heart of our ESG approach. Together with our colleagues, clients, and partners, we are committed to building a more sustainable and responsible future. This report reflects our ESG journey, showcasing progress, celebrating milestones, and reaffirming our dedication to continual improvement.



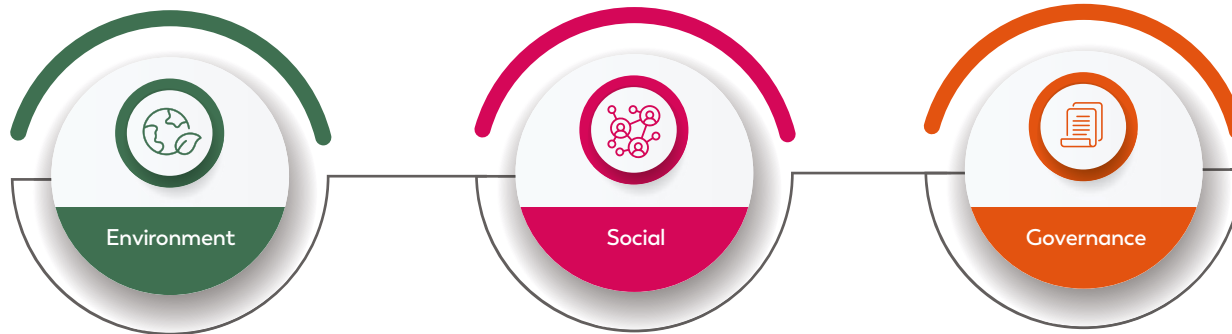
Our people are
INTEGRAL to
who we are.

Hannah Dales,
Head of Environment, Churchill Group

Our ESG strategy

At Churchill Group, we see ESG not as a checklist, but as a responsibility to our people, our partners, our communities, and our planet. Our strategy is about making a lasting impact, built on our values of integrity, responsibility, and progress. It runs through every part of our business, shaping how we work, who we partner with, and the decisions we make every day.

Our approach is anchored in three pillars, each underpinned by clear commitments:



We're determined to reduce our impact on the planet and play our part in tackling climate change. From cutting our carbon footprint to building ethical supply chains and protecting natural resources, we are working towards a net-zero future where sustainability is second nature.

We believe business should be a force for good, using our Social Value framework to uplift people and communities and create meaningful change through every contract.

As one of the UK's largest employee-owned businesses, we put our people at the heart of what we do, fostering a culture of wellbeing, inclusion, and opportunity where everyone can thrive.

Strong governance is the backbone of a responsible business. We hold ourselves to the highest standards of transparency, professionalism, and ethical leadership. That means embedding sustainability into our planning, working with our clients to address industry challenges, and continually improving through robust ISO-certified systems.

Our ESG strategy is about action as much as ambition. We will keep evolving, innovating, and holding ourselves accountable, ensuring we not only deliver great services but also help build a sustainable, fairer future for everyone we work with.



Who we are and what we do

At Churchill Group, we believe that facilities management is about people as much as places. We don't just look after buildings, we help create environments where communities, colleagues, and clients can thrive.

We're a UK-based, employee-owned business specialising in soft services, from cleaning and security to guest services, water hygiene, compliance, and grounds maintenance. Every day, our teams bring energy and expertise to schools, stations, workplaces, shopping centres, social housing, and public spaces across the country.

What makes us different is how we do it. As one of the UK's largest employee-owned businesses, every colleague has a real stake in our success. That shared ownership fuels pride, accountability, and collaboration, giving us a culture where doing the right thing isn't just a slogan, it's how we work.

We're also driven by a commitment to social value. From supporting local employment and volunteering to partnering with social enterprises and charities, we see every contract as an opportunity to create lasting, positive impact.



Our family of trusted brands reflects the breadth of what we do:



Together, we are united by one ethos: always do the right thing. It's this belief that guides our decisions, strengthens our partnerships, and ensures we deliver not only great services but also a better future for the people and places we serve.

Awards, achievements and accreditations

Management system certifications

Churchill Group maintains a range of ISO certifications that support the quality, safety and sustainability of our operations.

Our Integrated Management System (IMS) is certified to the following standards:

- ISO 9001 (Quality Management)
- ISO 14001 (Environmental Management)
- ISO 45001 (Occupational Health and Safety)

In addition, we continue to hold certifications for ISO 50001 (energy management) and ISO 27001 (information security).

These certifications help ensure that our systems are well governed, consistent and focused on continual improvement. They provide a structured framework for managing risk, monitoring performance and embedding good practice across the business.

In 2025, our management system was subject to 26 external audit days. These audits form an important part of our assurance process and help us maintain robust, credible and effective management frameworks.



Sustainable Facilities Management Index

Churchill Group has continued to strengthen its ESG performance, reflected in our achievement of the Platinum Award in the 2025 Sustainable Facilities Management Index (SFMI) – the highest level of recognition available.

This follows our Gold Award and Rising Star Award in 2024 and demonstrates our sustained progress across all 23 ESG criteria assessed by SFMI. Our scores increased across all three categories of environmental, social and governance (ESG) practices, with our overall score increased from 83% in 2024 to 86%.

A key achievement that was highlighted by SFMI was the development of our bespoke decarbonisation resource hub for our vendors. Designed to support supply chain engagement and emissions reductions, the hub provides free access to a Greenhouse Gas inventory calculator, a science-aligned target-setting tool, step-by-step guides and background materials.

We were also commended for our above industry-average scores in ecology and biodiversity, management systems, energy and water. Our strength in our biodiversity risk assessment and strategy was noted, as it was identified as a main point of focus for improvement in our 2024 report.

Looking ahead, we remain committed to further enhancing our ESG impact. As Hannah Dales, Head of Environment, noted: “Receiving a Platinum Award is an incredible achievement. Our organisation greatly values the SFMI audit and its outcomes, and we’re proud to play a role in advancing sustainability across the sector. Its broad and insightful guidance has been essential in driving our continued progress. In 2026, we plan to further strengthen our ESG impact data sets and improve our supply chain feedback loops to drive continuous improvement.”

This recognition reinforces our commitment to responsible business practices and our ambition to lead the FM sector in transparent, high-quality ESG delivery. We will continue building on this progress through collaboration, innovation and a long-term approach that further embeds sustainability across the business.



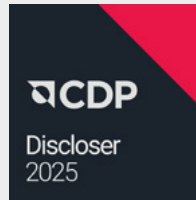


EcoVadis

Churchill Group is proud to share its ongoing transparency through EcoVadis, a globally recognised sustainability platform.

EcoVadis assesses organisations against a comprehensive set of criteria covering environmental, social, ethical, and supply chain practices. We are pleased to share that we have been awarded the EcoVadis Bronze Medal for 2025!

We are proud to have achieved a B score, reflecting our **STRONG COMMITMENT** to responsible environmental management



Carbon Disclosure Project (CDP)

As part of our annual disclosures, we report on our climate change performance through the Carbon Disclosure Project (CDP). The CDP is a global platform where companies disclose their environmental impacts, with a focus on climate change, water security, and deforestation.

Our annual CDP submissions reflect our dedication to transparency in environmental performance and drive our ongoing climate initiatives. In 2025 we are proud to have achieved a B score, reflecting our strong commitment to responsible environmental management and meaningful climate action. This rating places us within CDP's Management band and demonstrates the progress we have made in strengthening our governance structures, understanding our emissions, and actively addressing climate-related risks and opportunities. We recognise this as an important milestone on our sustainability journey and remain committed to building on this momentum as we work toward achieving CDP's Leadership level.



RoSPA Gold Medal

Churchill Group was awarded the prestigious RoSPA (Royal Society for the Prevention of Accidents) Gold Medal in 2025.

This award is given to organisations that demonstrate exceptional commitment to health and safety. Churchill has now received the RoSPA Gold Award for nine consecutive years, marking a significant achievement in our ongoing efforts to foster a culture of safety.

The award recognises:

- Our comprehensive health and safety systems and policies
- Senior leadership's active involvement in safety initiatives
- Employee engagement and consultation
- Our thorough accident investigation and remediation practices
- Adherence to enforcement records

This recognition highlights our unwavering commitment to maintaining high health and safety standards across various sectors.

National Sustainability Awards

Churchill Group was proudly shortlisted alongside 6 other companies in the 2025 National Sustainability Awards in the Provider of the Year category, recognising our strong environmental, social and governance (ESG) performance and commitment to sustainable operations.

This nomination reflects the significant progress we have made in embedding sustainability across our business, including ambitious carbon reduction targets and collaborative initiatives that deliver positive impact for clients, communities and the environment. Being named alongside other leading organisations in this prestigious national programme underlines Churchill Group's dedication to responsible business practices and sector-wide leadership in sustainability.

Inspiring Workplaces

In 2025, Churchill Group was proud to be ranked in the top 10 of the UK & Ireland Top 50 by Inspiring Workplaces, a recognition that reflects the strength of our culture, the commitment of our people and our approach to employee ownership.

In addition, we were also named on the 2025 Global Top 100 Inspiring Workplaces list, coming in at 56th globally. This global recognition underlines that our People-First culture has resonance well beyond our own organisation, as part of a wider group of world-leading employers committed to purpose, inclusion and wellbeing.

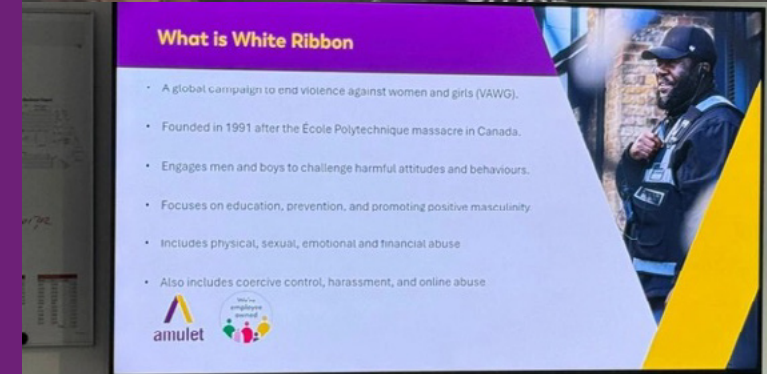
These honours celebrate the progress we've made in areas such as employee voice, inclusion, wellbeing and leadership, confirming that our values, culture and people practices are delivering results.

White Ribbon accreditation

In 2025, Amulet achieved White Ribbon accreditation, a significant recognition of its commitment to helping end violence against women and girls. The accreditation reflects how our teams show up every day across transport networks, challenging harmful behaviour, supporting vulnerable passengers and creating safer environments for colleagues and the public.

Throughout the year, our people took part in awareness events with our partners using these moments to engage communities, raise awareness and recognise colleagues who have stepped in to protect others.

This milestone reinforces our pledge to never commit, excuse or stay silent about violence against women and girls, and highlights the role our frontline teams play in creating safer journeys, workplaces and communities.



UN Sustainable Development Goals

We align our business and ESG strategy with the United Nations Sustainable Development Goals (SDGs). These globally recognised goals provide a framework to guide our efforts in creating positive social, environmental, and economic impact.

Throughout this report, we highlight how our objectives and initiatives contribute to the SDGs, demonstrating our commitment to sustainable development across our operations. From reducing carbon emissions and promoting wellbeing, to fostering inclusion, supporting communities, and investing in our colleagues, each section connects our actions to specific SDGs.

By embedding the SDGs into our sustainability approach, we ensure that our strategies are aligned with global priorities, measurable, and accountable. This alignment reinforces our commitment to responsible growth and positions Churchill Group as a business that delivers impact for our people, our clients, and the communities we serve.

UN Sustainable Development Goals (SDGs)	1 NO POVERTY 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 
Section reference	<ul style="list-style-type: none"> Social value 	<ul style="list-style-type: none"> ESG accreditations and awards Employee wellbeing 	<ul style="list-style-type: none"> Social value 	<ul style="list-style-type: none"> Employee wellbeing
UN Sustainable Development Goals (SDGs)	6 CLEAN WATER AND SANITATION 	7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 
Section reference	<ul style="list-style-type: none"> Safeguarding our environment 	<ul style="list-style-type: none"> Safeguarding our environment 	<ul style="list-style-type: none"> Social value 	<ul style="list-style-type: none"> ESG accreditations and awards Safeguarding our environment
UN Sustainable Development Goals (SDGs)	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION 
Section reference	<ul style="list-style-type: none"> Employee wellbeing Social value 	<ul style="list-style-type: none"> ESG accreditations and awards Social value 	<ul style="list-style-type: none"> Safeguarding our environment 	<ul style="list-style-type: none"> Safeguarding our environment

Environment

Our environmental strategy

At Churchill we are an impact focussed organisation that embeds environmental considerations within the heart of our operations. We commit to being a transparent, credible, sustainably managed business, that safeguards our environment for future generations.

Our commitments

Our Environmental Framework is underpinned by the following commitments:

- Reduce our carbon footprint and move towards net zero carbon operations
- Work with our supply chain to prioritise sustainable and ethical procurement
- Promote the efficient and responsible use of natural resources
- Create a positive impact on nature and our working environments

Our progress

Churchill Group remains strongly committed to reducing its environmental impact and embedding climate responsibility across its operations and value chain. This year's progress reflects that commitment, with meaningful progress across all key focus areas.

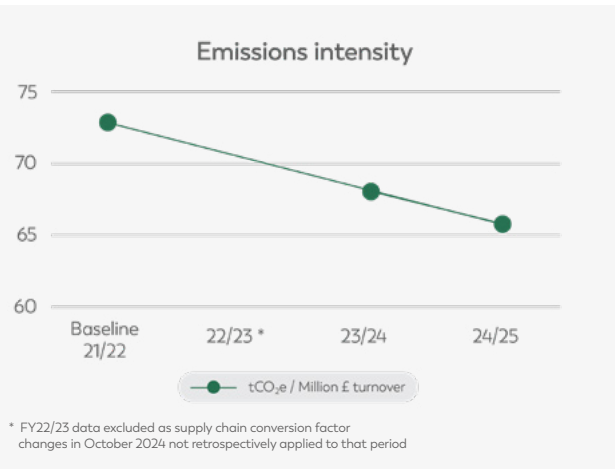


This year's progress reflects that commitment, with **MEANINGFUL PROGRESS** across all key focus areas

Carbon reduction

Each year Churchill Group conducts a complete GHG inventory across all business units and emission scopes, aligning with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Standard. The findings from our FY2425 assessment are detailed in Table 2. Group GHG Emissions Statement, in the Data Appendix.

In terms of emissions performance, whilst total emissions increased only slightly this year, the data shows a continued divergence in emissions from business growth with emissions intensity represented as tCO₂e per Million £ turnover reducing from 72.8 t/£M in FY21/22, our baseline



year, to 65.3 t/£M in this period. Considering such strong overall business growth, the acquisition of a new business, multiple additional depots, and almost 2 million more Scope 1 miles travelled than in the previous year, the overall emissions footprint increased by only 2.8%.

Of particular note this year, our Scope 3 emissions, which represents by far the greatest share of our Group emissions, were observed to steady and even reduced by 2% versus the previous year. Scope 3 emissions are widely recognised to be the most challenging to effectively reduce, as each individual entity at any point in the chain rarely has sufficient control to effect change across the entire chain. This is the first year in which Scope 3 emissions have been seen to stabilise to this extent, thus demonstrating the immense effort applied in collaborating with our supply partners in addressing emissions across our wider value chain. Please see Supply chain decarbonisation for more information on this.

The greatest reduction under Scope 3 was seen in our Purchased Goods and Services (PG&S) sub-category, typically the largest emissions source for most businesses.

Even with increased spend on PG&S in this FY2425 versus the previous period, the sub-category’s emissions reduced by 15%. This reduction had a further knock-on reducing effect on the Upstream Transport and Distribution sub-category which saw a 25% reduction versus last year.

The most notable increase observed was in the emissions associated with the Scope 1 Fleet. Due to our continued business growth, and in recognition of the importance

of our operational fleet in our emissions roadmap, in this reporting period we have invested significantly into a growing fleet management team, transport policies, accurate vehicle classifications, and enhanced use of wider business intelligence. These improvements have increased the quality and reliability of our fleet data.

We have continued to increase the share of supplier-specific conversion factors employed in calculating this sub-category, increasing in this year to 52% supplier specific vs 27% in our baseline FY2122.

Emissions from the use of natural gas have reduced by 57% since the baseline, reflecting our transition away from gas-heated offices. This shift resulted in a saving of 6 tCO₂e compared with the baseline, demonstrating progress in decarbonising our estate despite wider operational growth.

Scope 2 emissions across our offices and depots continued to decline. During FY24/25, we procured renewable electricity supplies for 99.8% of electricity consumed across our estate, exceeding our target of 85%. Combined with ongoing energy efficiency improvements, this resulted in a 74% reduction in emissions associated with electricity consumption compared to our baseline year. Also, in this period, we have changed how we report the emissions associated with charging of the Electric Vehicles (EV) in our fleet. Whilst these were historically recorded within main fleet emissions (Scope 1), in line with best practice these emissions are now accounted for within Scope 2.

Science-based targets

The application of the Science Based Target initiative (SBTi) methodology is key to Churchill's approach to decarbonisation. In April 2024, Churchill Group achieved a significant milestone by receiving validation for our near-term science-based emissions reduction targets from the SBTi. This validation cemented our commitment to decarbonisation and ensured that our emissions reduction strategy is aligned with the latest climate science and the 1.5°C global warming pathway.

