

ESG Impact Report

20

25

# Welcome

## Who are we

Sureserve is a trusted partner of housing associations, local authorities and residents for compliance and energy services.

## What we do

We play a vital leadership role in the decarbonisation of the social housing and related public sector and contribute in a significant way in alleviating fuel poverty.

## How we do it

We deliver essential and affordable heating, energy savings and compliance solutions to the social housing and related public sector.

## Our Services

### Compliance

Sureserve Compliance specialise in the installation, maintenance, and repair of gas appliances and central heating systems as well as renewables, fire safety, electrical systems, water and air hygiene.

### Energy Services

Sureserve Energy Services specialise in low-carbon heating, insulation, metering and decarbonisation measures, helping to create sustainable, energy-efficient homes and public buildings.

## Introduction

Sureserve Group is the partner of choice for housing associations working to improve their residents housing through management of stock while working towards decarbonisation ambitions and reducing fuel poverty.

Our portfolio of established and trusted heating, compliance and renewable energy companies enables us to take on and improve house surveying and maintenance, fabric first retrofitting, and partner on the innovation roadmap to scale decarbonisation, reduce fuel poverty and create healthy and safe homes for social housing residents.

This report outlines our strategy and performance for the financial year 2025 (FY 2025) covering the period from 1st October 2024 to 30th September 2025, detailing our environmental, social and governance (ESG) progress.

## Message from our CEO

Welcome to Sureserve's first annual Impact Report. This report sets out how our strategy, operations and performance during FY2025 contributed to the decarbonisation of social housing, the reduction of fuel bills, and the delivery of safe, compliant homes across the UK.

During the year, we continued to scale our role in the energy transition. We delivered over £110 million of funded retrofit works, installed low-carbon heating, insulation

and renewable technologies at pace. These services are expected to avoid approximately 456,120 tonnes of CO<sub>2</sub>e over the lifetime of the measures installed, while directly supporting efforts to reduce fuel bills in the communities we serve.

Over the year, our teams visited more than 1.6 million homes and delivered a range of safety and compliance services including electrical, water, fire and gas. In total over one million safety and compliance inspections were completed throughout the year ensuring residents' homes remained safe, warm and well maintained.

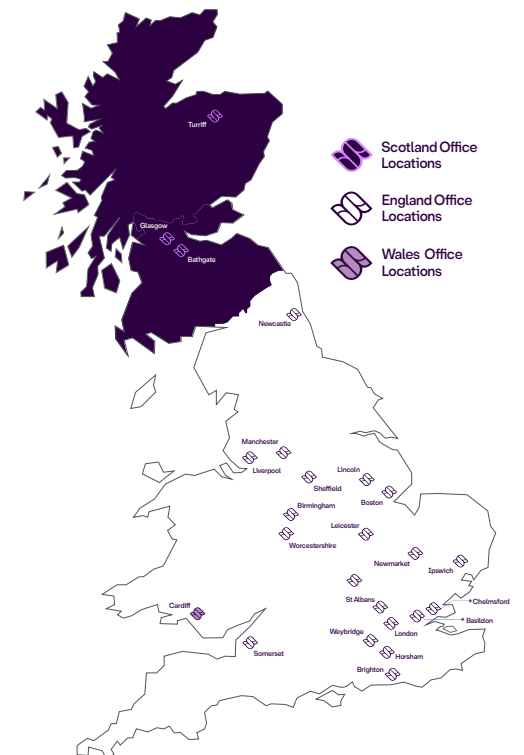
Social value is integral to our service delivery, with a focus on practical outcomes such as employability, apprenticeships and initiatives that strengthen wellbeing and resilience in local communities. Our scale in social housing enables us to support local employment, develop skills and engage communities alongside the essential services we provide.

None of this would be possible without our people. In FY2025, Sureserve employed 4,448 colleagues, the majority working in frontline, field-based roles. Their technical expertise, commitment to safety and focus on residents underpin everything we deliver. Continued investment in skills, apprenticeships and training remains critical to meeting growing demand and supporting the long-term transition of the sector.

Our impact, set out in this report, is the result of our people delivering essential services every day, and it is through this hard work and dedication that we continue to improve homes,

reduce fuel bills and support the transition to a low-carbon future.

**Justin Tydeman**  
Group CEO, Sureserve Group



## Our FY 2025 highlights

2025 snapshot and report contents

### Energy Transition

Playing a key and progressive role in decarbonisation and the switch from gas to renewables.

[Read more on pages 6-13](#)

456,120<sup>tCO<sub>2</sub>e</sup>

of avoided emissions delivered by our services

13%

improvement in emissions intensity since FY 2023

£110m

of funded retrofit works delivered

#### In this section

- 8 Supporting the energy transition
- 9 Helping residents and clients avoid emissions
- 10 Decarbonising our contracts
- 11 Energy, waste, water & environmental management

### Homes & Communities

Creating warm, safe homes and delivering social value in local communities.

[Read more on pages 14-21](#)

1m<sup>+</sup>

safety and compliance inspections and checks delivered

1.6m<sup>+</sup>

Resident homes visited

10,425

Healthy Homes Checks delivered

#### In this section

- 15 Safe and compliant homes
- 16 Warm Homes Plan
- 17 Delivering social value
- 21 The Sureserve Foundation

### Our People

Building a skilled, diverse workforce in high-quality, purpose-driven careers.