Our SBTi-approved targets serve as the foundation for our Net Zero roadmap, guiding our efforts across all divisions, regions, and activities. These targets act to integrate decarbonisation and tackling climate risk as a core business priority.

Our science-based targets are as follows:

- Scope 1 & 2 Reduction: We commit to reducing absolute Scope 1 and 2 GHG emissions by 50.4% by FY2032, using FY2022 as the baseline year
- Supplier Engagement: By FY2027, we commit that 95.3% of our suppliers (by emissions) across purchased goods & services, capital goods, and upstream transport & distribution will have science-based targets in place.



Our emissions reduction strategy is aligned with the
LATEST CLIMATE SCIENCE

Progress against the targets

Scope 1 & 2 target

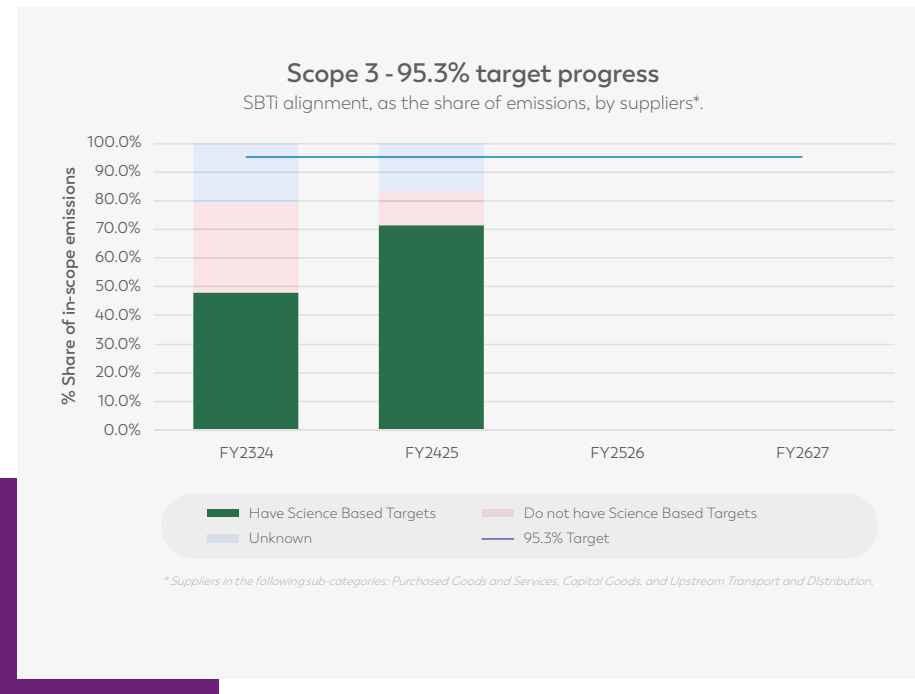
In this period, we have seen our combined Scope 1 and 2 emissions increase by 31% versus the baseline year. Significant improvements during this year in fleet management data coupled with fleet expansion, seeing almost 2 million more miles travelled this year than last, have had a sizeable impact on performance against this target. Whilst we continue to invest in data integrity and fleet efficiency, we can see several positive highlights in performance against this target:

- 24% increase in our EV fleet in the past year.
- 280% increase in No and Low emission miles travelled versus our baseline year.
- 99.8% renewable electricity procured across our locations this period.
- 57% reduction in emissions from natural gas use versus baseline.

Scope 3 target

In this period we made great progress against our supply chain engagement target. The overall share of suppliers (by emissions), across purchased goods & services, capital goods, and upstream transport & distribution, with their own Science Based Targets increased from 48.1% to 71.4%. All of this has been achieved even as our spend with this supplier group increased significantly. Furthermore, the number of suppliers within this group has also increased greatly as we continue on focus on growing partnerships with SMEs and VCSEs, both of which have increased this year.

Aligning with this progress, this year has seen a contraction in our PG&S emissions, the largest contributor to our total carbon footprint, and yet another increase in the use of supplier specific conversion factors in the PG&S sub-category.



With the ongoing together for tomorrow supply chain engagement project we know that there is still great scope for further improvements against this target in coming years.

Decarbonisation of fleet

The electrification of our company fleet is central to our decarbonisation strategy. Electrifying our fleet not only aligns with global efforts to combat climate change but also enhances operational efficiency, reduces fuel dependency, and mitigates the risks associated with fluctuating fossil fuel prices. In 2023, Churchill Group initiated a fleet electrification programme across our company car and van fleet. Between 2024 and 2025, we achieved a 24% increase in our electric vehicle fleet. And in FY25, mileage from electric vehicles (EVs) increased by 34.7% compared with FY24.

This growth is supported by significant investment in our company car policy, prioritising low-emission and electric options for employees. By embedding sustainability into our fleet decisions, we are reducing our carbon footprint year on year and aligning with our broader ESG objectives. Looking ahead, we will continue to monitor performance, explore further electrification opportunities, and share best practices to drive industry-wide sustainability.

“Electrification isn’t just a target, it’s our standard. By prioritising EV procurement and investing in sustainable mobility, we’re proving that operational efficiency and environmental responsibility go hand in hand.”

— Helen Brislane, Fleet Director & Co-owner



We will continue to expand our EV fleet, enhance charging infrastructure, and explore innovative solutions to further reduce emissions. **OUR GOAL IS TO MAKE MEANINGFUL PROGRESS TOWARD ADVANCING SUSTAINABILITY** and lowering the environmental impact of our fleet.

**CASE
STUDY**

EVs - Client partnership

As part of our commitment to reducing carbon emissions and supporting our client's sustainability goals, we transitioned the Docklands Light Railway (DLR) support fleet to fully electric vehicles. This initiative aligns with our ESG strategy to decarbonise operations and promote cleaner transport solutions.

In early July, we delivered three electric vehicles to fulfil the client's logistical requirements across the DLR network. These vehicles are stationed at strategic locations across the DLR line, ensuring accessibility and operational efficiency. They are in use 24 hours a day and shared by multiple drivers, providing a flexible and sustainable solution for the network's needs. By complementing the client's own fleet, which is now nearly fully electric, we have created a seamless zero-emission transport system.

The impact has been significant. This transition will save over 8 tCO₂ per year, reducing emissions compared to traditional fuel vehicles and contributing to cleaner air and a greener future.



Beyond the environmental benefits, this project demonstrates our **LEADERSHIP IN SUSTAINABLE FLEET MANAGEMENT** and our ability to collaborate effectively with partners to accelerate the shift to electric mobility.

Supply chain decarbonisation

A key contributor to supply chain decarbonisation this year has been the launch of our together for tomorrow supplier engagement project. Developed with Acclaro Advisory, the project includes a bespoke, free-to-use Supplier Resource Hub designed to help suppliers understand and reduce their emissions. The hub enables vendors to calculate their carbon footprint, set science-aligned targets and access practical guidance, helping to remove cost and complexity barriers while building capability and accountability across the value chain.

The Resource Hub provides practical tools, including a greenhouse gas inventory calculator and science-aligned target-setting resources. These are supported by webinars and workshops delivered across the UK to help suppliers apply the tools in practice. To date, the project has engaged suppliers responsible for 6% (1,257 tCO₂e) of Churchill Group's supply chain emissions. Over the past year, it has contributed to increased supplier participation in carbon measurement and the adoption of science-aligned targets, supporting our wider ambition to achieve net zero by 2040.

The together for tomorrow project was recognised externally this year, with Churchill Group named a finalist for the Edie Award for Supply Chain Sustainability Project of the Year. This recognition reflects the practical impact of the programme and the progress being made towards more sustainable supply chain practices.

Together for
tomorrow
2025



“We love that Churchill has introduced a specialised tool designed to assist companies in beginning their journey toward understanding and measuring their carbon emissions. This is creating a positive impact and supports driving collaborative partnerships to the next level.”

Representative from 2San

Supply chain and sustainable procurement

At Churchill Group, we are committed to managing a responsible supply chain and building strong, long-lasting relationships with our suppliers. This commitment drives effective, sustainable impact across all areas of our value chain. Strong governance underpins our sustainability strategy. We maintain transparent communication with vendors about expectations and progress, integrating sustainability into procurement governance and decision-making processes. This ensures accountability and consistency across our supply chain.

We have seen a marked increase in vendor participation in carbon measurement and reporting, alongside growing adoption of science-aligned targets. These developments reflect a strengthened culture of collaboration and shared responsibility for climate action.

In 2025, our Procurement team spearheaded a series of Environmental, Social, and Governance initiatives designed to embed sustainability throughout our supply chain. By fostering strong partnerships with vendors and service providers, we have created a collaborative ecosystem that drives measurable environmental impact and supports our long-term ESG objectives.

Our focus in this period has been on the following initiatives:

Strengthened partnership with Bunzl Cleaning & Hygiene Supplies

Optimised logistics

With a growing client base, our environmental strategy in FY2425 centred on reducing carbon emissions through smarter logistics. By consolidating order

requirements and reducing the volume of Bunzl deliveries combined with the ongoing transition of Bunzl’s delivery fleet to biofuel, we recorded a 7% decrease in the carbon intensity of Bunzl’s distribution across our value chain. This reduction equates to CO₂e emissions avoided, comparable to 121 acres of forest absorbing carbon in one year, 31 million smartphone charges, or 301,396 miles driven by a car.

Sustainable procurement as a core differentiator

Churchill continues to make significant progress in reducing the environmental impact of its cleaning supply chain. In 2025, an impressive 99% of cleaning and client consumable products purchased from our distributor partner Bunzl, carried an accredited sustainability award, demonstrating our commitment to responsible sourcing. Of these, 79% achieved Gold or Silver accreditation, reflecting our focus to only work with products of the highest sustainability standards. This achievement was driven by enhanced awareness of product specifications, robust reporting and promotion of key sustainable products and a strategic emphasis on sustainable procurement within our supply chain as a fundamental differentiator of our wider client service provision.

Churchill and Bunzl, a partnership with impact

This year:

104.8 tonnes CO₂e emissions avoided

28.2 tonnes single-use plastics reduced

3.7 million litres of water savings

11.1 tonnes virgin plastic avoided

7% carbon intensity reduction

Some of this year's sustainable procurement highlights:

- **Washroom services:** Partnering with phs Group to implement sustainable washroom solutions that reduced waste and improved hygiene standards
- **Water conservation:** Introduced water-saving products in collaboration with Severn Trent, significantly reducing water consumption across facilities
- **Air quality and energy efficiency:** Deployed Airscent Eco products with Deutsche Bank to enhance indoor air quality while minimizing energy use
- **Low-energy technologies:** Installation of energy-efficient hand dryers at the Port of Dover, cutting electricity usage and carbon emissions
- **Sustainable materials:** Utilising eco-friendly floor matting in partnership with Red Bull, reducing reliance on virgin materials
- **Chemical-free cleaning:** Working with Tennant UK to introduce advanced cleaning equipment, including chemical-free solutions at The Glades Shopping Centre
- **Circular economy practices:** Collaborating with Bywaters and the National Physical Laboratory to implement closed-loop recycling and circular collection of hand towels ensuring materials are reused rather than discarded

These initiatives reflect our commitment to reducing environmental impact while maintaining operational excellence. By leveraging multi-partner collaboration, we are not only meeting regulatory and stakeholder expectations but also setting new benchmarks for sustainable procurement practices.



These initiatives reflect our **COMMITMENT TO REDUCING ENVIRONMENTAL IMPACT** while maintaining operational excellence.

CASE STUDY

TOTM

TOTM sustainable period care products provide a more environmentally responsible alternative to conventional period products, which often contain plastic-based components and synthetic materials. Made with 100% organic cotton, TOTM products are designed to support period dignity in the workplace while reducing environmental impact. They are free from fragrance, dyes, artificial absorbents, and chlorine bleach, using natural and biodegradable materials to minimise waste.

Deutsche Bank has more than doubled their adoption of TOTM products across washrooms over the past year, reflecting a strong commitment to improving access to sustainable period care. Through increased TOTM tampon purchases, Deutsche Bank has avoided 55 kg of single-use plastics this year and delivering a CO₂e avoidance of 180kg.

Overall, Churchill Group has purchased over 300,000 plastic free period products in the last 12 months, eliminating 380 kg of plastic. This progress demonstrates a meaningful step toward reducing single-use plastics while supporting inclusive, responsible workplace wellbeing initiatives.

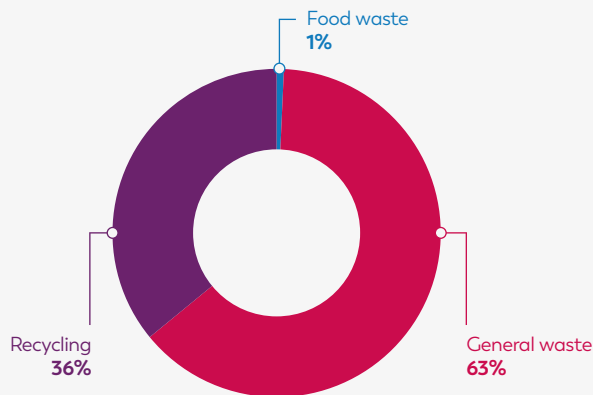


Overall, Churchill Group has purchased over 300,000 plastic free period products in the last 12 months, **ELIMINATING 380 KG OF PLASTIC.**

Natural resource use

Waste

In the 2024/25 financial year, we continued to strengthen our approach to waste management across our estate. This year, we generated 30,946 kg of general waste, 17,555 kg of recycling, and 349 kg of segregated food waste resulting in a total of 48,850 kg of waste. This represents a 20% increase compared with the previous year.



In FY24/25, 30,946 kg of waste was treated through energy recovery in partnership with our waste contractors, ensuring that residual waste was converted into energy rather than sent to landfill. As a result, we achieved a 100% landfill diversion rate, representing a 2% improvement compared with the previous year. During the year, waste intensity increased, with waste generated per employee rising by 12% compared with FY23/24.

Across our client sites, our sanitary waste, collected and managed by our waste partner PHS, is processed in specialist energy-from-waste facilities. Through this treatment route, 178 MWh of energy was recovered in FY24/25, enough to power approximately 45 UK homes for a full year.

To support transparency and client engagement, we provide regular reports that highlight these outcomes.

Simpler recycling

In FY 24/25 we strengthened our waste management performance by implementing Simpler Recycling, the new national framework designed to standardise recycling systems across the UK.

This transition supported our achievement of 100% landfill diversion, surpassing our 95% target.

Key actions:

- Mandatory segregation and food waste separation**
 From April 2025, all sites adopted the new segregation requirements, including dedicated food waste streams. This has improved our recycling rate and reduced contamination
- Employee engagement and training**
 We delivered focused training and clear visual guidance to ensure colleagues understood the new system and adopted it consistently across our offices

This transition supported our achievement of 100% landfill diversion, **SURPASSING OUR 95% TARGET.**

**CASE
STUDY**

Digital waste platforms for smart recycling

In collaboration with West One, Weightron, and the waste management platform Carrot, we implemented measures to improve recycling practices at the shopping centre and to comply with Simpler Recycling. Managing waste and recycling in large retail environments can be challenging, and Carrot's platform enabled transparent tracking of waste data, helping retailers monitor performance and identify opportunities for improvement.

Following implementation, measurable improvements were observed:

- Recycling increased by 47%
- General waste volumes decreased by 40%
- Coffee cup recycling increased by more than 1,000%
- Food waste segregation rose by 20%

These changes also resulted in an estimated £1,500 in monthly savings on waste management costs. Retailers use a scale and integrated touchscreen to record waste, with data available on the Carrot dashboard in real time. Each tenant can access their own results, supporting accountability, providing actionable insights, and encouraging performance improvement across the centre.

Cyrus Annan, centre manager at West One, said, "We're very impressed with what Carrot has achieved in other retail sites. Combined with Churchill's track record of innovation and sustainability, we're confident that this platform will have a very positive impact at West One. We have a lot of food outlets so we're particularly hopeful of greatly reducing the amount of contaminated waste and aligning with the new Simpler Recycling mandates."



These changes also resulted in an estimated **£1,500**
IN MONTHLY SAVINGS on waste management costs.

Water

In FY24/25 we maintained a stable water consumption across our office estate, using 2,343 m³ of water compared with 2,351 m³ in the previous year. While this represents only a 0.3% reduction, it is notable in the context of continued business growth and increased operational activity. Furthermore, water intensity declined year on year, with consumption per million pounds of revenue reducing by 6% and water use per employee decreasing by 7% compared with FY23/24.

Although water consumption represents a relatively small proportion of our overall environmental footprint, it remains an important part of our natural resource management strategy.

To strengthen resilience and align with global best practice, we conducted a Water Risk Assessment using the World Resources Institute's Water Risk Framework (WRF). This assessment enabled us to identify potential stress areas across our office state. The analysis considered two climate scenarios (2°C and 3.5°C) and identified a range of recommendations and opportunities, including nature-based solutions, water recycling, and enhanced stakeholder engagement. These actions will support Churchill in strengthening its long-term relationship with water and improving water stewardship across the business.

Circularity

Circularity is an important focus within Churchill's sustainability strategy, guiding how we use materials, manage waste, and work with suppliers. Our approach centres on practical actions to improve resource efficiency, extend product lifecycles where possible, and reduce reliance on single-use materials across our operations and supply chain.

During 2025, several targeted initiatives contributed to measurable outcomes. By supporting clients in transitioning to foam handwash systems, we delivered an estimated 3.7 million litres of water savings. We also reduced single-use plastic consumption by 28.2 tonnes through the selection of alternative consumable products, including hygiene paper, hand soaps, body care products, and laundry sachets designed to reduce or eliminate plastic packaging.

Supplier collaboration remains central to our circularity efforts. We continued to work with Bunzl's cleaning chemical manufacturing partners, including PVA Hygiene on the introduction of zero-plastic packaging formats and 2Pure on the Odorbac closed-loop recycling system, which enables the recovery and reuse of containers at end of life.

Product transitions during the year contributed to an estimated 11.1 tonnes of virgin plastic avoidance. These included the full transition to floor maintenance pads manufactured from recycled plastic bottles, the adoption of compostable cloths for daily cleaning tasks, and partnerships with manufacturers focused on reducing virgin plastic content in hygiene paper products and soap dispenser ranges.

In addition, during 2025 our water hygiene division, Churchill Environmental Services, began transitioning microbiological water sampling from rigid plastic bottles to lower-impact Whirl-Pak bags. With approximately 22,000 samples taken annually, increasing adoption of this alternative reduces material intensity, plastic use, and lifecycle emissions while improving operational efficiency through reduced storage and transport requirements.

Our partnership with Bunzl continues to generate meaningful resource savings across client sites. In FY24/25, the use of foaming hand wash products, which require significantly less water due to their concentrated formulation, helped save an estimated 3,949.9 m³ of water.



CASE STUDY

Closing the loop

with on-site composting at St Marks Shopping Centre

We partnered with St Marks Shopping Centre to implement a sustainable, closed-loop solution for managing green waste. This initiative reduces the environmental impact of transporting and externally processing garden waste, cuts disposal costs, and supports biodiversity and landscape by turning seasonal leaf and plant waste into nutrient-rich compost.

During leaf season (September to January) our team collects around 300 bags of leaves, totalling between 3 and 3.5 tonnes, turning 1 to 1.5 tonnes of compost to be reused on site. Other times of year, grass cuttings other green waste is also composted. This has saved the client approximately £1,520 over years on disposal costs.

This initiative demonstrates how practical, low-cost solutions can deliver significant environmental and financial benefits in a commercial setting. By closing the loop on green waste, St Marks Shopping Centre is operating more sustainably, reducing its environmental footprint, and creating greener spaces for visitors, retailers, and the local community.



During leaf season (September to January) our team collects around 300 bags of leaves, turning it into **1 TO 1.5 TONNES OF COMPOST**

Nature

Understanding and managing our impact on nature is essential to protecting biodiversity and maintaining the ecosystems that support our operations and the communities we work in. In 2025, Churchill Group developed its first Biodiversity and Nature Strategy, focused on restoring and protecting the natural environment and supporting our wider net zero ambitions.

We believe that small, everyday actions can make a meaningful difference. By caring for our landscapes, we can support wildlife, promote wellbeing and create healthier places to work and live.

In 2025, colleagues across Churchill Group contributed 611 hours of volunteering to environmental initiatives, including practical activities such as beach cleans, litter-picking events, conservation work and the creation and improvement of green spaces, including vegetable-growing areas and wildlife habitats.

Through our specialist grounds maintenance division, Chequers, we have delivered a range of biodiversity improvements across customer sites. This has included installing insect hotels and bird boxes and creating habitats such as wildflower meadows and pollinator-friendly planting areas. In response to requests from residents to protect bats, we also supported the installation of bat boxes at Southern Housing. These actions help improve local biodiversity, support ecosystems and contribute to nature recovery.

We also work with our supply chain to share good practice on biodiversity net gain. By strengthening these partnerships, we aim to deliver more consistent biodiversity benefits and promote greener, more resilient sites for our clients.

In 2025, we carried out a biodiversity risk and opportunities Assessment using the WWF Biodiversity Risk Filter methodology. This assessment helped us identify areas of potential nature-related risk and opportunity across our estate, and review how existing initiatives contribute to positive environmental outcomes. Key recommendations included creating more nature-positive spaces, improving ecosystem resilience, strengthening connections between employees, communities and the natural environment, and enhancing data management and reporting.



These actions will support Churchill Group in strengthening its long-term impact on biodiversity and embedding nature considerations more fully across the business.



**CASE
STUDY**

Supporting biodiversity at Meadowhall

An example of how we support local biodiversity and protect natural habitats is through our long-standing partnership with Meadowhall. With the River Don running along the northern edge of the site, we play an active role in helping to restore and maintain this important waterway, ensuring it continues to thrive as a valuable ecological corridor for wildlife and a safe, welcoming space for the community.

The River Don borders the Meadowhall site, and our specialist trained team plays an active role in protecting and enhancing this important natural habitat. Twice a year, our trained operatives carry out river clean-ups, removing rubbish, plastic waste, fallen branches and other debris to keep the waterway clear, wildlife-friendly and prevent flooding. We also manage invasive species along the banks, treating them twice annually to prevent overgrowth, and undertake annual weir assessments, completing repairs where required. This year, we also carried out a full tree survey and completed essential tree works to prevent unsafe branches entering the river and creating natural blockages

during periods of heavy rain. Our team remains on standby during adverse weather to clear debris and maintain safe access along the riverside paths.

Alongside this essential maintenance, we support the continued restoration of the river ecosystem. The riverside nature walk has become a valued community space, enhanced with bug hotels, bat boxes, bird boxes and wildflower planting to encourage biodiversity. These continued efforts have contributed to a healthier waterway leading to the return of salmon, otters, swans, kingfishers and herons, and a reduction of invasive weed species.

Our work at Meadowhall demonstrates how targeted local interventions can contribute to wider environmental goals. By combining routine maintenance, habitat enhancement and collaborative stewardship, we help strengthen local ecosystems and ensure natural spaces continue to flourish for years to come.



We help strengthen
LOCAL ECOSYSTEMS

Our 2026 focuses

In 2026, we will continue to strengthen our environmental performance by embedding data-driven decision-making, advancing low-carbon operations, and deepening engagement across our value chain. Our key focus areas are outlined below.

Strengthening Greenhouse Gas (GHG) data

We will continue to prioritise improvements to the data underpinning our GHG inventory, enhancing accuracy, consistency, and auditability. By further embedding robust data governance processes across the business, we aim to improve the quality and reliability of emissions data, supporting transparent reporting and informed decision-making, and building on the progress achieved to date.

Decoupling business growth from emissions

We remain committed to decoupling business growth from emissions. In 2026, we will continue to monitor progress against our FY2027 and FY2032 emissions reduction targets, ensuring that growth is supported by operational efficiencies and the adoption of lower-carbon solutions.

Fleet optimisation

In 2026, we will invest in an enhanced telematics system across our fleet to improve visibility into vehicle performance, driver behaviour, and fuel efficiency. These insights will support route optimisation, targeted driver coaching, and improved fuel economy, contributing to emissions reductions and lower operating costs. Continued progress toward fleet electrification will further support our transition to lower-emission transport solutions.

Supplier engagement and collaboration

We will expand supplier engagement through our together for tomorrow campaign, delivering additional vendor workshops in 2026 focused on decarbonisation across our value chain. Vendor collaboration will remain a core priority, supporting shared progress toward our environmental goals.

Biodiversity and community engagement

Following the development of our first biodiversity strategy in 2025, we will focus on implementation in 2026. This will include increasing employee volunteering activities that support local ecosystems and deliver nature-positive outcomes and focusing on embedding nature-positivity across our operations.

Advancing circularity

We will continue to embed circular economy principles across our operations, seeking solutions that reduce waste, promote reuse and recycling, and extend product lifecycles. A continued focus will remain on collaboration and innovations.

Disclosures and risk management

In 2026, we will undertake a double materiality assessment and further strengthen our climate risk analysis, enhancing the robustness and transparency of our sustainability disclosures.

Social

At Churchill Group, our people are central to everything we do. Our social and people strategy reflects a clear commitment to creating an inclusive, supportive and high-performing environment where individuals and teams can thrive.

Guided by our values and our Set for Success strategy, we focus on belonging, purpose and wellbeing to support every colleague to be their best. By investing in skills, leadership, inclusion and wellbeing, we enable our people to grow with confidence and contribute meaningfully to our shared success, so we can go further together.

Our aim is simple: to create a workplace where people feel they matter, where support is genuine and accessible, and where everyone can grow in their own way. We are building an environment where wellbeing is taken seriously, individuality is welcomed and inclusion is lived every day, shaping a culture that benefits our people, our clients and the communities we serve.

Our social value framework

At Churchill Group, our vision is to create sustainable opportunities for everyone to thrive and help people in our local communities through the support of our colleagues, collaboration with our clients, and the partnerships we create.

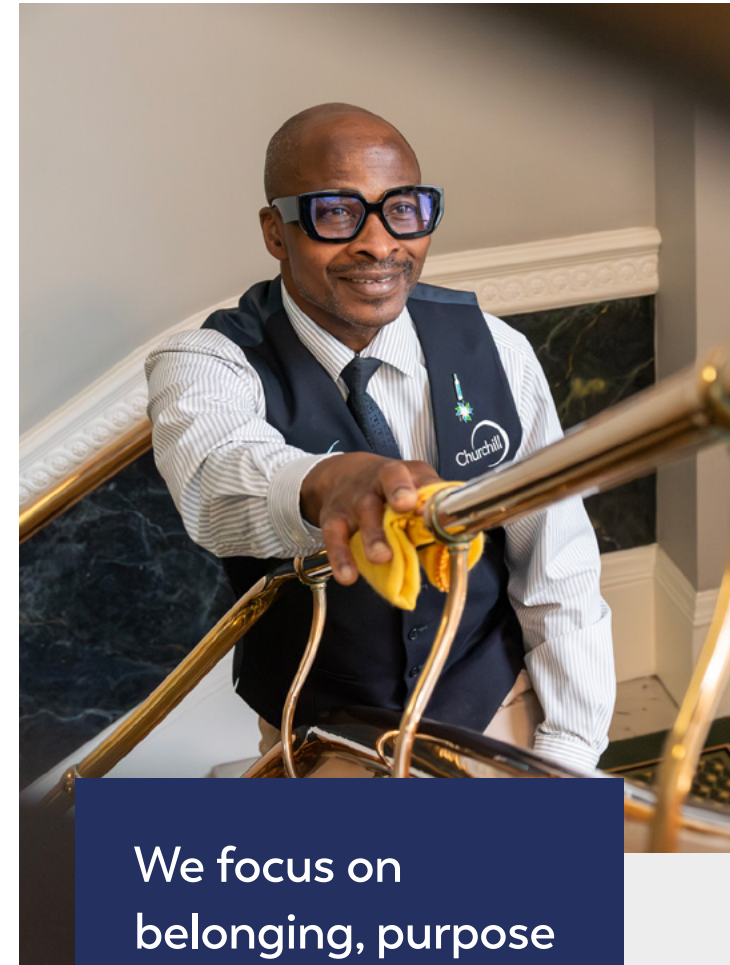
Our commitment to delivering meaningful social value is not only a reflection of our corporate responsibility but is also seen as a driving force for our long-term success, fostering positive relationships with the communities we serve and enhancing our overall impact.

Our Social Value Framework outlines how we will achieve our vision through two core pillars:

- Employment & Skills
- Social Value in the Community

Employment and skills

We aim to create impact by expanding employment and skills opportunities for our people and the wider community. Through improved recruitment, apprenticeships and local partnerships, we will support people—especially those facing barriers to work, into meaningful employment. We also deliver outreach activities, including skills workshops and mentoring, to strengthen local talent and improve job prospects.



We focus on
belonging, purpose
and wellbeing to
SUPPORT EVERY
COLLEAGUE
to be their best

**CASE
STUDY**

Pathways to Potential

with Riverside Housing (Veterans)

In 2025 we have been working to create and pilot pre-employment outreach sessions under our Pathways to Potential programme. The programme is designed to guide individuals from the initial stages of pre-employability to securing meaningful employment and advancing in their careers.

The programme offers a comprehensive framework that supports participants through a series of structured steps, each aimed at equipping them with the skills, knowledge, and confidence required for long-term success at Churchill or on their chosen career path.

The pre-employment sessions are made up of seven sessions focusing on employability skills and soft skills, to prepare individuals for the workplace. We piloted several of the sessions with Riverside Group at Mike Jackson House, which offers supported housing to single veterans who are homeless or at risk of homelessness. We were warmly welcomed by the staff and residents to deliver the employability and skills training to a cohort of engaged residents.

We visited the residents twice to deliver a mixture of sessions including CV writing, interview preparation and personal brand, helping the participants to identify their strengths, values, and goals. It was inspiring to see the residents' progress and how their confidence and sense of direction had strengthened between our visits.

Noami Childe, Managing Director of Chequers, Churchill Group, said: "Working with Riverside at Mike Jackson House has been an incredibly rewarding experience. The veterans we met showed resilience and determination, and it was a privilege to support them through soft skills training aimed at improving employability. These sessions weren't just about preparing for work—they were about building confidence, communication, and self-belief, which are essential for a successful transition to independent living. Seeing the positive impact on individuals who have served our country and are now striving to rebuild their lives is truly inspiring. We're proud to play a small part in helping them take the next steps toward stability and opportunity"



Seeing the positive impact on individuals who have served our country and are now striving to rebuild their lives is

TRULY INSPIRING.

Noami Childe, Managing Director
of Chequers, Churchill Group



Alongside creating Pathways to Potential, we have also looked at other opportunities to expand our skills support and offer in our communities.

This year to align with our mission of 'doing the right thing', we have worked with BASE UK to gift our Apprenticeship Levy. By partnering with BASE UK, through their Gift to Grow service, and their member organisations, we will help unlock opportunities for individuals who might otherwise be overlooked. In 2025 we started our first phase of gifting, funding 7 apprentices on a range of apprenticeships from level 3 to level 7 and donating £72,000 of our levy funds.

Through our Apprenticeship Levy gifting, we've been able to support Simon at BASE, a talented young person who progressed from a supported internship into a Level 3 Business Administration apprenticeship, turning lived experience into leadership potential.

Laura Davis CEO of BASE and Inclusive Trading CIC:

BASE is incredibly proud of our partnership with Churchill Group. Their commitment to embedding Inclusive Recruitment at the heart of workforce planning and ensuring the brilliant teams delivering this across the UK have access to high-quality training, directly strengthens employment outcomes for disabled and neurodivergent people. We've seen first-hand the difference Levy gifting makes for individuals, for workplaces, and for the communities we all serve.



Churchill Group's **VISIBLE LEADERSHIP SETS A POWERFUL EXAMPLE**, and we hope it inspires other organisations to join the Gift to Grow service and invest in genuinely inclusive employment.

Laura Davis, CEO of BASE and Inclusive Trading CIC

Read the article [HERE](#)

**CASE
STUDY**

Working in partnership

with West Lea

At Churchill Group, we are committed to breaking down barriers and working with our partners to foster workplaces where everyone can thrive. Through our collaboration with West Lea, we have been able to offer a number of individuals aged 16-24 valuable work experience through their Supported Internship Programme.

Bradley Graham joined our Portfolio cleaning team at ASOS as an intern through West Lea. Bradley has a diagnosis of Down's Syndrome and global development delay, and he also has a hearing impairment, for which he wears hearing aids. Despite these challenges, Bradley was determined to gain experience in a professional setting.

With the support of his job coach and our team, Bradley quickly became an integral part of the workplace, making huge strides in his confidence. After successfully completing the programme, he was offered part-time paid employment, in which he has continued to flourish.

Gary McGibbon, ASOS Senior Space Experience Manager, said: "I am over the moon about how successful this partnership has been and onboarding Bradley. It's a real testament to Bradley and his tenacity to fit into the team and deliver an amazing service here at ASOS."

To ensure these partnerships succeed and lead to meaningful employment opportunities, we've developed resources to support both employers and organisations. The resource pack includes a line-manager toolkit for hosting supported internships, helping ensure managers receive the guidance they need to help students settle into their roles. We have added clear objective and progress table to ensure students make measurable progress throughout their placements. It also provides checklists for employers and organisations to confirm that everything is in place to support each student and set the foundation for a successful placement. We've additionally included a communication passport so staff can get to know students in advance and understand the most effective ways to engage with them and provide task-related information.

By working together with organisations like West Lea, we can continue to work to create a more supportive and inclusive society where everyone has the chance to thrive and succeed.



We look forward to continuing this partnership and **SUPPORTING MORE INDIVIDUALS INTO INTERNSHIPS AND EMPLOYMENT** across our sites nationwide.

Social Value in the community

Our commitment to social value is rooted in making a tangible difference in the communities where we work. By building strong partnerships with charities, schools, and local organisations, we create meaningful and lasting impact.

In 2025 we've made strong progress in empowering employees to get involved in volunteering by developing a growing list of meaningful opportunities across the country. These opportunities are mapped to our contract locations to make participation easier and more accessible. We've also incorporated opportunities offered through our charity partners, giving employees a diverse range of ways to contribute.