[Read more on pages 22-28](#)

4,448

Total employees

4.4%

Of workforce who are apprentices

92%

of apprentice levy used

#### In this section

- 23 Addressing the Green Skills Gap
- 25 Attracting and retaining talent
- 27 Diversity, Equity and Inclusion
- 28 Wellbeing

### Responsible Business

Maintaining the highest standards of corporate governance, ethics and integrity.

[Read more on pages 29-34](#)

5,000<sup>+</sup>

Five star reviews on Trustpilot

4.2

Star rating on Trustpilot

Zero

Incidences of Modern Slavery, bribery or corruption

#### In this section

- 30 Governance and business ethics
- 32 Health and safety
- 32 Data Privacy and cybersecurity
- 33 Quality

## A purpose-driven business model

Sureserve Group is dedicated to addressing the unique needs of both housing associations and residents by providing a comprehensive portfolio of high-quality solutions that ensure energy efficiency, safe homes, and improved quality of life.

### Inputs

#### Vision

To play a vital leadership role in the decarbonisation of the social housing and related public sector and to contribute in a significant way in alleviating fuel poverty.

#### Mission

To be the trusted partner of choice to the social housing and related public sector in delivering essential and affordable heating, energy savings, and compliance solutions, playing a key and progressive role in decarbonisation, always delivering for customers, employees, residents and the environment with safety, integrity and respect at the forefront of everything we do.

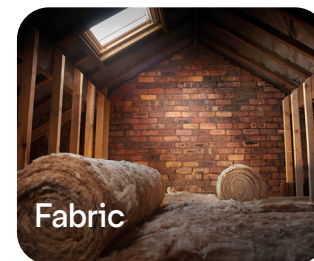
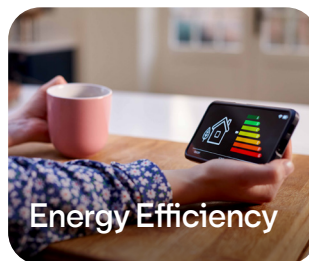
#### Disclosure standards

We align our ESG approach to international standards and frameworks including:

- The Taskforce on Climate-related Financial Disclosures (TCFD).
- Streamlined Carbon and Energy Reporting (SECR).
- Carbon Reduction Plan.
- Modern Slavery Statement.
- ISO Certifications including 14001, 50001, 45001 and 9001
- Numerous industry accreditations

Please see the reporting hub on our website for more details.

### What we offer



#### Residents

We prioritise residents and their families by delivering high-quality, cost-effective services that ensure safety, value, and innovation.

#### Community

We support local and national communities through affordable housing, action on fuel poverty, charitable initiatives, and responsible stewardship of resources.

#### Workforce

We value our people with an inclusive, safe, and respectful workplace, fair pay, wellbeing support, and equal opportunities for growth.

#### Investors

We deliver sustainable growth through sound profits, innovation, strategic investment, and strong client relationships.

### Outputs

4,448

Total employees (FY25)

£596m

Total Revenues (FY25)

1.69m<sup>+</sup>

Properties serviced in the year (FY25)

655k

Energy efficiency measures (FY25)

1m<sup>+</sup>

Total safety checks & inspections (FY25)

£110m

Funded retrofit works (FY25)

#### Explore our reporting ecosystem

We align our ESG approach to international standards and frameworks including:





- Annual Report and Accounts 2025.
- Gender and Ethnicity Pay Gap Report.
- Carbon Reduction Plan.
- Emissions Inventories.
- Basis of reporting.

For more information please see our reporting hub for other reports, policies and accreditations.

## Our approach to ESG and social value

We are committed to decarbonisation and reducing fuel poverty by delivering trusted, quality services for the social housing and related public sector. Our approach to ESG is governed by our sustainability framework, four pillars that are closely aligned to the material topics of our key stakeholders including clients, residents, local and national government, our employees and our wider value chain:

## Our sustainability framework

	Energy Transition	Homes & Communities	Our People	Responsible Business
Our Sustainability Framework	<p>Playing a key and progressive role in decarbonisation and the switch from gas to renewables.</p> <ul style="list-style-type: none"> <li>Retrofitting homes with energy efficiency and low carbon services</li> <li>Making homes less expensive to heat and power, reducing fuel poverty</li> <li>Minimising the environmental impact of our operations.</li> </ul>	<p>Creating warm, safe homes and delivering social value in local communities.</p> <ul style="list-style-type: none"> <li>Delivering safety and compliance services to enhance residents' wellbeing</li> <li>Improving the quality and comfort of homes to support healthy lives</li> <li>Engaging communities and residents to deliver social value</li> </ul>	<p>Building a skilled, diverse workforce in high-quality, purpose-driven careers.</p> <ul style="list-style-type: none"> <li>Investing in new and diverse talent</li> <li>Training and developing our workforce</li> <li>Prioritising physical, mental and financial wellbeing to retain top talent</li> </ul>	<p>Maintaining the highest standards of corporate governance, ethics and integrity.</p> <ul style="list-style-type: none"> <li>Taking a proactive approach to risk including zero-tolerance of fraud, bribery and corruption</li> <li>Delivering responsible and transparent financial and operational practices</li> <li>Safeguarding ethical standards across our supply chain</li> </ul>
Alignment to social value and PPN 002	<p>4a Deliver additional environmental benefits 4b Influence staff, suppliers, customers and communities to support climate and nature protection and improvement</p>	<p>5. Support the reduction in crime through community cohesion, awareness raising and action. 5a. Influence staff, suppliers, customers and communities through the delivery of the contract to support the reduction in domestic abuse 8. Increasing productivity through physical and mental wellbeing in communities</p>	<p>1a. Create and retain high quality jobs 1b. Fair working conditions 1c. Fair pay practices 1d. In-work progression 2a. Learning and skills development 6a. Create employment and training opportunities 6b Increase the representation of disabled people 6c Tackle inequality in employment, skills and pay 7a. Remove barriers for young people and under-represented groups 7b. Creating a pipeline of opportunities 8a. Support health and wellbeing</p>	<p>1e. Identifying and managing the risks of modern slavery 3a. Create a diverse supply chain 3b. Collaborate in co-design and delivery with communities and anchor partners</p>
Alignment to the UN Sustainable Development Goals (UN SDG's)				



# The Energy Transition

Playing a key and progressive role in decarbonisation and the switch from gas to renewables.

## The Energy Transition

We are playing a key and progressive role in decarbonisation, always delivering for clients, employees, residents and the environment with safety, integrity and respect at the forefront of everything we do.

### Supporting the energy transition from Gas to Renewables

The energy transition presents a significant opportunity for Surestore. We are proud to be at the forefront of the sector, leading the way in installing heat pumps, renewable energy solutions and retrofitting homes. Our multi-phased approach to retrofits supports social housing providers and public buildings to decarbonise in a way that is achievable and limits disruption.

In FY 2025 we visited over 1.6 million properties delivering a range of services to support the energy transition, significantly contributing to community decarbonisation and reducing residents' energy bills. Projects were delivered to a range of properties including stadiums, schools, apartment buildings, housing schemes, and government buildings.

### Decarbonising the housing sector

Housing providers need to decarbonise their homes to reach both Energy Performance Certificate (EPC) targets and net zero targets.

The target year for improving EPCs to a C is 2035, but for households in fuel poverty it is 2030.

Decarbonisation will involve 'retrofitting' homes with a combination of energy efficiency measures, ventilation, and low carbon heating,

To support clients in the social housing sector we released a report providing information on decarbonisation, its role in reducing fuel poverty, funding opportunities and options for retrofits.

[Read the full report](#)



## Supporting the energy transition

### Reducing fuel poverty

For residents of social housing, decarbonisation really means upgrades to their homes that make them warmer, cosier, healthier, and less expensive to heat and power. Their homes will also be low or net zero carbon homes following the necessary upgrades. Decarbonisation and the energy transition plays a significant role in reducing fuel poverty throughout the UK.

#### Installations in FY 2025

2,845



Heat pump installations

5,206



Solar PV/thermal installs

£110m



Of funded retrofit works

443,138



Smart meter installations

17,677



Building fabric measures installed

721



Energy efficient storage heaters

100,866



Heating controls installed

27,572



Retrofit assessments or coordination's

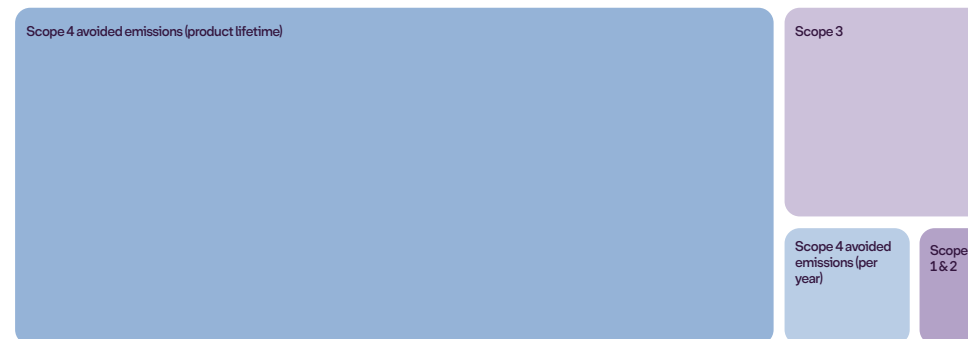
### Helping residents and clients avoid emissions

Sureserve has developed a methodology for calculating avoided emissions (often referred to as "Scope 4") arising from the low-carbon products and services we deliver to our clients and residents. This includes the installation of heat pumps, solar PV, insulation, and other energy efficiency measures that reduce energy use and carbon emissions in homes and buildings.

In FY2025, it was estimated that these activities will save approximately 30,408 tCO<sub>2</sub>e per year for our clients, and approximately 456,120 tCO<sub>2</sub>e over the expected lifetime of the equipment and measures installed. Our annual avoided emissions are equivalent to 1.8 times our total annual Scope 1 and 2 emissions and equivalent to 31% of our total emissions across Scopes 1, 2 and 3.

■ Scope 1&2
 ■ Scope 3
 ■ Scope 4 avoided emissions (per year)
 ■ Scope 4 avoided emissions (product lifetime)

Scope 4 avoided emissions (product lifetime)



On a product-lifetime basis, avoided emissions are equivalent to 26.97 times Sureserve's Scope 1 and 2 emissions and 4.7 times Sureserve's annual footprint across Scope 1, 2 and 3. These avoided emissions represent a tangible positive climate impact that is separate from, and additional to, the reduction of our own operational footprint.