6,705 HOURS OF VOLUNTEERING in our
communities, local environment and with charities



**CASE
STUDY**

Community First Responders

At Meadowhall, our team plays an essential role in community safety through their involvement in the Yorkshire Ambulance Service Community First Responder (CFR) Scheme. For more than two years, colleagues have volunteered their time to provide rapid, lifesaving support in the moments before ambulance and paramedics arrive.

Yorkshire Ambulance Service identified Meadowhall as a critical location where support from CFRs would be vital when responding to medical emergencies onsite. They have partnered with our team to provide specialist training in responding to incidents such as choking, breathing difficulties, strokes, diabetic emergencies and cardiac arrest. Regular refresher training ensures skills stay sharp and aligned with emergency response guidance.

Today, 13 members of our Meadowhall team are trained as Community First Responders, with plans to expand this further. All CFRs volunteer their time to partake in the training and to be on call to respond to any incident that meets the CFR criteria. Onsite, we have two CFR phones and two responder bags containing equipment such as O2, defibs and blood sugar monitors and oximeters.

Since joining the scheme, the team has delivered 18,699 volunteer hours and responded to 139 incidents across a wide range of medical emergencies.

One example of where our team supported emergency services was on a Sunday afternoon, when a member of the public collapsed in the Meadowhall carpark. Our CFR-trained colleagues delivered immediate care, including the use of a defibrillator until paramedics reached the scene.



“Colleagues from Meadowhall who are trained as community first responders were on scene with the patient within minutes and were able to use a defibrillator which is part of their kit. The bystanders who performed CPR and the Meadowhall staff who attended and provided vital care did an amazing job prior to ambulance clinicians arriving on scene.”

Communications Team, Yorkshire Ambulance Service

The CFR initiative at Meadowhall is a strong example of how **CHURCHILL GROUP TEAMS CONTRIBUTE TO THE COMMUNITIES THEY SERVE**, building meaningful partnerships grounded in shared values and a commitment to putting people first.

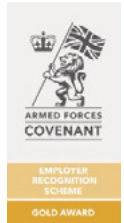
Our commitments and memberships

We have made a series of pledges and commitments to help us deliver our social value vision; all aligned with our Social Value Framework. These commitments are embedded within our business, guiding our operations and decision-making processes.

Throughout 2025 we have worked to refresh our support offer for the Armed Forces Covenant, Care Leavers Covenant, Employers Domestic Abuse Covenant and the individuals they support, as well as continuing to deliver against our existing commitments. We look forward to delivering against our new offer over the coming years.

Armed Forces Covenant

This year we strengthen our veteran support by partnering with Walking with the Wounded. This collaboration reflects a shared mission: to create meaningful opportunities and support systems for veterans and their families. Together, Churchill and WWTW will work to deliver real, lasting change through employment, training, and community support initiatives for those who have served. Our goals closely align with our commitments under the Armed Forces Covenant and our broader social value strategy, which aims to create opportunities for all, regardless of background.



Read more [HERE](#)



Care Leavers Covenant

To continue supporting care-experienced young people with access to employment and skills opportunities, we hosted a stand at the Drive Forward Foundation's Care to Career Festival.

Drive Forward empowers care-experienced young people to realise their potential by creating pathways into meaningful and sustainable employment. We were delighted to participate in their annual festival, showcase our career opportunities, and support attendees realise their career aspirations. The event was attended by several colleagues who spent valuable one-on-one time with six care-experienced young people, empowering them in the process.

Chris Williams, HR Business Partner, Churchill Group, said: "It was an excellent opportunity to understand the many different journeys that care leavers experience, not least from the excellent speaker the organisation arranged. The young people we met showed a lot of enthusiasm for finding a career and many were keen to learn more about our career paths, which was very encouraging."



Employers Domestic Abuse Covenant

As part of our commitments to the Employers Domestic Abuse Covenant (EDAC), we have taken proactive steps to ensure our workplace is a safer, more informed, and supportive environment for anyone affected by domestic abuse. This has included the introduction of our HR Domestic Abuse Working Party to coordinate initiatives, share best practice, and embed consistent support across the organisation. The initial focus has been on developing practical resources and guidance for both colleagues and leaders. This group has already made a noticeable difference in shaping the tools and support we offer.

In addition, we joined fellow EDAC signatory, Smart Works, at their Women into Work jobs fair talking to attendees about their career aspirations and roles at Churchill. We have had further engagement with 18 women, who we spoke to on the day, sharing roles and understand more about their ambitions. We also coordinated clothing drives across our offices to support Smart Works interview dressing service, which helps women prepare for interviews and build confidence as they take the next step in their careers.

This group has already made a **NOTICEABLE DIFFERENCE** in shaping the tools and support we offer



Social Recruitment Covenant

The social recruitment covenant highlights our commitment to social recruitment and making the workforce a fair and inclusive place. In 2025 we have focused on establishing and re-financing partnerships with organisations and programmes that specifically support candidates who have faced barriers to employment.

Northern Rights

Our partnership with Northern Rights began in 2017, when our cleaning colleagues in the North East first turned to them to help fill vacancies within our transport cleaning contracts. What started as a small, local initiative has grown into a partnership built on trust, empathy and shared success. Over the years, it has expanded across our specialist businesses, with more teams now turning to Northern Rights to help fill their roles. To date, more than sixty people have been recruited through this partnership.

Shaun said: “Northern Rights and Churchill helped me start again. I didn’t know if I would ever get back into work, but they believed in me. Now I feel part of something and I’m proud of what I do.”

Our partnership with Northern Rights continues to grow, driven by a shared commitment to helping people overcome barriers and build brighter futures. Together, we create supportive employment opportunities that help people rebuild their lives for the better.

People Plus

We began our recruitment partnership with People Plus in 2025, working to create meaningful recruitment pathways that open opportunities for individuals who may face barriers to employment.

We took a more targeted approach by highlighting vacancies on specific contracts to attract the right talent for each role. Through this focused collaboration, People Plus has put forward 19 well-prepared candidates, of whom 11 have been successfully hired.

Sarah McLeod, Operations Director, Portfolio, Churchill Group, said: “Our partnership with People Plus has allowed us to take a big step forward with our social recruitment goals, in London, this year. Through this collaboration, we’ve been able to connect with individuals who face barriers to employment and offer meaningful opportunities that both strengthen our workforce and our commitment to being a socially responsible business.”

Reed in Partnership

We have been working with Reed in Partnership to deliver a streamlined, high-quality recruitment experience that supports our commitment to attracting diverse and talented people. In 2025, 54 new colleagues joined us through Reed in Partnership, and over 80% of them remain with us, reflecting the quality of candidate matching, strong onboarding, and positive long-term fit.

Strong working relationships have been established by our East Anglia team, through regular communication, including weekly conversations and frequent visits to

their offices. Reed in Partnership provides our teams with pre-screen candidates, arranges interviews at their offices, and supports the selection process, supporting our hiring managers find the right people for each role. This partnership has proven highly effective, with all staff recruited remaining in post across most sites.

Sharon Cresswell, Account Manager, East Anglia, Churchill Group: Reed in Partnership have been so helpful and are always willing to support our recruitment needs, responding immediately to emails or calls. With Reed in Partnership, the candidates they put forward really do want to work and are excited to get back into employment. Because of this, and their responsiveness, I now only use them now for recruitment.

In 2026, we will be solidifying our partnership, becoming a national partner, strengthening our workforce and supporting our long-term people strategy.

As we progress into 2026, we will be looking to expand on our activities, partnering with new charities and employment partners, alongside creating resources and training for our colleagues.

We are creating line manager toolkits that equip leaders with the knowledge and resources they need to effectively support people who have faced barriers, ensuring individuals from diverse target groups can achieve long-term, sustainable employment with us.

Our WellMe programme

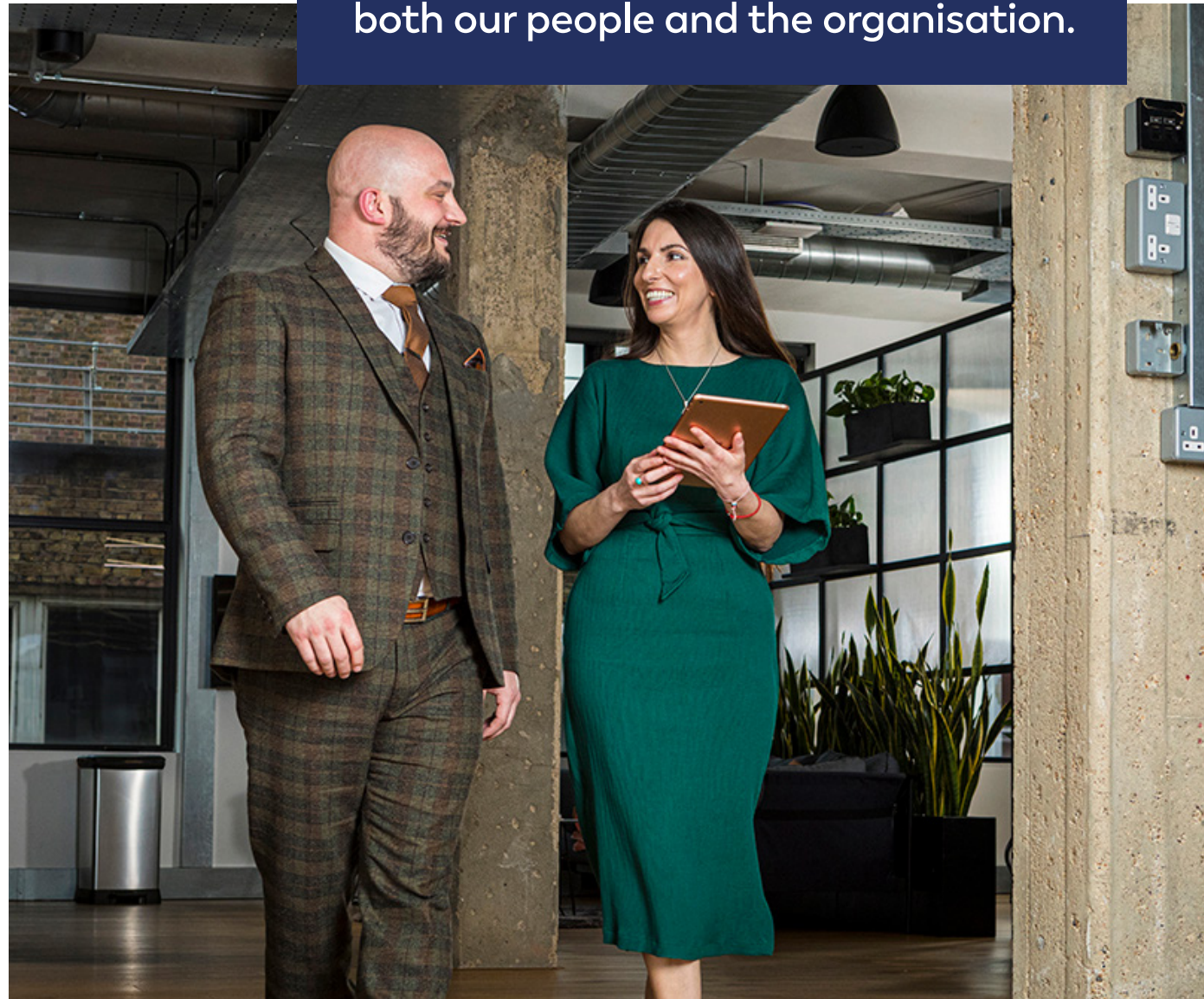
Our dedication to wellbeing, diversity equity and inclusion is not only a reflection of our commitment to our people, but also a key driver of long-term success. By prioritising the health and wellbeing of our colleagues and nurturing an inclusive culture, we strengthen our organisation, build deeper trust, and create positive connections with the communities we serve.

Our wellbeing, diversity, equity and inclusion framework outlines how we will achieve this vision through two core pillars:

- Developing a truly inclusive culture
- Health and wellbeing

Through our WellMe programme, we take a proactive, accessible and sustainable approach to health and wellbeing, enabling colleagues to thrive both personally and professionally. WellMe is the cornerstone of our commitment to making Churchill Group a great place to work. The programme empowers colleagues to define wellbeing on their own terms, addressing the needs of our diverse multigenerational workforce. By supporting individuals to be proactive around their own wellbeing actively manage their health, build confidence in supporting others, and engage in positive workplace behaviours, we drive outcomes that benefit both our people and the organisation.

We drive **OUTCOMES THAT BENEFIT**
both our people and the organisation.



Developing a truly inclusive culture

Developing a truly inclusive culture is at the heart of our commitment to our ESG principles. Inclusion goes beyond policies and procedures, it is about creating an environment where every colleague feels valued, heard, and empowered to contribute their best. By fostering diversity and promoting inclusion, we not only reflect the communities we serve but also unlock the full potential of our workforce.

Ensuring inclusion is central of all we do has a direct and meaningful impact on our colleagues. It encourages open dialogue, supports wellbeing, and helps people feel safe to bring their whole selves to work. Colleagues who feel included are more engaged, resilient, and motivated, which enhances collaboration, innovation, and overall organisational performance. Moreover, by addressing systemic barriers and championing equity, we create opportunities for all employees to grow, develop, and thrive, ensuring that talent is recognised and nurtured fairly.

Our approach to inclusion is proactive and embedded across every part of the organisation. From targeted initiatives and learning programmes to employee networks and leadership accountability, we continually strive to create a workplace where everyone has the opportunity to succeed. By prioritising a truly inclusive culture, we strengthen not only our business but also the wider social impact we have on our communities.

By prioritising a truly inclusive culture,
we strengthen not only our business
but also the **WIDER SOCIAL IMPACT**
we have on our communities.



Mental health

We recognise that mental health is a fundamental part of who we are. It shapes the way we think, feel, and behave, influencing how we show up each day, both personally and professionally.

In 2025, mental health awareness has been a real focus for us, with a strong commitment to ensuring colleagues feel supported across every level of the organisation. Central to this is our growing team of Mental Health First Aiders (MHFAs). Over the year, we've not only expanded the team to increase our reach but also ensured that all existing MHFAs completed their refresher training, maintaining their confidence, skills, and readiness to support their teams.

We've also launched a dedicated MHFA Hub, filled with resources about the role itself, guidance for our MHFA team, and practical tools colleagues can use to support their own mental health. From knowing how to contact an MHFAider to accessing advice, the hub ensures everyone has easy access to support. Throughout the year, we've also delivered lunch and learn sessions on mental health awareness and mental health first aid, providing colleagues with practical insights in an informal, accessible format.

Colleagues have been proactive in supporting one another, taking part in notable awareness days such as Brew Monday, Mental Health Awareness Week, Wear It Green Day, World Wellbeing Day, and other important moments throughout the year such as the festival of hope. These activities help showcase the support available and reinforce that, no matter the date on the calendar, everyone knows where to seek help and guidance.

Leadership plays a crucial role in creating a supportive and inclusive workplace. At Churchill, we provide tailored support for leaders to help them foster psychologically safe environments, where colleagues feel able to speak up without fear of judgement. Leaders are equipped to recognise signs of mental distress and provide appropriate guidance, ensuring their teams are supported and resilient, no matter the challenges they face.

Leaders are equipped to recognise signs of mental distress and provide appropriate guidance, ensuring their teams are **SUPPORTED AND RESILIENT**, no matter the challenges they face.



**CASE
STUDY**

WellMe Walk

In May, to coincide with National Walking Month and Mental Health Awareness Week, we launched the 2025 WellMe Walk Challenge a campaign designed to promote both physical and mental wellbeing across our workforce. The initiative encouraged colleagues to get outdoors for some fresh air, get moving, and take positive steps towards improving their overall health.

The challenge was to walk/travel the Three Peaks covering a total of 406 miles or 952,755 steps, including travel between the three iconic peaks. Colleagues could participate individually or in teams of up to 20, creating opportunities for friendly competition, teamwork, and engagement across the organisation.

Being outdoors in nature supports improved mental health by helping to reduce stress, anxiety, and depression through the release of endorphins, while also enhancing physical fitness by strengthening muscles and supporting heart health. Regular walking/movement can boost energy levels, improve circulation, and promote mental clarity and creativity. At the same time, walking with colleagues fosters team spirit, collaboration, and positive workplace relationships, strengthening social connections across our teams.

Enhancing **COLLABORATION**
and mutual support



Eric Davies, Facilities Manager at St Stephens, Churchill Group, said: “The WellMe Walk has proven to be a valuable initiative for the team at St Stephens. The opportunity to step outside the work environment and engage in a shared activity fosters stronger team cohesion and encourages open, positive communication. This dedicated time together supports the development of meaningful connections across the team, enhancing collaboration and mutual support.”

In addition to its team-building benefits, the WellMe Walk contributes positively to both physical health and mental wellbeing. The combination of light physical activity, fresh air, and informal discussion provides an effective way to reduce stress, improve focus, and promote a healthier work culture. Overall, it represents a simple yet impactful initiative that supports the wellbeing of our people and strengthens the team as a whole.”

CASE
STUDY

WellMe cards

Ausra Baltrusaityte Service Delivery Director for National Transport Said

It was great to be able to include the WellMe cards in the team's goody bags at the start of the Churchill journey, as they helped open up some really positive conversations around mental health and the wellbeing resources available to us as a business. The size of the card is really well thought out, rather than a leaflet or poster, it's something colleagues can easily carry in their pocket or wallet, making the support feel accessible whenever it's needed.