### Decarbonising our contracts

We have also developed a contract-based emissions calculator to estimate the avoided emissions of specific interventions on our contracts, such as replacing diesel vans with electric vehicles, on specific projects. These tools enables us to quantify both the emissions reductions and the avoided emissions associated with targeted interventions, supporting more informed decision-making. This tool is still in the trial phase of implementation and is being used on a contract-by-contract basis.

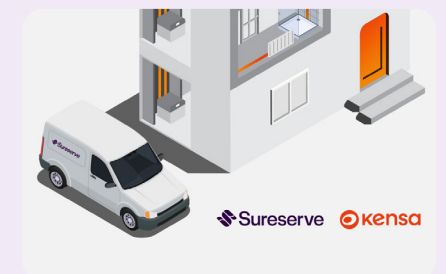
### Case study: Sureserve & Kensa – Accelerating low carbon heating

In 2025, Sureserve formed a strategic partnership with Kensa, the UK's leading manufacturer of ground source heat pumps (GSHPs), to accelerate the decarbonisation of heating in social housing.

The collaboration combines Kensa's pioneering Networked GSHP technology with Sureserve's scale in installations, retrofits, and long-term maintenance, creating an end-to-end solution for housing providers.

Together, the partnership delivers affordable, low-carbon heating at scale, helping to cut energy bills and reduce fuel poverty in communities where it's needed most.

### [Read the full report](#)



## Delivering decarbonisation for our clients

### Case Study: Putting residents first in the energy transition

Since 2013, we have worked in long-term partnership with South Holland District Council to support the decarbonisation of its housing stock. As delivery has progressed from traditional heating systems to low-carbon technologies, our approach has remained focused on balancing technical outcomes with the lived experience of residents.

Central to our delivery model is a resident-first approach. Retrofit works can be complex and disruptive, particularly for vulnerable households, so we work closely with council resident liaison teams to plan installations around resident needs, manage health and safety risks, coordinate sequencing of works and maintain clear communication throughout delivery. This approach demonstrates how effective partnership working and resident-focused delivery are critical to achieving a fair and inclusive energy transition in social housing.

[Read the full report](#)

### Case Study: Pioneering sustainable housing through community solar

Sureserve supported the delivery of an innovative Community Solar Share Scheme at Blaen-y-Maes in Swansea, helping to transform energy use for 644 homes in partnership with Pobl Group and Sero.

As part of a whole-community retrofit, more than 4,500 solar panels were installed alongside smart batteries, advanced energy management systems, smart meters and heating controls. Together, these measures now generate over 1.1MWh of clean electricity each year, meeting around 60% of the community's energy needs.

A key feature of the scheme is its fair and inclusive design. Through the Community Solar Share model, all households benefit equally from locally generated renewable power, paying less than the Ofgem price cap for electricity. Surplus energy, exported to the grid, creates around £100,000 of annual income for Pobl Group, which is reinvested into housing maintenance and community improvements.

[Read the full report](#)

### Case Study: Driving Energy Efficiency at M&S Bank Arena

Sureserve led the decarbonisation of the M&S Bank Arena and Convention Centre's hot water system, replacing gas-fired boilers with a bespoke 200 kW air-source heat pump (ASHP) system, supported by a £1.3 million Public Sector Decarbonisation Scheme grant.

The system incorporates innovative thermal storage technology, with 1,000 litres of primary storage and 8,000 litres of additional storage, optimising energy use and reducing heat loss.

CO2 refrigerant was selected for its low embodied carbon and high-temperature performance. A smart partial and full load function automatically adjusts storage

during low-use periods, cutting daily heat loss from 5.6 kWh to 2.27 kWh.

The upgrade increased energy efficiency from 60% to 300% and reduced carbon emissions by 83%, while ensuring the system could meet the venue's high hot water demand with minimal disruption to operations.

Combined with a commitment to 100% renewable electricity, the project delivers substantial energy savings, operational efficiency and a major step towards a decarbonised, sustainable public building.

[Read the full report](#)



## Decarbonising our operations

### Reporting our impact

Alongside supporting our clients and residents to decarbonise their housing it is important that we understand, measure and reduce the impact of our own operations. Sureserve is aligned to the UK Government's climate change strategy, and committed to making the necessary emissions reductions to meet the Paris Agreement to limit climate warming to 1.5°C by 2050.

As a major provider of services to the social housing sector, the majority of our Scope 1 and 2 emissions come from the vehicles and fuel that our engineers use driving to and from job sites.

In FY2025, Sureserve completed its first Scope 3 emissions assessment, using a mixture of activity and spend-based methodologies in line with the GHG Protocol Corporate Value Chain Standard. Within our Scope 3 emissions, the most significant category is purchased goods and services, where most of our reduction efforts are focused.

### Definitions

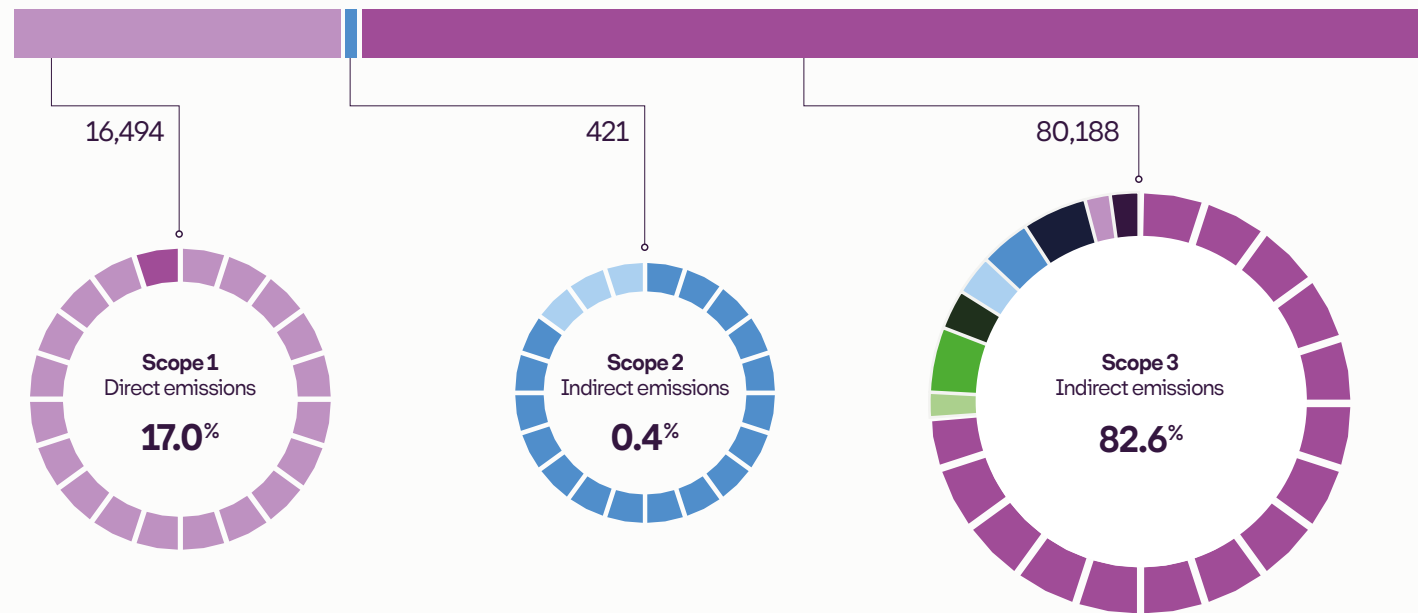
**Scope 1:** Direct emissions from owned or controlled sources.

**Scope 2:** Indirect emissions from the generation of purchased energy.

**Scope 3:** All other indirect emissions that occur in a company's value chain.

### All emissions Scopes in FY2025 (tCO<sub>2</sub>e)

Total: 97,104



A. Heating fuel	411
B. Vehicle fuel	16,083

C. Facilities electricity	366
D. Vehicle electricity	55

1. Purchased Goods and Services	62,383
2. Capital Goods	1,113
3. Fuel- and energy-related activities	4,183
4. Upstream transportation & distribution	1,271
5. Waste generated in operations	1,438
6. Business travel	3,117
7. Employee Commuting	4,824
8. Upstream leased assets	938
9. Investments	920

## Emissions breakdown

### Emissions performance

Sureserve has been assessing its Scope 1 and 2 carbon footprint since financial year 2023 (FY2023) in line with the Streamlined Energy and Carbon Reporting (SECR) requirements and the Greenhouse Gas Protocol reporting standard. In FY2025, a full Scope 3 emissions assessment was completed along with Scope 4, avoided emissions assessments.

Sureserve originally set our baseline year as FY2023 when the Group was taken private. Since the original baseline year, Sureserve has made significant acquisitions that have significantly increased our operational footprint and expanded emissions reporting to include Scope 3 and Scope 4. In line with the Greenhouse Gas (GHG) Protocol's best practice guidance, Sureserve will recalculate its baseline year to FY 2025 as the organisational boundary has changed by more than 5% of total reported emissions.

Sureserve's overall Scope 1 and Scope 2 location-based carbon emissions increased significantly by 39% from 11,532 tCO<sub>2</sub>e in FY 2024 to 16,915 tCO<sub>2</sub>e in FY 2025, driven by these acquisitions. The most significant factors in our Scope 1 and 2 emissions are from operating our vehicle fleet at 16,083 tCO<sub>2</sub>e representing 95.4% of our Scope 1 and 2 emissions. By comparison, our facilities generated 777 tCO<sub>2</sub>e representing 4.6% of our Scope 1 and 2 emissions.

Despite these acquisitions carbon intensity (tCO<sub>2</sub>e) per £m revenue for Scope 1 and 2 has improved by 13% from 29.3 in FY 2024 to 25.4 in FY 2025 due to strong revenue performance and ongoing decarbonisation efforts across Sureserve.

### Emission reduction targets

Sureserve, in line with its dedication to environmental sustainability, is committed to a goal of reaching Net Zero emissions by the year 2050. This aligns with the government's own targets. To achieve this, Sureserve has developed a Carbon Reduction Plan (CRP), a comprehensive strategy towards reducing our carbon footprint.

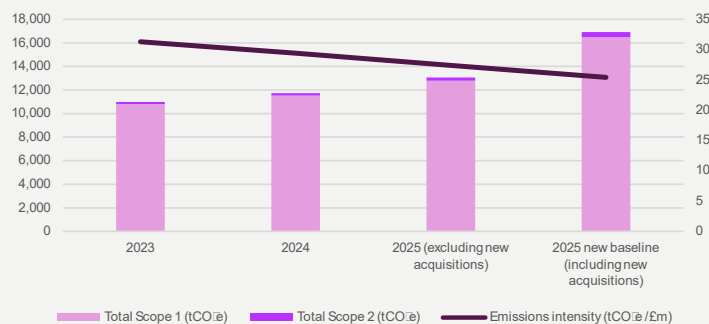
Sureserve aspires to set a Science Based Target and set out a robust and cost-effective roadmap to Net Zero, we will do this once all current and planned acquisitions are fully integrated into the Group.