Having the cards readily available in our staff welfare areas has also been really valuable, as it allows colleagues to take one as and when they wish, without needing to approach anyone directly if they don't want to.

As a leader, it's reassuring to know we're providing our frontline colleagues with a simple but meaningful tool that helps them feel supported from the very start of their

journey with Churchill. It's a small card, but it brings big value in creating awareness, encouraging conversations and reinforcing a sense of belonging by reminding colleagues that support is always there.

Our WellMe Cards were created to help keep our frontline colleagues connected to the wider WellMe programme, ensuring support is always within easy reach. Designed to fit into a lanyard and personalised with key contact details, each card directs colleagues to the support most relevant to them. Topics include the Employee Assistance Programme, Mental Health First Aid, menopause support, domestic abuse, modern slavery, and more.

As the majority of our workforce is field-based, it's essential that they have accessible, at-a-glance guidance wherever they are. By introducing the cards during mobilisations, we ensure every colleague knows from day one that support is available whenever they need it and importantly how to access it.

Our WellMe Cards were created to help **KEEP OUR FRONTLINE COLLEAGUES CONNECTED** to the wider WellMe programme, ensuring support is always within easy reach.



**CASE
STUDY**

Financial Wellbeing Month

Last April, we focused on Financial Wellbeing, exploring how the way we manage money affects not just our finances, but our mindset, stress levels, and overall wellbeing. From everyday budgeting to long-term planning, feeling confident about finances can create more freedom, reduce anxiety, and support better mental health.

We partnered with FINWELL to bring colleagues practical, supportive resources throughout the month. Highlights included webinars on topics such as managing debt, basic budgeting, the 50/30/20 rule, emergency funds, and spending habits. We also offered Financial MOT Health Checks, helping colleagues understand where they are financially, where they want to be, and how to get there with confidence.

A key focus this year was supporting parents, recognising the important role they play in shaping their children's financial habits. Throughout the month there were opportunities for free trials with GoHenry, giving parents the tools to teach their children positive money habits early, from saving and spending to budgeting and giving. By empowering parents to have these conversations, we're helping the next generation build strong, responsible financial habits while giving families confidence and clarity around money.

The month was a huge success, with colleagues sharing that the webinars, tools, and GoHenry resources helped them feel more in control of their finances, better equipped to plan for the future and have more confidence in having conversations about money with their families and children.

Lynzie Kane, Wellbeing & Inclusion Manger, Churchill Group, said: "We know that when we are in a good place financially, it can help us be more resilient to everyday life challenges. We also know that when we aren't where we would like to be with our money, it can feel overwhelming and isolating. That's why it's so important to create a space where colleagues can talk openly, share what's working, and seek support when they need it. By providing practical resources and encouraging positive financial habits, we help colleagues feel more confident, informed, and resilient. When people feel secure in their finances, it not only eases stress but also gives them the freedom to focus, grow, and thrive, both at work and at home."

By bringing all of this together, the WellMe Hub provides a comprehensive, central space that empowers colleagues to prioritise their wellbeing. It reinforces our commitment to building a supportive, informed, and inclusive culture, one where everyone has the tools they need to thrive both in and outside of the workplace and importantly in a way that works for them.



Domestic abuse

Churchill takes a proactive and compassionate approach to domestic abuse, recognising it as a critical wellbeing and safeguarding issue. We are committed to providing a safe, confidential, and supportive environment for colleagues who may be affected.

Our partnership with the Employers Initiative on Domestic Abuse (EIDA) has strengthened our approach by giving us access to expert guidance, best practice insights, and a wider network of employers. This has helped us enhance the support available and equip leaders with the tools to recognise and respond to signs of domestic abuse.

Education remained a central focus. Over the year, we delivered a broad awareness campaign to increase understanding and ensure colleagues know what support is available. This included promoting Clare's Law, sharing guidance on the 999 silent solution and emergency text service, and highlighting external services such as Strut Safe. We also introduced the Bright Sky app across the organisation, now standard on all company phones, to provide practical digital support and safety planning tools.

We worked with SRAG and EIDA to deliver domestic abuse insight sessions for other organisations, helping them develop their own internal approaches and supporting their progress on this important issue. Internally, we hosted further learning sessions for managers and colleagues in partnership with a domestic abuse charity. These sessions focused on recognising potential signs of abuse, having sensitive conversations and offering appropriate support, ensuring our people feel more informed and confident.

We are
committed to
providing a safe,
confidential,
and **SUPPORTIVE**
ENVIRONMENT
for colleagues
who may be
affected.



Menopause

Women's health is a critical part of our commitment to equity, inclusion and wellbeing. With over 50 per cent of our colleagues being female, and our largest female demographic aged between 40 and 45, supporting colleagues through the natural transition of perimenopause and menopause is both a responsibility and a priority. Despite its prevalence, menopause remains a topic that is often considered taboo, leading to misunderstanding, stigma and a lack of appropriate support in the workplace.

Menopause awareness is embedded within our wider health and wellbeing strategy. Through our ongoing health and wellbeing webinar series, we have delivered sessions covering mental health, grief, disability and the imposter phenomenon, intentionally highlighting how perimenopause and menopause can intersect with and influence these experiences at different stages of life.



This approach ensures menopause is not treated in isolation but recognised as part of the ***BROADER WELLBEING CONVERSATION.***

Developing our talent

Own Your future

At the heart of our business, great leadership drives exceptional client and colleague experiences. 'Own Your Future' is our flagship leadership development programme, designed to empower managers at all levels with the skills, tools, and confidence to lead effectively and shape our culture of growth, inclusion, and excellence.

Frontline managers

Our front-line managers play a critical role in creating meaningful experiences for clients and colleagues every day. 'Own Your Future' equips them with essential soft skills and leadership tools to strengthen their influence and impact.

Each cohort participates in six face-to-face learning modules, supported by individual coaching sessions from an external training partner. The programme focuses on self-awareness, relationship building, leadership, commercial acumen, effective communication, and problem-solving, empowering managers to build stronger teams, foster engagement, and deliver outstanding results.

Programme objectives

- Empower front-line teams to feel trusted, confident, and authentic in who they are
- Inspire others to achieve their full potential and take pride in their contributions
- Foster a positive, inclusive, and supportive environment where everyone can thrive
- Enable employees to make a meaningful difference for colleagues, clients, and communities

Leader of Leaders

Building on the success of our front-line programme, 'Own Your Future – Leader of Leaders' launched in June 2025 to support our senior leaders. This bespoke 12-week development journey is designed to strengthen leadership at the top, equipping participants with the strategic insight, emotional intelligence, and confidence to drive transformation across the business.

Through six learning modules and three personalised one-to-one coaching sessions, senior leaders explore topics such as impactful communication, emotional intelligence, advanced problem-solving, and visionary leadership. Each participant completes their journey by showcasing their growth and strategic insights through a final presentation.

Programme objectives

- Deepen leadership capability and strategic thinking across senior levels
- Inspire a culture of accountability, innovation, and empowerment
- Strengthen cross-functional collaboration and business alignment
- Develop confident, future-focused leaders who model our values and vision

Our progress

Since the programme's launch, 'Own Your Future' has supported six cohorts with more than 70 colleagues taking part. The outcomes speak for themselves: six participants have gone on to secure promotions, and feedback from delegates has been exceptional. Working with our external partner, we capture NPS feedback after each session, achieving an average score of +98, reflecting how valued and engaging participants find the experience. These results highlight the strength of our approach: investing in our people to build confident, capable leaders who embody Churchill's values and lead with purpose, empathy, and ownership.

Together, our Own Your Future programme for frontline managers and Leader of Leaders represents our long-term investment in our people, building a leadership community equipped to inspire, empower, and deliver sustainable success for our clients, colleagues, and communities.

Cheryl-Anne Cooper, Chief DayMaker at On Verve

“Being part of the Leaders for Leaders initiative has been a truly transformative experience. It’s not just about developing leadership skills, but about unlocking potential, inspiring others, and creating a ripple effect of positive change. And furthermore I came away with three key takeaways, self-reflecting, knowing your chimp’s triggers and leadership impacts.”

Toby Powell Smith, Business Development Director

Taking part in the Own Your Future Leader of Leaders programme has been a transformative experience. The bespoke content, the guidance from Ben and Mike, and the insights shared by my colleagues have equipped me with practical tools I’ll carry forward. I leave the programme more confident in my role and empowered with processes and techniques that help me meet challenges in both work and life.

Laura Waller-Brown, HR Business Partner

Being part of the Own Your Future initiative has been invaluable to me. It has enabled me to grow as a leader within my role at Amulet. Given the timing of the course, its impact has been especially significant, as it has equipped me with the right tools to lead and manage effectively from the outset, rather than developing bad habits over time. My experience of the course was brilliant and inclusive, which is a credit to the delivery from Ben at Beami and the colleagues who attended alongside me.



excelMe

We believe that when our people grow, so does our business. Our internal development framework, excelMe, supports every colleague in being the best version of themselves, creating a clear connection between individual growth and business success.

A people-first development platform

excelMe is designed to make development meaningful, practical and easy to use. It captures personal goals, professional development, career aspirations, mobility preferences and qualifications, giving both colleagues and managers a clear, holistic view of growth and potential.

It also supports our long-term succession planning, providing a central online repository that enables us to identify and nurture talent across the business. Whether colleagues aspire to progress, diversify their skills, or explore new areas of the business, excelMe provides the structure and visibility to make it happen.

Uptake and engagement

During FY24-25, colleagues actively engaged with excelMe, setting a total of 1,789 goals across the business. The majority of these goals were focused on creating a people and performance-based culture (587 goals) and focusing on the client (507 goals), demonstrating strong alignment with our strategic priorities.

Other areas included financial responsibility and business governance (387 goals), environmental and social focus (221 goals), and unique marketing position (153 goals). This breadth of goal-setting highlights how excelMe helps colleagues connect their personal development to the wider objectives of Churchill Group.

Growing talent for the future

Through excelMe, we're building a culture of performance and growth that underpins our vision of being an employer of choice. It connects our people's ambitions with our purpose, enabling every colleague to contribute to our success today while preparing for the opportunities of tomorrow.

“excelMe gives everyone a voice in their own development journey. It's about making growth accessible, visible, and personal, ensuring every colleague feels supported to reach their potential.”
Andrea Wood, Learning & Development Manager & Co-owner



**excelMe is designed
to make development
meaningful,**

PRACTICAL AND

EASY TO USE.

Apprenticeship programme

Apprenticeships play an important role in how we develop talent and create long-term opportunities across Churchill Group. They support colleagues at different stages of their careers while helping us grow the capability we need to deliver high-quality, sustainable services for our clients.

In 2025, 61 colleagues enrolled on apprenticeship programmes across 15 different qualifications, reflecting the breadth of roles and career pathways available across our business. These programmes span operational, technical and leadership disciplines, ensuring colleagues can develop skills that are directly relevant to their roles and future aspirations.

We welcomed 31 new apprenticeship starters, reinforcing our continued investment in learning and development. Our apprenticeships are designed to combine practical, on-the-job experience with structured learning, enabling colleagues to build confidence, capability and recognised qualifications while contributing meaningfully to our business.

By continuing to invest in apprenticeships and sharing opportunities beyond our own workforce, we are helping to develop future talent and contribute to long-term economic growth.



Apprenticeships remain a key part of how we build skills, **CREATE OPPORTUNITY** and support sustainable success for our people, our partners and the communities we operate in.

Employee engagement

engageMe survey

At Churchill Group, we believe that listening to our colleagues is essential to building a thriving, responsible, and sustainable business. Our annual engageMe survey allows every colleague to share their experiences, feedback, and ideas anonymously, helping us continuously improve the workplace and strengthen our culture of employee ownership.

The survey is a key part of our Employee Voice strategy and ESG approach. Insights from engageMe inform initiatives that enhance wellbeing, recognition, and operational effectiveness, ensuring that our people feel valued, supported, and empowered to contribute to the business and the communities we serve.

This year, we focused on delivering action based on feedback from the previous year's survey, addressing the areas colleagues told us mattered most:

- **Recognition**

Colleagues asked for more visible and meaningful recognition. In response, we enhanced the Shining Star Awards, introducing the new 'Star of Stars' category, recognising monthly winners across all teams, and increasing visibility of achievements across the business

- **Wellbeing**

Feedback reinforced the importance of health and wellbeing. Through our WellMe programme, we introduced menopause awareness training delivered by trained advocates. To date, 21 advocates have delivered 33 sessions, supported 330 colleagues and created an environment where wellbeing conversations are open and supported

- **Systems, processes, and tools**

Colleagues highlighted challenges with internal systems and processes. This led to Project Nova, a full-scale upgrade of core systems including Finance, HR, Payroll, and Operations. These improvements are designed to simplify workflows, improve access to information, and reduce admin to allow colleagues to focus on what matters most. We also recognise that engagement cannot be driven through a single channel. Alongside engageMe, colleagues are encouraged to share feedback through leadership Q&A sessions, team forums, and ongoing conversations with managers. This multi-channel approach ensures that all voices can influence how we work. Leadership engagement plays a key role in this, with senior leaders actively participating in discussions and providing transparency around actions taken.



By listening and acting on colleague feedback, we continue to build a workplace that is inclusive, supportive, and driven by shared values. These improvements also strengthen our wider ESG ambitions, helping us create positive social impact, support wellbeing, and ensure colleagues feel valued, empowered, and engaged.

Shining Star Awards

The Shining Star Awards remain one of the most meaningful moments in our year. They are our opportunity to recognise colleagues across the business whose dedication, collaboration, creativity, and care bring our values to life every day. From frontline teams delivering exceptional service to leaders who inspire those around them, the awards highlight the individuals and teams who help shape the culture we are proud of.

This year, the ceremony was held at MK-7 at the Red Bull Technology Campus in Milton Keynes, a venue chosen to reflect the pace, ambition, and forward momentum of our business. It provided an inspiring backdrop to celebrate the achievements of our colleagues and to come together as one Churchill community.

The awards programme continues to evolve to ensure it reflects the contributions of our people and the strengths of our organisation. This year, we introduced new categories, including Trailblazer and Star of Stars, enabling us to recognise a wider range of impact, innovation, and everyday excellence. Monthly Shining Star winners from across the year were also recognised as part of our refreshed recognition cycle, reinforcing the value of ongoing appreciation and visibility.

Across all categories, the nominations reflected themes we see consistently throughout Churchill Group: colleagues who go above and beyond because they care about the work they do; leaders who advocate for others and create environments for people to succeed; teams who collaborate seamlessly to deliver strong outcomes; and individuals who make a meaningful difference to their communities and to the places we work.

The Shining Star Awards are more than an annual celebration. They are a reflection of who we are as a business, driven by pride in our work, respect for one another, and a shared belief in the contribution every colleague makes.

As we look ahead, we will continue to strengthen recognition throughout the year, ensuring that appreciation, praise, and celebration are felt not only on awards night but in the everyday moments where our culture grows.



Quotes from winners and finalists

**Graeme Jones, National Transport Director,
Winner Dream Team GTR**

I'm incredibly proud of our GTR team winning the Dream Team award at this year's Shining Star Awards. This recognition is a true reflection of their teamwork, commitment and the pride they take in delivering exceptional service every single day. Their ability to perform to such a high standard, in an often challenging environment is truly inspiring. This team embodies what it means to be part of Churchill's transport division.

**Eric Davies, facilities manager,
finalist Impact Employee Award**

Being named a finalist for the Impact Employee Category at the Shining Stars 2025 reminds me that even small actions can create meaningful change. I'm grateful for the chance to grow, contribute, and make an impact alongside amazing colleagues, here at St Stephens.

**Gabbie Lapompe, Operations Director,
On Verve, finalist Inspirer Award**

What does it mean to me? It's an absolute honour! I do what I do, because I love what I do, and this recognition is a reminder that this then has a positive impact on others, specifically my team. Being a finalist in the Inspirer category means so much, and a genuine source of motivation that keeps me striving each day.

**CASE
STUDY**

Colleague impact in action

Our ESG commitments are only possible because of the colleagues who bring them to life every day. One of those individuals is Deb Smith, whose dedication to wellbeing, inclusion and social value has had a genuine and lasting impact across our business.

Deb, from our Transport team, was awarded the Impact Employee Award at the Shining Star Awards 2025. This category recognises individuals who drive sustainability, social responsibility and wellbeing far beyond the expectations of their role. Through her efforts and achievements, there is no question that Deb is truly deserving of this recognition.

As a trained Mental Health First Aider, she offers thoughtful and empathetic support to colleagues when they need it most. She was also the first leader to complete Menopause Awareness for Leaders training and has since become a certified facilitator. Through this, she is equipping managers across the business with the confidence and understanding needed to create more inclusive environments.

Deb's work in social value is equally inspiring. She has formed meaningful partnerships with external charities to open up employment opportunities for people from disadvantaged backgrounds. Her mentoring, interview preparation and hands-on support have helped individuals build confidence and access real roles within our business.

Across the Transport team and beyond, Deb's actions have strengthened our culture of wellbeing, inclusion and social impact. She leads with energy, generosity and unwavering positivity, qualities that have made her an invaluable force for positive change within Churchill Group.