We have completed a science-based emissions forecasting exercise based on our FY2025 baseline year assessment and existing historic data shown below. There are four categories of emission reductions we considered whilst forecasting:

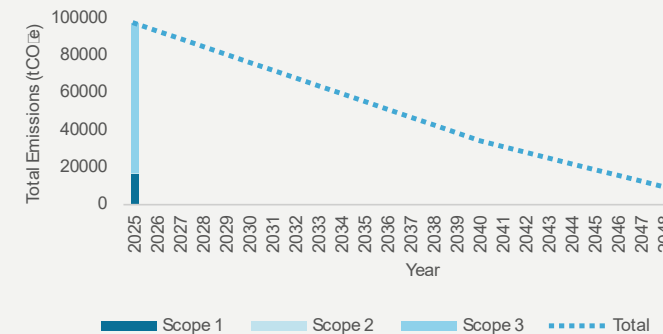
- Passive Reductions – that would happen without any action needed by the company, for example, electricity grid emissions which aim to be net zero by 2030
- Market-Based Reductions – achieved by selecting and paying for energy tariffs that have lower emissions.
- Active Reductions – these are achieved by making technological, behavioural and operational changes within the business.
- External Reductions – external carbon compensation/offsetting to reduce your net emissions.

The glidepath shown represents an indicative trajectory toward achieving net zero by 2050. Actual reductions are unlikely to follow a perfectly linear pattern, particularly Scope 3 emissions, which are in their first year of measurement. We anticipate that reductions will accelerate over time as data quality improves, supplier engagement strengthens, and action across the value chain matures.

Total Scope 1 & 2 emissions vs emissions intensity



Carbon emissions glidepath (tCO<sub>2</sub>e)



## Reducing the impact of our service delivery

### Transitioning our fleet

In FY2025, operating our fleet produced 16,138 tCO<sub>2</sub>e, accounting for 95.4% of our overall Scope 1 and 2 emissions and energy usage, and 16.6% of our overall emissions (Scopes 1-3). The vast majority of these emissions arose from our engineers travelling to client sites to deliver services.

Diesel and petrol vehicles produced 16,083 tCO<sub>2</sub>e respectively making up 99.7% of our transport emissions and energy footprint. This was the second largest source of emissions at 16.6% of overall emissions (Scope 1-3) and therefore a priority area for reduction.

Sureserve have seen an increase in overall energy usage in the past year driven by new acquisitions and greater service delivery. The most significant area of which is fuel used by our fleet. Despite this emissions intensities have decreased year-on-year due.

To reduce our impact, we are steadily introducing electric vehicles (EVs) across Sureserve, installed EV charging infrastructure and introduced an EV salary sacrifice scheme for employees. To date, we have over 100 EV's in service. EV vehicles produced 55 tCO<sub>2</sub>e in FY 2025 making up 0.3% of our transport emissions footprint and 0.1% of our overall emissions footprint. They produce significantly less emissions than ICE vehicles so make up a key part of our overall emissions reduction strategy.

We have committed to introducing a further 150 EVs as part of our EV rollout strategy that includes major strategic partnerships. These partnerships will also provide EV charging infrastructure, including at engineers homes, employee engagement events to promote behavioural change and other employee incentives. Our rollout extends beyond vans and cars, in Wales we are trialing a new electric lithium-powered forklift, replacing a previous gas cylinder powered forklift.

### Data-driven decarbonisation

We are taking a data-driven approach to fleet decarbonisation. Using telematics across more than 1,500 vehicles, combined with fuel consumption and service delivery data, we can optimise routing to ensure engineers take the most efficient journeys to and from jobs; improve fuel efficiency by addressing inefficiencies; increase "first fix" rates to ensure engineers can resolve an issue on their first visit; and reduce idling.

These datasets are integrated to create a holistic view of vehicle use and service delivery, allowing us to map the most efficient journeys while ensuring vehicles are stocked appropriately. This not only reduces emissions but also improves client satisfaction and operational efficiency.

### Supply chain decarbonisation

Scope 3 emissions from our supply chain accounted for 82.6% of our total emissions (Scopes 1-3) in FY 2025, making it a key focus area for future reductions.

Sureserve are in the early stages of Scope 3 decarbonisation. Our approach is underpinned by a Supplier Code of Conduct that includes environmental considerations. Across our businesses we actively engage local suppliers and built strong partnerships in the renewable energy space, allowing us to implement low-carbon improvements across our operations and services.

We recognise that spend-based estimates provide only a high-level view of supply chain emissions, so our priority is to move from broad spend-based estimates to a more accurate, supplier-specific

understanding of emissions, enabling us to work collaboratively with our supply chain to deliver measurable carbon reductions. We are achieving this by enhancing our data quality and accuracy, for example through the introduction of a business travel tracking system that captures more accurate travel-related emissions. We also actively collaborate with our investments to share knowledge and reduce emissions. We have 33% ownership of Warmworks Scotland LLP, we regularly engage with Warmworks who have completed detailed emissions assessments and reduction strategies.

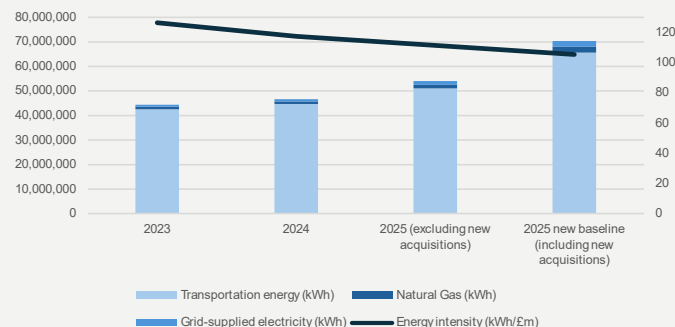
### Case Study: Engaging suppliers to reduce emissions

We launched a trial initiative of a Carbon Reduction and Measurement Toolkit in Sureserve Compliance Electrical, which engaged their largest contractors and materials suppliers with practical guidance, data collection templates, and quick-win actions to help suppliers begin measuring and reducing their emissions.

SME's have also been identified as an area of focus, so we are trialing a Sureserve Sustainability Accelerator for SME's. This will equip suppliers with emissions monitoring, reduction plans and clear actions.

The insights and lessons learned from these trials will inform our approach to supply chain decarbonisation across the wider Sureserve Group.

Total energy usage vs energy intensity



## Reducing the impact of our operations

### Environmental and Energy Management Systems

Sureserve Group and its operating businesses operate under integrated environmental and energy management systems certified to ISO 14001 and ISO 50001. These certifications ensure that we have robust processes for monitoring, managing, and continuously improving our environmental and energy performance.

Our Group Environment Policy and Group Energy Efficiency Policy provide the foundation for environmental responsibility, supported by clear commitments embedded in our Code of Conduct and Supplier Code of Conduct.

Central to our governance framework is a comprehensive internal document library, accessible to all staff, containing environmental policies, certifications, and disclosures. Oversight is provided by a cross-functional Working Group who meet regularly and monitor legislative developments and ensures alignment across all environmental documentation and reporting.

Sureserve recognises that each division has unique needs. Therefore, we adopt a localised approach to developing and implementing EMS. This flexibility allows our business divisions to tailor EMS processes to their specific requirements.

Across our facilities, we conduct regular environmental and energy audits to identify efficiency opportunities and drive progress. Employees across the business also receive

training to identify ways to reduce their impact as part of their roles.

We once again had 0 environmental violations, £0 of fines or penalties; £0 of environmental liability accrued in FY 2025.

### Facilities decarbonisation

In FY2025, our facilities generated 777 tonnes of location-based CO<sub>2</sub>e, representing 4.6% of our Scope 1 and 2 emissions and 0.8% of our total emissions. While this is not a material contributor compared to other parts of our footprint, we recognise that reducing emissions from our own facilities is an important part of achieving our overall carbon reduction commitments.

To date, we have implemented a range of environmental and energy efficiency initiatives across our sites, including:

- Building Management Systems to optimise HVAC use.
- Continually looking at opportunities to rationalise our estate by way of co-locating our business and downsizing existing premises to reduce our impact. Implemented lower carbon and alternative heating sources at various facilities locations such as at Purdy Contracts Ltd where we have installed a ground source heat pump and a Mechanical Ventilation Heat Recovery unit at the main office and Hillside-Infinitas Ltd where we have removed the gas heating system.
- Upgraded our facilities building fabric where possible by investing in internal and external insulation for our buildings.

- Installed solar photovoltaic (PV) panels and battery storage at appropriate locations.
- Upgraded lighting to LED to reduce energy in offices and warehouses.
- Many sites within our direct control have switched to renewable energy tariffs.
- Upgraded equipment to more energy-efficient models during routine maintenance and refurbishment cycles.
- Implemented an energy efficiency register that has helped us change behaviours and enabled us to look for opportunities to reduce our electricity demand. As we continue to acquire new businesses we will expand this register in line with our ISO 50001 management systems.

### Water management

At Sureserve we use water primarily for sanitation and drinking water supply usage, making it a relatively small part of our overall footprint. We operate in the UK, typically in areas of limited water stress. Despite this we acknowledge that water is a vital resource and have put in place various measures to reduce usage. Water management forms part of our broader EMS and we have programmes in place across our divisions to reduce usage such as low flow toilets, automatic taps and A-rated efficient equipment. We also raise awareness with signage and environmental trainings for employees.

### Waste management

Waste forms an important part of our EMS and is managed by our divisions in a way that is bespoke to their operations. Our Group-wide

network of SHEQ managers monitor waste, engage stakeholders, and implement waste reduction and recycling projects. Staff are trained on waste management practices tailored to their job roles with the goal to eliminate landfill waste and promote reuse and recycling.

### Case study: sustainable retrofit of Victoria Mills

In FY 2025, Sureserve Energy Services Meters relocated to the historic Victoria Mills in West Vale, transforming a 19th-century industrial site into a low-carbon, energy-efficient workspace. The retrofit prioritised sustainable building practices in a move that reflects our commitment to sustainable regeneration, low-carbon operations, and investment in local communities.

### [Read more](#)





# Homes & Communities

Creating warm, safe homes and delivering social value in local communities.