In Deb's words: "I feel very honoured to have won The Impact Award. Social value recruitment and the wellbeing of my team is extremely important to me, and I'm very proud to be part of an amazing team on the Nexus Contract."

Health and safety

Management system

Churchill Group operates an award winning, integrated Quality, Health, Safety and Environmental (QHSE) management system that covers our entire portfolio and ensures that our services are delivered in a safe, compliant, and sustainable way. Our management system is certified by a UKAS accredited certification body to ISO 45001 (Occupational Health and Safety), ISO 9001 (Quality Management), ISO 14001 (Environmental Management), and ISO 50001 (Energy Management).

Excellence in health and safety management is demonstrated by a strong record of external recognition such as the RoSPA awards. In 2025, we won our ninth consecutive Gold Award (RoSPA Gold Medal). This achievement is a huge source of pride, reflects our teams' daily commitment, robust systems and processes and effective leadership. It also reinforces that Vision Zero is strengthening our health & safety culture.

Metric description	Unit	FY 22/23	FY 23/24	FY 24/25
Employees and controlled workers covered by a management system	Number & %	15,026 / 100%	15,766 / 100%	15,228 / 100%
Operational sites with health & safety risk assessment	%	100	100	100



Vision Zero

Vision Zero is a strategic commitment to eliminating harm by actively identifying and controlling risks before incidents occur. This approach drives continual improvement of our management system and promotes excellence in everything we do. Vision Zero is brought to life by involving our colleagues with inspections, audits, and safety tours. Our colleagues are directly involved with the risk assessment process to identify hazards associated with their work, and there is an open and honest reporting culture for incidents, near misses and hazards. A strong example of feedback-driven improvement is the simplification of our COSHH assessment process. After colleagues highlighted the complexity of the existing system, we launched a project to streamline the assessment process and improve how information on hazardous substances and the control measures are communicated to the workforce.

When things don't go to plan, our investigation process ensures thorough investigations are undertaken with support from our colleagues to identify the root causes. Corrective and preventive actions are implemented to ensure lessons learned drive continual improvement, and prevent reoccurrence, with the aim of driving down the number of accidents and supporting Vision Zero.

Metric description	Unit	FY 22/23	FY 23/24	FY 24/25
Number of hours worked (annual, all employees)	Hours	19,083,968	20,216,930	19,366,220
Number of days lost to work-related injuries, fatalities, ill health	Days	919	770	1,257
Number of work-related accidents (annual, direct employees only)	Number	459	770	684
Near Misses and Hazards reported per million hours worked	Number	54.5	223.23	383.4
Fatalities due to work-related injury (employees & controlled workers)	Number & rate	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number & rate	58 (3.04 per mil hours)	48 (2.37 per mil hours)	55 (2.84 per mil hours)



Focus points

Driving for Work remains one of the most significant high-consequence injury risks within our operations. To mitigate this, we have revised our Driving for Work Policy to strengthen our management process and ownership at all levels. We have a variety of driver safety training methods including an externally hosted e-training course, online videos and toolbox talks hosted on our Fleet SharePoint site. Real-time telematics data has become embedded into our reporting framework, enabling proactive monitoring of driving behaviours and early intervention. We continue to learn from incidents and near misses, ensuring that lessons are shared across the business to drive continuous improvement and reinforce a culture of safe driving.

Verbal and physical abuse toward our frontline colleagues remains a critical safety and wellbeing risk. These roles often involve working in public-facing environments where conflict can arise, making prevention and response essential. We have implemented clear reporting channels, reinforced training on de-escalation techniques, and strengthened support mechanisms for affected employees. Incident data is reviewed regularly to identify trends and share lessons learned, ensuring continuous improvement and a zero-tolerance approach to abuse.

We are currently working with an external provider to develop a bespoke Conflict Management Training package tailored to our business portfolio, including a video-based learning component to enhance engagement and practical application.

Our people

Our experienced QHSE team provides expert oversight of our operations and leads delivery of our QHSE strategy and assurance programmes. This ensures statutory compliance requirements are consistently met and often exceeded.

Our people are at the heart of everything we do, and we put our people first. We invest in their professional development, to protect their health and wellbeing, and deliver our services to the highest standards without causing harm to themselves or others. All our people complete mandatory training which covers key legal requirements and our top risks to health and safety. All managers attend the IOSH Managing Safely training course, equipping them to lead operational risk management and actively develop effective risk control measures.

Churchill Group maintains a structured framework of health and safety committees across the organisation, involving recognised Trade Union Representatives and appointed Safety Champions. Our safety committees aim to foster a partnership for improving health, safety, and wellbeing. The safety committees met several times a year, and committee members regularly join our QHSE team to carry out joint safety tours.

Metric description	Unit	FY 22/23	FY 23/24	FY 24/25
Employees who received health and safety training	%	100	100	100
M&A employees trained on health and safety issues	%	100	100	100
Employees covered by collective agreements or formally represented (H&S specific)	%	7.4	9.5	11
Employees covered by employee representatives (Health and Safety)	%	100	100	100
Employees covered by H&S Committee meetings / forums.	%	100	100	100

Supplier relationships

We work closely with our suppliers to identify and manage shared risks, strengthen relationships, and develop innovative solutions. A great example is our work addressing the risk associated with Driving for Work. Through collaboration with suppliers, we trialled an advanced vehicle telematics system. The trial demonstrated improvements in driving behaviour, risk awareness, and fuel efficiency. As a result, a business case has been approved to roll out the system across all company vehicles.

We actively participate in external working groups with our suppliers and industry bodies, that promote higher standards of health and safety across within the industries that we work. An example of this is the Rail Safety and Standards Board (RSSB) Depot Safety Working Group, which is attended on a quarterly basis, and the CBRE QHSE Forum which is attended every month.

Supply chain

Ethical supply chain practices

Churchill has made significant progress in embedding robust governance and due diligence measures to eliminate modern slavery and human trafficking risks across its supply chain. Our approach is built on transparency, accountability, and continuous improvement, ensuring compliance with international standards and ethical principles.

To strengthen our ethical procurement practices, Churchill partnered with Unseen UK to review supply chain policies, risk assessments, and onboarding processes. This collaboration reinforces our commitment to eradicating modern slavery and aligns our operations with best practice standards.

We have introduced mandatory Modern Slavery Questionnaires for all new suppliers, supported by a scoring matrix that classifies risk levels. High-risk vendors undergo on-site audits before approval, ensuring that our supply chain remains free from exploitation.

Churchill has implemented a rigorous audit framework, securing contractual rights to conduct unannounced audits for suppliers identified as high-risk or suspected of non-compliance. Audit outcomes determine whether a supplier is approved, placed on an improvement program, or removed from the Approved Vendor List.

Clear consequences and remediation pathways have been established for instances of non-compliance. Structured remediation programs are offered where feasible, but termination of engagement occurs if minimum standards are not met.

All direct suppliers certify compliance with slavery and human trafficking laws and agree to Churchill's Modern Slavery Policy, Code of Conduct, and related ethical standards.

Existing vendors undergo annual reassessment using the same risk criteria applied during onboarding, supported by proactive tracking of documentation and certification validity. Internally, accountability is reinforced through mandatory training for all supply chain management staff, delivered via internal programs and external CIPS courses. This ensures that our teams are equipped to identify and mitigate risks effectively.

Churchill operates under a strict zero-tolerance policy. Any indicators of unethical practices or modern slavery are immediately escalated and reported to the relevant authorities, supported by robust whistleblowing and governance frameworks.

Through strategic partnerships, rigorous onboarding, continuous monitoring, and strong internal accountability, Churchill is driving ethical standards across its supply chain and contributing to global efforts to eradicate modern slavery.

A diverse and inclusive supply chain

We remain committed to fostering a responsible and inclusive supply chain that delivers positive social impact across all areas of our business. In FY2025, we advanced our sustainable procurement practices through targeted initiatives designed to promote diversity, equity, and community engagement.

To support this ambition, we launched a dedicated relationship programme focused on small and medium-sized enterprises (SMEs), diverse-owned businesses, and voluntary, community, and social enterprises (VCSEs). The programme reduced barriers to entry by simplifying procurement requirements, provided guidance and resources to help prospective partners meet our standards, and actively showcased SME, VCSE, and diverse vendor offerings internally and externally to increase visibility and market access.

Through these efforts, we significantly strengthened our supplier ecosystem and expanded partnerships within underrepresented communities. The diversity of our supply partners increased by 34%, partnerships with SMEs grew to 73%—exceeding our 60% target—and spend with VCSEs increased by 27%. These results demonstrate tangible progress toward creating equitable opportunities and driving sustainable growth across an inclusive and socially responsible supply network.

**CASE
STUDY**

Amplify Goods

Amplify Goods is a 100% diverse, women-owned UK social enterprise behind the exclusive to Bunzl brand Re:Mind product range. They reinvest their profits into climate, mental health, and wellbeing initiatives, while creating stepping-stone job opportunities for people facing barriers to employment, including homelessness and disability.

Every Forever bottle sold funds 15 minutes of living-wage work experience, helping individuals build skills, confidence, and pathways to long-term stable jobs. They partner with organisations such as Crisis, Beam, and Your Place to create this positive impact.

Amplify Goods also champions environmental responsibility through a refill-first model that reduces single-use plastics, plants mangrove trees for every order, and donates at least 50% of profits to charities focused on nature and climate. By choosing their products, you support a business that puts people and the planet before profit.



**A Social Enterprise
FOCUSED ON IMPACT,
putting purpose
before profit.**

**CASE
STUDY**

Grace & Green

Grace & Green is a leading sustainable period care brand that focuses on health, transparency, and environmental responsibility.

Their products are made from certified organic materials, are completely plastic free, and avoid the synthetic fibres, bleaches, and chemicals found in many mainstream tampons. The brand holds a high B Corp score, is carbon neutral, and partners with NHS Trusts. Their mission is strongly rooted in reducing period waste, improving user health, and preventing the long-term pollution caused by the billions of plastic period products used each year.

Churchill has significantly expanded our use of Grace & Green products during the last year. We purchased 14,806 organic tampons compared with only 34 the previous year. This shift resulted in 44 kgs of plastic avoided, since Grace & Green tampons contain no plastic components. Churchill's increased adoption supports healthier product choices for users as well as meaningful reductions in single use plastic waste.

Their products are made from certified organic materials, are **COMPLETELY PLASTIC FREE**

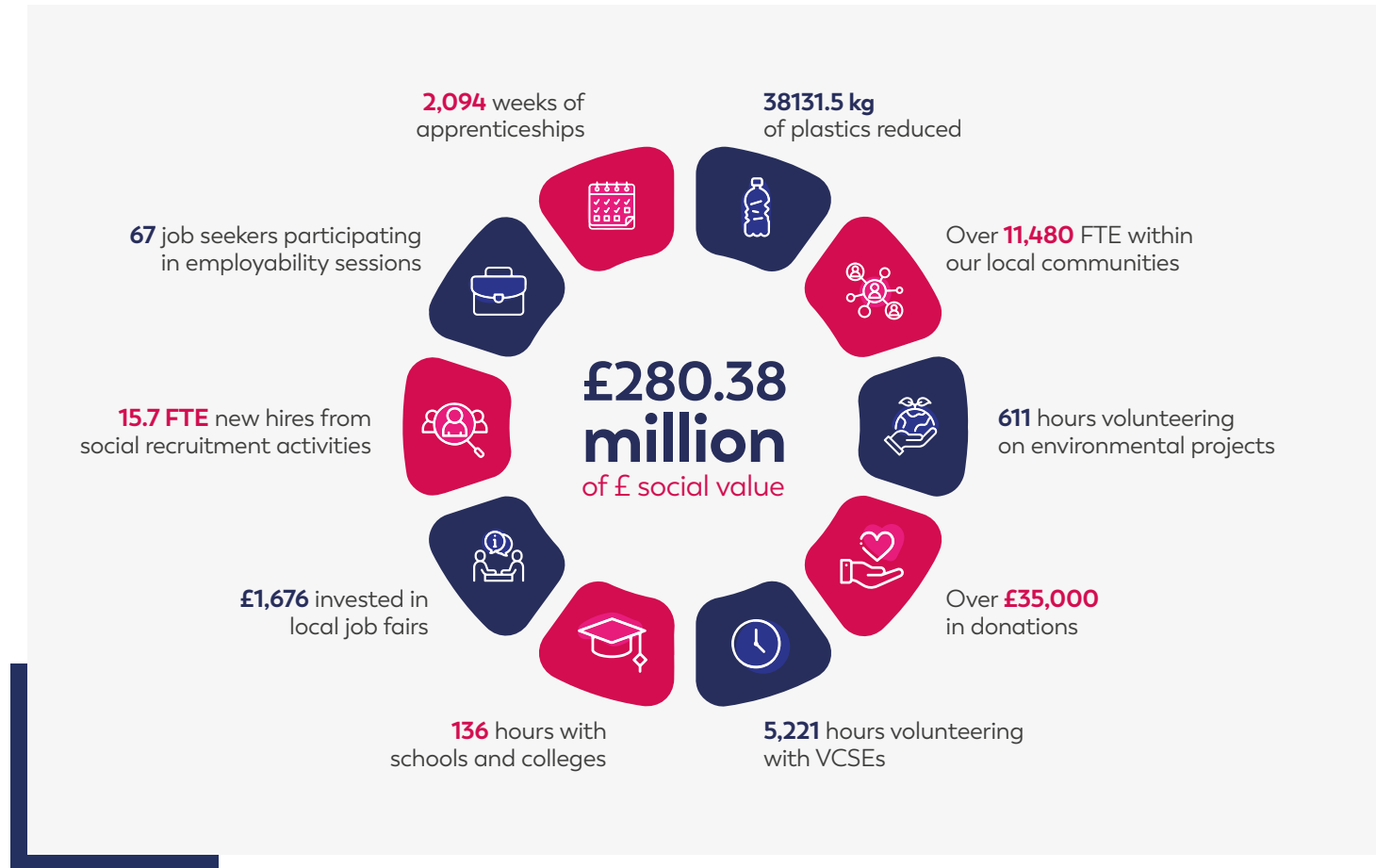


Our progress

Social value

Building on from last year’s local employment reporting, we completed our first year of full social value reporting - quantifying the positive outcomes generated at Churchill through Social Value Portal’s TOMs system.

In 2025 we delivered £5.55 million of social value through added-value activities, and our social value contribution from supporting local employment increased by 35%. These figures will serve as our baseline for social value performance, and we will continue to build on this impact year on year.



Domestic abuse

In 2025, Amulet achieved White Ribbon accreditation, an important milestone in our commitment to creating safer environments for colleagues, partners and communities. White Ribbon is a global movement that encourages men and boys to speak out and take action to end violence against women and girls (VAWG). For us, accreditation is not simply a badge; it reflects the culture we continue to build across transport networks, public spaces and offices every day.

VAWG affects every community, and our officers regularly support people at moments when they may feel vulnerable, late at night, in crowded stations or when travelling alone. This makes awareness, confident intervention and positive allyship essential parts of our daily work. Our pledge never to commit, excuse or stay silent about VAWG aligns closely with our purpose as a safety and security provider.

Putting our commitment into practice

Our colleagues bring this commitment to life in countless everyday interactions. Whether offering guidance to a passenger, supporting a teammate or challenging unacceptable behaviour, they play an essential role in creating safer, more respectful environments. We continue to provide training that helps our teams recognise the signs of concerning behaviour and step in appropriately and safely.

On White Ribbon Day 2025, teams across the UK came together with partners including c2c, British Transport Police and Avanti West Coast to raise awareness and champion allyship. Activities ranged from the unveiling of a White Ribbon-branded train to onsite conversations with frontline colleagues about the realities of challenging harmful behaviour. We also recognised individuals with 'On the Spot' awards for exceptional acts of bravery and intervention.

Evidence that early intervention works

Our work is supported by research. In 2025, we collaborated with the University of Cambridge and one of our train operating company clients on a project focused on reducing VAWG at stations identified as hotspots. Sixty Amulet Travel Safety Officers were trained and deployed with enhanced focus on these locations.

Over six months, stations with strengthened measures saw a meaningful reduction in incidents compared with those operating as usual. Importantly, this improvement was achieved using existing teams and resources. It demonstrates that targeted training and strategic deployment can make a significant difference to public safety.

Why this matters

For Amulet, White Ribbon accreditation strengthens the values already embedded in our culture: respect, accountability and the responsibility to protect people. It also reinforces the leadership shown across our business, from frontline colleagues through to our support teams, in standing up for what is right.

As Tracey Cheung, L&D director at Amulet, reflects: **"White Ribbon accreditation is a milestone that belongs to everyone at Amulet. From our frontline colleagues to our office teams, everyone contributes to a culture of respect, safety and accountability. I'm excited to continue supporting our people with the training and guidance they need to make a real difference every day."**

And in the words of Kieran Mackie, managing director at Amulet: **"This accreditation reflects the values we expect across our organisation and the wider industry. Our people step forward every day to protect passengers and support colleagues, and this commitment strengthens that purpose. Preventing violence against women and girls requires action, consistency and leadership. I'm proud of how our teams continue to show what that looks like in practice."**

Continuing the journey

Accreditation is a foundation, not a finish line. We will continue to build our capability, deepen our partnerships and speak up wherever silence causes harm. By working together across the transport and retail sectors, we aim to create safer journeys, safer workplaces and safer communities, demonstrating how security can act as a genuine force for positive change.



Mental health

As part of our ongoing commitment to supporting colleagues' mental health, we have teamed up with the Samaritans to deliver trauma awareness workshops to line managers within our National Transport division. The session highlighted that our teams don't simply "tick boxes" when it comes to supporting colleague mental health. Instead, we focus on truly understanding the unique environments in which we operate and recognising that we may be called upon to support not only each other but also the communities we serve.

Developed by the Samaritans, the workshop explored what trauma is and how it can present in the workplace, whether following an incident we've responded to or as a result of everyday life experiences. Emphasising our proactive approach to mental health, the session also covered strategies to build resilience, helping managers and teams feel better equipped to navigate challenging situations when they arise.

Through this training, managers gained a deeper understanding of trauma, practical insights for supporting their teams, and tools to foster a culture of care, empathy, and resilience across the division.

Michael Cairo, Account Director National Transport, Churchill Group said: **"This has been a very powerful session with the Samaritans on Trauma Awareness Training. The team gained vital skills that could one day help save a life with truly invaluable knowledge."**

Menopause

Over the past year, we have embarked on a deliberate awareness journey to break this taboo. Our focus has been on building understanding, encouraging open conversation and fostering a culture where knowledge, kindness and allyship are central. We recognise that supporting colleagues through perimenopause and menopause is not solely the responsibility of those directly affected; rather, it requires collective awareness and shared accountability across the business.

Raising awareness of menopause and challenging the stigma surrounding it has been a major priority as we continue our journey towards achieving Menopause Friendly Accreditation with Henpicked. This commitment reflects our belief that inclusive workplaces are built through education, empathy and practical support.

A key milestone this year was the launch of our Menopause Advocates Network. Twenty-one colleagues from across the business completed train-the-trainer workshops to deepen their knowledge and build the confidence needed to support others. These advocates now play a vital role in upskilling managers, raising awareness within teams and championing the importance of creating psychologically safe and inclusive spaces where individuals experiencing menopause feel understood and supported. Building on this foundation, our menopause advocate has already delivered 33 dedicated training sessions, reaching 332 leaders across the organisation.

We have also strengthened our internal resources to ensure colleagues and leaders have access to practical, meaningful support. This includes the development of clear awareness guides, bespoke workplace assessments, symptom trackers and supportive materials to help colleagues prepare for conversations with their line manager or GP. In addition, we have established a dedicated communication route to our menopause advocates, enabling leaders to seek advice and guidance, alongside bespoke training delivered to our Employee Relations teams.

The response across our workplaces has been overwhelmingly positive. Colleagues have engaged with curiosity, compassion and openness, reinforcing a shared commitment to supporting one another. By continuing to build knowledge, encourage allyship and lead with kindness, we are creating an environment where women's health is openly acknowledged, respected and supported benefiting individuals, teams and the organisation as a whole.

Jason Shardlow, Contract Manager EMR, Churchill Group said: **"Lynzie delivered a Menopause Awareness training session to our Derby depot team. The session provided valuable insight into the challenges of menopause, helping employees understand its impact and how we can support one another. It was well received by a diverse audience of male and female employees across different age groups. We highly recommend this programme as it addresses an important topic often overlooked, promoting empathy and inclusivity in the workplace."**

Our 2026 focuses

Social value

In 2026, we will roll out our Pathways to Potential programme with our charity partners, local job centres and community groups with the aim to reach as many job seekers as possible and equip them with key skills for preparing and succeeding in the workplace, whether with us at Churchill or with other organisations.

We will strengthen our Social Value Framework and delivery of social value; by continuing to design initiatives and programmes to enhance the value we bring to our clients and communities. A particular focus will be on developing skills programmes for students and young people to enhance their employability, improve their career prospects and contribute to reducing youth unemployment.

We will build on our current financial and social value performance by strengthening the way we track and report outcomes from both existing programmes and new initiatives. By enhancing our reporting framework, we will gain clearer insights into what is working well and where further investment or innovation is needed. In addition, we will introduce specific targets around social recruitment to ensure our efforts translate into measurable impact. These targets will help us monitor progress, drive accountability, and demonstrate our commitment to creating meaningful employment opportunities for underrepresented groups.

Mental health

Through our dedication to create a robust mental health offering, supporting colleague wellbeing, we've invested in our very own in-house MHFA trainer. Accredited by Mental Health First Aid England, Lynzie Kane, our Wellbeing and Inclusion Manager, will take our mental health support further in 2026, extending it across all levels of the business and beyond, supporting not only our colleagues but also our clients and the wider communities in which we operate.

Domestic abuse

To further strengthen our commitment to colleague wellbeing and ensure meaningful, practical support for those affected by domestic abuse, we will be introducing Domestic Abuse Support Advocates across the organisation in 2026. These trained advocates will provide confidential guidance, signposting, and a safe point of contact for anyone seeking help. This development enhances our existing safeguarding approach and reinforces our dedication to creating a workplace where every individual feels protected, supported, and able to access the right assistance when they need it most.

Menopause

Continue to develop and evolve our menopause support for colleagues and leaders through educational resources, development and learning opportunities which support us in creating inclusive spaces for all colleagues to flourish.

Developing a truly inclusive culture

We will continue to strengthen and evolve our commitment to building a truly inclusive culture where every colleague feels valued, respected, and able to thrive. In 2026, we will focus on deepening inclusive leadership capability through the development and rollout of Inclusive Recruitment training for all leaders and line managers. This programme is designed to embed fair, consistent, and bias aware hiring practices across the organisation, ensuring that our recruitment approach reflects our values and supports greater diversity at every level. These efforts form a key part of our ongoing work to create an environment where inclusion is not only encouraged but actively lived every day.



Mosaic

Our Mosaic Champions influence and shape our business from the perspective of colleagues, both today and into the future, by championing initiatives that support colleague wellbeing, engagement, and inclusion.

Mosaic Champions actively engage with colleagues across all parts of the business, creating opportunities for connection, dialogue, and collaboration. They lead initiatives that foster community, strengthen relationships, and amplify voices, not only within Churchill but also in engagement with external networks and wider communities.

In 2026, we will continue to strengthen and expand our Mosaic Champions network, ensuring it remains a visible and active force for inclusion across the organisation. Our focus will be on deepening capability, increasing representation, and giving champions clearer tools and training to support colleagues and influence positive cultural change.

Talent

We will continue to invest in developing our people, with a strong focus on building capability and supporting progression across the organisation. Looking ahead to 2026, our priorities include the continuation of our Own Your Future programme, the introduction of our new supervisor development initiative, Elevate Your Impact, and increasing strategic use of the Apprenticeship Levy to support development.



Governance

Churchill Group governance

At Churchill, corporate governance is the foundation of ethical leadership and responsible decision-making. We are committed to upholding the highest standards of integrity and professionalism, embedding these values into our strategic direction and day-to-day operations.

Our commitments

- Operate with integrity and ethical leadership, embedding sustainability and continual improvement into all aspects of business
- Balance corporate economic priorities to staff, customers, society and the planet
- Foster innovation and collaborate with clients and vendors to address shared environmental and social challenges
- Report on our activity and impact with transparency, accountability and integrity

Supply chain stakeholder engagement

At Churchill Group, governance isn't just about rules, it's about relationships. Engaging with our stakeholders helps us make better decisions, stay accountable,

and ensure our ESG strategy reflects the needs of everyone impacted by our business.

Our stakeholders are diverse: clients and customers, vendors, employees, regulators, policymakers, and the communities where we operate. We use a mix of channels to connect with each group. Employees share feedback through surveys, briefings, and forums; clients receive updates on waste, recycling, and energy efficiency; vendors participate in workshops, audits, and use our Supplier Resource Hub to measure emissions and set science-aligned targets; communities and regulators are engaged through events and discussions.

This dialogue is more than talk, it drives action. Vendor feedback has helped enhance our supply chain emissions reduction Resource Hub and refine risk assessments, while client insights shaped the rollout of a fully electric fleet on the Docklands Light Railway and smarter waste management in retail spaces. Employee input has influenced wellbeing, diversity, and social value initiatives, ensuring our people and communities benefit as much as our business.

Engagement also strengthens ethical decision making and risk management. Modern slavery due diligence, audit programmes, and emissions tracking flag risks early, while confidential channels, including whistleblowing frameworks, ensure concerns are raised safely and acted on promptly. Through these processes, we balance differing perspectives, align operations with our Code of Conduct, and maintain transparency across our value chain.



Looking ahead, we're expanding workshops, improving data accuracy, and deepening circularity initiatives, all while keeping stakeholder voices at the heart of governance. By listening, responding, and embedding feedback into our processes, we reinforce accountability, sustainability, and the long-term integrity of our business.

Marina Berry, Procurement Director

SPOTLIGHT

Building a stronger risk culture, in conversation with Matteo Beretta

As Churchill Group continues to grow, diversify and operate in increasingly complex environments, effective risk management has never been more important. We spoke with Matteo Beretta, Head of Risk, about how he is building our new enterprise risk management framework, what it means for colleagues, and how it supports long-term value for the business and our clients.

A framework built around clarity, consistency and culture

Matteo describes his role simply: to design and lead the enterprise risk management framework implementation that helps Churchill Group identify, assess, mitigate and monitor risks across the whole business. But behind that simple definition sits a wide-ranging programme of work.

“Our goal is to create an approach that is systematic and integrated into everyday decision-making,” he explains. “Risk management isn’t something that sits with one person or one team, it’s everybody’s responsibility.”

The framework is being built on key principles: it must be an integral part of all organisational processes and decision-making activities; dynamic to evolve in line with the evolution of our business (e.g., acquisitions, new sectors); and people-centred, recognising the impact of human behaviour and culture on approaching risk.

Strengthening governance and embedding the right mindset

An important pillar of the framework is governance and culture. Matteo highlights the importance of commitment to our values, ethics, conduct and a strong risk mindset at all levels of the business.

“We already operate in challenging and risky sectors, and our health and safety culture is a great foundation. But we need to apply this mindset across everything we do,” he says. “If risks aren’t identified and managed properly, the impact can be critical financially, legally and reputationally.”

Training and awareness will play a central role in building shared understanding. One of Matteo’s early priorities is establishing a common “risk language” and encouraging teams to share best practice.

Creating value while managing exposure

Risk management isn’t about slowing down the business, in fact, the opposite is true.

“Effective enterprise risk management helps to optimise outcomes with the goal of creating, preserving, and ultimately realising value.” Matteo says. “By understanding our risks and managing them well, we protect the business and our people, we reduce surprises and related costs or losses, while profiting from advantageous developments and we also position ourselves more strongly in the market.”

A joined-up view of how we manage risks across entities, regions and central functions will also help reduce duplication, improve efficiency and create opportunities for better decision-making.

Connecting risk management with ESG and sustainability

Matteo explains: “I think risk management isn’t just a defensive mechanism but a proactive enabler of sustainability. Our ERM processes can support us to identify, assess and respond to ESG-related risks. Incorporating ESG-related risks into the governance structure, systems and processes is critical for overcoming the challenges we face in managing these risks.”

Tools, systems and long-term ambitions

In the short term, risk management activity will be supported by existing tools such as Excel and Smartsheet. Longer term, Matteo is exploring a unified governance, risk and compliance (GRC) system that could integrate enterprise risk management, QHSE, insurance claims and more into one central platform.

Supporting an employee-owned business

Matteo believes the employee ownership model strengthens the case for good risk management.

“When everyone has a stake in the business, there’s a natural desire to protect it,” he says. “That mindset aligns really well with building a robust approach to risk.”

Building trust and confidence with clients

By proactively managing risks and being transparent about how we do it, Churchill strengthens trust with clients and the wider market.

“It only takes one incident to damage reputation,” Matteo reflects. “Showing that we are structured, proactive and serious about risk gives our clients confidence that we’re a dependable partner.”

As we continue to grow, enter new sectors and evolve as an employee-owned business, we recognise our approach to risk will help create stability, consistency and long-term value for everyone connected to our business.

Longer term, Matteo is exploring a **UNIFIED GOVERNANCE, RISK AND COMPLIANCE (GRC) SYSTEM** that could integrate enterprise risk management, QHSE, insurance claims and more into one central platform.



Leadership and strategy

The Board is the company's highest governing body and holds ultimate responsibility for sustainability, environmental and climate-related matters, as well as people and governance oversight. It is accountable for ensuring the long-term, sustainable success of the organisation and integrates these considerations into all strategic decision-making. As part of this responsibility, the board regularly reviews climate-related risks, impacts, and opportunities to ensure they are appropriately reflected in the company's overall business strategy.

Sustainability has been embedded as one of five core strategic pillars by the board, aligning with our purpose, vision and values. The strategy sets a clear expectation that sustainability will be integrated into the business at all levels and across all divisions.

Our board is diverse, representing different genders, backgrounds and perspectives. It is fundamental to our values that we celebrate and respect one another, recognising that our diversity brings a wide range of skills, experiences, ideas, and perspectives that strengthen our ability to grow and succeed.



OUR BOARD IS DIVERSE,
representing different genders,
backgrounds and perspectives

ESG Committee

Our ESG Committee helps to shape how we do business responsibly and sustainably, not just for today, but for the long term. It brings together people from across Churchill Group to make sure our approach to the environment, social value, wellbeing, diversity, equity and inclusion (WDE&I), and governance is consistent and true to our values.

The committee provides direction and oversight for all our ESG priorities, ensuring they stay aligned with our business goals, the expectations of our people and partners, and the principles of employee ownership that define who we are.

Purpose and responsibilities

The ESG Committee focuses on keeping us accountable and forward-thinking in everything we do. Its main responsibilities are to:

- Set and review our Group-level ESG strategy and targets
- Approve investments that help bring our ESG goals to life
- Support and empower our subject matter experts to make a real difference in their areas
- Track progress and ensure we deliver on our commitments across all ESG pillars

By working together, the committee ensures that ESG is not a separate initiative, it's part of how we operate, make decisions, and measure success.

To stay relevant and effective, the committee's terms of reference are reviewed each year. This helps us evolve as our sustainability ambitions grow and ensures we maintain a transparent and meaningful approach to ESG.

Committee composition

The ESG Committee is chaired by James Bradley (CEO) and includes senior leaders from across the business. This mix of expertise and perspectives helps us take a balanced, practical approach, one that connects our strategic goals with the everyday actions that make Churchill Group a responsible, sustainable, and people-led organisation.

“The ESG Committee ensures that sustainability isn't just a standalone initiative; it's part of how we make decisions, invest, and grow. By bringing together leaders from every area of the business, we're aligning environmental and social responsibility with commercial performance.”

James Bradley, CEO and Chair of the ESG Committee.

Achievements

- Monitored performance against key ESG KPIs and tracked progress toward strategic targets
- Reviewed core ESG recommendations and integrated them into the broader business strategy
- Approved strategic ESG priorities and action plans, including enhancements to reporting and disclosures



Our ESG Committee helps to **SHAPE HOW WE DO BUSINESS** responsibly and sustainably, not just for today, but for the long term.

ESG Working Group

Our ESG Working Group is dedicated to advancing the ESG agenda across the business, ensuring progress toward strategic objectives. It supports the ESG Committee at a more granular level and focuses on the delivery of ESG across the group. It is composed of subject matter experts from Environment, Social Value, and Wellbeing Equity Diversity and Inclusion.

Purpose and responsibilities

The ESG Working Group plays a central role in driving the implementation of our ESG agenda across the Group. Its purpose is to ensure that meaningful progress is made toward our overarching sustainability objectives and to embed a culture of continual improvement in all areas of environmental, social, and governance performance. The Working Group meets monthly to review progress against targets, assess emerging risks and opportunities, align initiatives across business units, and support the integration of ESG considerations into day-to-day operations. Key outcomes and recommendations from the Working Group are reported to the ESG Committee, ensuring clear governance, oversight, and accountability at the senior management level.

Achievements

During 2025 the ESG Working Group has:

- Developed a cohesive ESG brand that aligns with the Group's purpose and values
- Enhanced the Group-wide ESG framework to provide clearer action planning
- Strengthened internal ESG reporting processes, including the implementation of more robust KPI tracking

Our ESG Working Group
is **DEDICATED TO ADVANCING**
THE ESG AGENDA across
the business



Gender Pay Gap

Each year we review our gender pay data to understand where we are making progress and where we must continue to focus our efforts. The results in our most recent report show steady improvement in several areas and continue to reflect a picture that is more positive than the national average.

Across our core business, the median gender pay gap remains at 3.9%, significantly lower than the UK national median of 13.1%. Our mean pay gap has also improved, reducing to 4.03%, a decrease of 1.7 percentage points from the previous year. While there is still more to do, this movement shows the impact of our work to broaden opportunities for women across all levels of our business.

Bonus pay results reflect a wider trend of fewer bonuses issued overall during the period. Although the proportion of both men and women receiving a bonus has decreased, the reduction was larger for men, narrowing the difference between groups.

Representation across our pay quartiles also remains encouraging. Women make up the majority of colleagues in all four quartiles, and while some gaps persist within specific bands, we have seen improvement at the upper quartile where the mean pay gap has reduced by 4.53 percentage points since last year.

Our progress is closely connected to the work taking place across our wider inclusion and development programmes. Initiatives such as 'Set for Success', our WellMe and WDE&I strategy, and structured career development through excelMe continue to support better representation, fair progression and open access to opportunities for all colleagues. We have also strengthened our family-friendly policies, expanded our menopause support network, and grown our mosaic DE&I champions community to ensure colleagues' voices directly influence decision-making.

While we remain proud that women and men are paid equally for equal work across the Group, we continue to focus on long-term, sustainable improvement. Looking ahead, we will build on the foundations already in place, improving access to development, supporting flexible working, widening our talent pipelines and ensuring that our workforce reflects the diversity of the communities we serve.

We continue to focus on long-term,
SUSTAINABLE IMPROVEMENT

Ethical Procurement

Churchill strengthened its ethical procurement framework by partnering with Unseen UK to review policies and onboarding processes.

We introduced mandatory Modern Slavery Questionnaires, risk-based audits, and contractual rights for unannounced inspections. Annual reassessments and mandatory training for supply chain staff have reinforced accountability, ensuring compliance with international standards and a zero-tolerance approach to exploitation.



Culture at Churchill Group

We are a people-first business, guided by our values to always do right, always seek better and always put people first. These values shape how we work every day and underpin a culture where colleagues feel a strong sense of belonging, clarity of purpose and genuine support for their wellbeing. Our employee ownership model reinforces this culture. It empowers colleagues to contribute, innovate and take pride in the success of the business, knowing their voice matters and their actions make a difference. We focus on creating an environment where people feel connected to our purpose, supported in their wellbeing and able to thrive at every stage of their career.

We are committed to creating a truly inclusive environment where colleagues can bring their whole selves to work. Through initiatives such as our ongoing inclusion and wellbeing programmes, we provide colleagues with the tools, training, and support to develop their skills, lead effectively, and support one another. Our leadership development programmes are designed to equip managers with the knowledge and practical guidance they need to foster respectful, inclusive, and psychologically safe workplaces.

To ensure our culture is lived and monitored across the business, we take a multi-channel approach to engagement. This includes our annual engageMe survey which includes the option to leave feedback in colleagues' own language, leadership Q&A sessions, and ongoing forums, which allow colleagues to share feedback anonymously or openly. Senior leaders actively participate in these channels, responding to questions and providing transparency on the actions taken to improve the workplace.

Ethics and integrity underpin our operations. All colleagues are expected to adhere to our code of conduct, ethical business practices, and equality, diversity and inclusion policies. We provide clear channels to report concerns or potential wrongdoing, including a confidential whistleblowing service, ensuring issues are addressed promptly and independently, with protection against retaliation. Leadership oversight, along with regular reporting on key non-financial indicators such as employee engagement, turnover, and health and safety, ensures accountability at every level of the business.

By embedding our values, culture and commitment to belonging, purpose and wellbeing into everyday operations, Churchill Group continues to strengthen its position as an employer of choice. This approach supports sustainable performance, enables our people to do their best work and ensures we contribute positively to the communities and environments in which we operate.



IT governance

Over the past year we've continued to strengthen our approach to IT governance, focusing on the systems, people and practices that keep our organisation secure and resilient. While much of this work sits quietly behind the scenes, it plays a vital role in protecting our data, supporting colleagues, and ensuring we meet the standards expected by our clients and regulators.

A key part of our approach has been investing in best-practice security tools and ongoing security hardening. As our technology landscape evolves, this investment ensures we have the right foundations in place and can respond to the changing digital environment responsibly.

People remain at the centre of our cyber governance strategy. Human error is still one of the most common causes of security incidents, so this year we placed even greater emphasis on awareness and training. We rolled out enhanced cybersecurity learning for colleagues, and introduced new, more engaging ways of bringing the subject to life. We launched in-person security roadshows designed to make cyber safety more relatable, both at work and at home. These sessions are interactive and practical, helping colleagues understand the small, everyday behaviours that make the biggest difference.

We also strengthened our internal capability with the appointment of an IT security manager, broadening the team's capacity to provide expert guidance and support. Alongside this, we expanded the Information Security Management Team (ISMT), a cross-functional group including HR, finance, legal, quality and external specialists. The ISMT meets every month to review risks, discuss emerging threats and monitor internal and external data to help us stay ahead of the curve. The group sets a series of annual objectives, covering essential compliance measures as well as longer-term, cultural goals that move us towards a more resilient future.

We continue to maintain our key cybersecurity accreditations, including ISO 27001 and Cyber Essentials. These standards give our clients reassurance that their data is handled safely and responsibly.

AI also plays an increasing role in our digital landscape, both in terms of opportunity and risk. As major technology providers build more machine learning into their products, we're focused on using these tools in a safe and responsible way. Our approach is to embrace the benefits, particularly in detecting new and emerging threats, while ensuring strong data governance and clear guidance for colleagues. With AI regulation expected to tighten in the coming years, we're also preparing early so that we adapt smoothly and confidently.

Across all of this work, our priority remains the same: to protect our information, support our colleagues and deliver the secure, reliable service our clients trust us for.

Kris Bainbridge, Group IT Director



PEOPLE remain at the
centre of our cyber
governance strategy.

EOT Trustee governance

As the majority shareholder of Churchill Group, the EOT plays a central role in our governance framework, acting on behalf of all employee owners. The Trust is administered by an independent external Trustee, ensuring that the interests of our people remain at the heart of every key decision.

Under the Shareholders' Agreement, the Trustee actively contributes to the day-to-day governance of the business. This includes approving the Group's annual financial budgets, monitoring financial performance, and providing consent for a range of strategic matters such as acquisitions and disposals, annual bonus schemes, and certain salary increases above defined thresholds. The Trustee is also involved in decisions relating to any potential distributions, ensuring these align with the Group's long-term success and the principles of employee ownership.

By maintaining this oversight, the Trustee helps to safeguard the integrity, sustainability, and employee-owned values of Churchill Group, ensuring our governance practices remain transparent, responsible, and rooted in shared ownership.

Social value governance

The Social Value Portal plays a key role in validating and reviewing our social value data, strengthening our overall governance by ensuring we remain fully accountable for transparency and accuracy in our reporting.

Through their assessment Social Value Portal verifies that our reported outcomes are robust, evidence-based, and aligned with the TOMs System. This oversight enhances the integrity of our governance processes and reinforces our commitment to delivering measurable, authentic social value.



Data appendix

Table 1: ESG KPIs

ESG Charter Objective		FY 24/25 KPIs	FY24/25 Progress
Environment	Reduce our carbon footprint and move toward zero carbon operations	Improve emissions intensity performance (tCO ₂ e / Million £ turnover)	Complete (-2.3 tCO ₂ e / Million £ turnover compared to last period, -7.1 tCO ₂ e / Million £ turnover compared to baseline)
	Reduce our carbon footprint and move toward zero carbon operations	15% reduction of scope 1 & 2 emissions below baseline	+31%
	Reduce our carbon footprint and move toward zero carbon operations	85% of electricity consumed in own estate to be from renewable sources	99.8%
	Ensure efficient use of natural resources within our operations	Divert >98% of Churchill waste from Landfill	100%
	Create a positive impact on nature and our working environments	Enable 350 hours of colleague environmental volunteering initiatives	611
	Build strong, long-lasting relationships with our suppliers	Launch supply chain resource hub providing resources for supply chain to measure emissions and set science-aligned targets	Complete
	Report on our progress with transparency and integrity	Achieve Gold in the Sustainable Facilities Management Index (SFMI)	Platinum Award 2025
Wellness & EDI	Provide safe and healthy work environments for all colleagues	Establish a culture of reporting all hazards. 200 reported hazards per million hours worked	383.4
	Foster an environment where all colleagues feel heard, seen and truly valued	Achieve a response rate of 75% in the annual engageMe survey	75%
	Promote a culture of positive psychological safety	Increase Mental Health First Aiders by 50%	Complete
	Create equal opportunities for colleague growth	Launch "Leader of Leaders" program	Complete

Governance	Conduct business in a transparent, honest and ethical manner	Provide training relating to corruption and bribery to 85% of M&A staff	100%
	Integrate sustainability both into business planning and all our business operations	All business divisions to set annual sustainability targets	100%
	Integrate sustainability both into business planning and all our business operations	Provide training relating to environment and sustainability to 75% of M&A staff	82%
	Balance corporate economic priorities between staff, customers, society and planet	Maintain a Climate Risk and Opportunity Register which recognises all relevant affected communities.	Complete
	Work with clients to address E&S issues specific to their business	Host at least 50 person-hours of combined supplier and client ESG Working Groups[HD2.1][MS2.2]	60
	Operate to ISO certified management systems ensuring continual improvement	Maintain ISO 9001, 14001, 27001, 45001, 50001 approvals.	Complete
Social Value	Empower our people to volunteer by giving time, opportunities and resources [CM1.1][CM1.2]	1) Develop and use 'volunteering opportunities tracker', mapping volunteering opportunities from charity partners and charities in our local communities against our contract locations	Complete
		2) Share volunteering stories to empower and inspire our people to volunteer in their local community	Complete
	Support communities to create a positive impact, in line with our SV Framework	1) Create detailed action plans against each covenant (AFC, CLC, EDAC and social recruitment) to deliver against our commitments	Complete
		2) Design, develop and pilot new social value initiatives at Churchill	Complete - Pathways to Potential pre-employment outreach sessions designed and piloted
		3) Explore opportunity to support suppliers and charities through apprenticeship levy gifting	Over £72,000 gifted
	Foster great relationships to build on our reputation and become a trusted guide	Develop and pilot social recruitment programmes with charity & employment partners to support hiring of those facing barriers to employment	Complete
	Share our successes across the business, with our clients and partnerships	Each year, we will publish a Group sustainability report with ESG targets and progress made.	Complete
Dedicate ourselves to report on our activity and impact	1) Embed social value reporting across Churchill, creating tools, guidance and awareness to support the use of our ESG Register and the TOMs System	Complete	

Table 2. Group GHG Emissions Statement

Scope	Category	2024-25		2023-24		2022-23*		2021-22*		% change vs last year	% change vs baseline
		Total Emissions (tCO ₂ e)	% of Total Emissions	Total Emissions (tCO ₂ e)	% of Total Emissions	Total Emissions (tCO ₂ e)	% of Total Emissions	Total Emissions (tCO ₂ e)	% of Total Emissions		
Scope 1	Total Scope 1	3,316.0	0.1	2,231.9	0.1	2,661.4	0.2	2,505.6	0.1	48.6%	32.3%
	Natural gas	4.6	0.0	1.4	0.0	8.5	0.0	10.8	0.0	222.0%	-57.2%
	Plant/Machinery Fuel	93.0	0.0	109.6	0.0	44.2	0.0	6.7	0.0	-15.1%	1297.5%
	Refrigerants	0.0	0.0	0.0	0.0	0.0	0.0	1.9	0.0	-	-100.0%
	Company Vehicles	3,219.0	0.1	2,121.0	0.1	2,608.6	0.2	2,486.2	0.1	51.8%	29.5%
Scope 2	Total Scope 2	110.0	0.0	81.0	0.0	69.4	0.0	89.9	0.0	35.8%	22.4%
	Electricity (Location based)	87.0	0.0	81.0	0.0	69.4	0.0	89.9	0.0	7.4%	-3.2%
	Electricity (Market based)	12.0	0.0	36.6	0.0	0.0	0.0	45.3	0.0	-67.2%	-73.5%
	EV electricity (Location based)	23.0	0.0							-	-
Scope 3	Total Scope 3	23,120	0.9	23,702.0	0.9	12,762.2	0.8	17,894.8	0.9	-2%	29%
	Purchased Goods & Services	14,374.0	0.5	16,918.4	0.7	8,124.0	0.5	13,105.4	0.6	-15.0%	9.7%
	Capital Goods	3,798.0	0.1	2,363.6	0.1	973.0	0.1	1,109.2	0.1	60.7%	242.4%
	Fuel & Energy Related Activities	1,935.0	0.1	1,363.8	0.1	710.4	0.0	1,118.4	0.1	41.9%	73.0%
	Upstream Transportation and Distribution	316.0	0.0	426.2	0.0	464.9	0.0	125.0	0.0	-25.9%	152.8%
	Waste generated in operations	23.0	0.0	3.6	0.0	2.7	0.0	9.1	0.0	533.2%	153.3%
	Waste managed at client sites	24.0	0.0	50.3	0.0	39.9	0.0	7.9	0.0	-52.3%	204.2%
	Business travel	360.0	0.0	432.5	0.0	375.7	0.0	347.8	0.0	-16.8%	3.5%
	Employee commuting and remote working	1,886.0	0.1	1,719.4	0.1	2,061.0	0.1	1,726.8	0.1	9.7%	9.2%
	Use of sold products	403	0.0	424.3	0.0	10.0	0.0	345.2	0.0	43.8%	76.7%
TOTAL	ALL	26,547	1.0	26,014.6	1.0	15,493.0	1.0	20,490.3	1.0	2.8%	30.6%

* Table note: 2021-22 data was re baselined due to significant business divergence and improved data availability which had a material impact on "Purchase Goods & Services", "Capital Goods", "employee commute and remote working" and "use of sold products" in the Scope 3 emissions categories. 22-23 data has not been re baselined, and as a result comparison is not appropriate between 23-24 and 22-23 for some data categories.

Table 3. GHG Emission statement – Intensity metrics

	2024-25	2022-23*	2021-22*	Change vs baseline
Scopes 1-3 Intensity (tCO ₂ e/Employee)	1.7	1.0	1.4	22.2%
Scopes 1-3 Intensity (tCO ₂ e/£m Revenue)	65.3	47.7	72.9	-9.7%

Table 4. Environmental reporting metrics

Metric	2024-25	2023-24	2022-23	2021-22	24/25 vs 23/24	
Energy	Overall Energy Consumption (MWh)	15164.6	11907.0	12295.2	10159.5	27%
	Total electricity consumption (MWh)	346.1	343.1	372.8	362.4	1%
	Renewable Electricity consumption (MWh)	343.1	325.2	316.9	272.8	5%
	Renewable Electricity Share (%)	99%	95%	85%	74%	5%
	Energy Intensity (kWh/Employee)	996.2	841.7	781.3	713.0	18%
	Energy Intensity (MWh/£m Revenue)	37.3	31.1	37.8	36.1	20%
Waste	Total overall waste (t)	48.9	40.6	35.8	16.2	20%
	Total hazardous waste (t)	-	-	-	-	-
	Waste diverted from landfill (t)	48.9	39.7	33.9	9.7	23%
	Waste converted to energy (t)	30.9	24.7	19.3	5.4	26%
	Waste recycled (t)	17.9	15.1	14.6	4.3	19%
	Waste diverted from landfill (%)	100%	98%	95%	60%	2%
	Recycling rates (%)	37%	37%	41%	27%	-1%
	Waste Intensity kg/Employee	3.2	2.9	2.3	1.1	12%
	Waste Intensity (kg/£m Revenue)	120.1	106.2	110.0	57.6	13%
Water	Water Consumed (m ³)	2343.3	2351.3	1878.4	2174.0	-0.3%
	Water Intensity (m ³ /£m Revenue)	5.8	6.1	5.8	7.7	-6%
	Water Intensity (m ³ /Employee)	0.15	0.17	0.12	0.15	-7%

* 2021-22 data was re-baselined due to significant business changes and improved data availability, which materially impacted several Scope 3 categories (including Purchased Goods & Services, Capital Goods, employee commuting and remote working, and use of sold products). As 2022-23 data was not re-baselined, emissions intensity figures are not directly comparable between 2022-23 and 2023-24 for some categories.

Table 5: GRI Content Index

This Annual Report has been prepared with reference to selected GRI Standards. The table below identifies where the relevant disclosures can be found.

GRI Standard	Disclosure	Response and/or page numbers and/or URL	Omissions
GHG Emissions			
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	Pages 12, 14, 75	
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 12, 14, 75	
	305-3 Other indirect (Scope 3) GHG emissions	Pages 12, 14, 17, 75	
	305-4 GHG emission intensity	Pages 12, 73, 75	
	305-5 Reduction of GHG emissions	Pages 12 -18, 73	
	305-6 Emissions of ozone-depleting substances (ODS)		Churchill does not produce, use, or trade ODS and complies with the Montreal Protocol
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Air emissions are immaterial
Energy Management			
GRI 302: Energy	302-1 Energy consumption within the organization	Page 76	
	302-3 Energy intensity	Page 76	
	302-4 Reduction of energy consumption	Pages 19, 76	
	302-5 Reductions in energy requirements of products and services	Page 19	

Waste			
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	Page 21	
	306-2 Management of significant waste-related impacts	Pages 20, 21, 22	
	306-3 Waste generated	Page 76	
	306-4 Waste diverted from disposal	Page 73, 76	
	306-5 Waste directed to disposal	Page 76	
Health and Safety			
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	Page 52	
	403-2 Hazard identification, risk assessment, and incident investigation	Page 53, 54	
	403-3 Occupational health services	Pages 37 - 44	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Pages 47, 49	
	403-5 Worker training on occupational health and safety	Page 54	
	403-6 Promotion of worker health	Page 35, 37, 39-44, 54	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 54	
	403-8 Workers covered by an occupational health and safety management system	Page 54	
	403-9 Work-related injuries	Page 53	
	403-10 Work-related ill health	Page 53	



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