## Homes and communities

### Safe and compliant homes

Ensuring the safety and compliance of homes is core to our business model and social purpose. In FY 2025, our engineers undertook a broad range of essential services across social housing, including gas and electrical safety inspections, fire safety checks, and water hygiene testing. In FY 2025, we conducted over 1 million safety and compliance inspections and checks, providing residents with reassurance that their homes were safe and well maintained.

38,515

Mould surveillance reports

10,425

Healthy Home Checks

127,427

Water treatment / hygiene checks

103,347

Fire safety inspection checks

787,411

Annual gas safety checks

49,934

Electrical install condition reports

905,745

Boilers under service and repair contracts

42,748

Boiler installs and upgrades

### Our compliance services

#### Heating

Offering installation, service, maintenance and repairs in domestic, commercial and communal gas, oil, solid fuel and electric heating systems.

#### Water

Providing legionella control, water hygiene, microbiological sampling, water treatment, and ductwork cleaning across the UK.

#### Vented and Unvented DHW

Providing installation, service, maintenance, and repairs for vented and unvented domestic, commercial and communal hot water (DHW) systems.

#### Electrical Services

Offering design, installation, testing, maintenance, and compliance services for electrical systems across the UK.

#### Fire safety

Providing design, supply, installation, maintenance, and testing services for fire safety and electrical systems across the UK, including fire, smoke, and CO alarms, sprinkler systems, passive fire protection, fire doors, and fire hydrants/risers.

#### Damp & Mould

Providing inspection, treatment, prevention, and repair services for damp and mould issues within commercial, domestic and communal buildings.

#### EICR

We offer comprehensive Electrical Installation Condition Reporting (EICR) services for domestic, commercial and communal buildings.

### Healthy Homes Checks

At Sureserve, we recognise that for many social housing residents, a gas maintenance engineer may be the only professional entering their home each year. To maximise these visits, we have developed an Enhanced Property Survey and Solutions approach, allowing a specialist operative to carry out multiple essential safety and wellbeing checks in a single visit.

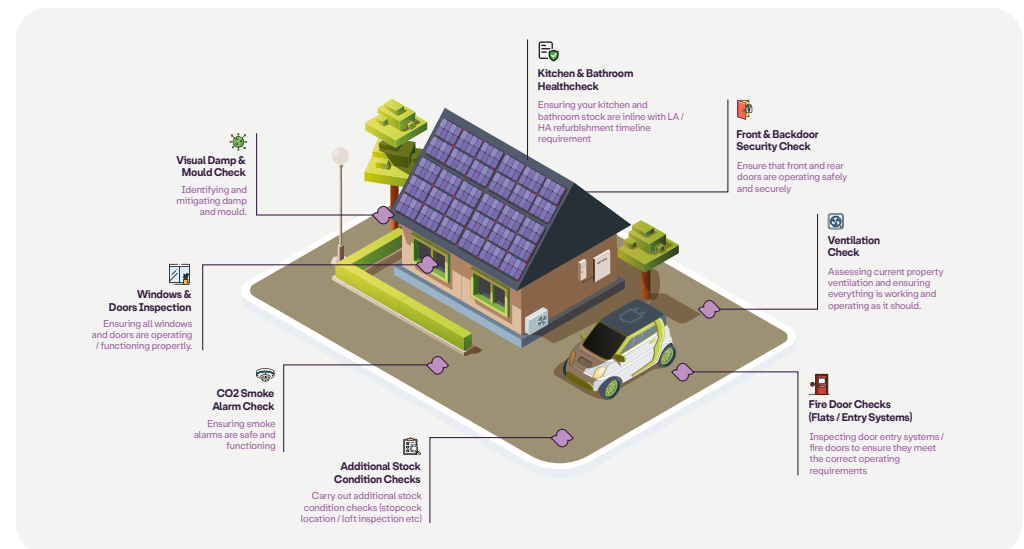
This comprehensive service goes beyond gas safety to include:

- Visual checks for damp and mould
- Kitchen and bathroom health assessments
- Front and back door security inspections
- Ventilation checks

- Fire door evaluations
- Window and door inspections
- CO<sub>2</sub> and smoke alarm checks

In FY 2025 we conducted 10,425 Healthy Homes Checks. Sureserve's Property Inspection Service offers a comprehensive service that saves time and money. By conducting multiple inspections in one visit, we reduce disruptions for residents and ensure client properties stay compliant with current and upcoming regulations. The data we collect helps clients make informed decisions on property management, repairs, and future investments.

#### Find out more



## Warm Homes Plan

### Warm, safe homes

In 2025, Sureserve continued to deliver on its commitment to improving the quality, comfort, and energy performance of UK homes through the implementation of the Warm Homes Plan. This initiative was designed to address fuel poverty, reduce carbon emissions, and enhance the health and wellbeing of residents, particularly within the social housing sector.

The Warm Homes Plan reflects Sureserve's belief that retrofit is not solely a technical challenge but a social imperative. Working in partnership with local authorities, housing associations, and community organisations, the programme delivered targeted upgrades including insulation, low-carbon heating systems, ventilation improvements, and energy efficiency measures. These interventions were tailored to the specific needs of local housing and resident demographics, ensuring that solutions were both technically effective and socially inclusive.

### Strategic delivery and local engagement

Retrofitting the UK's housing is inherently a local challenge. The Warm Homes Plan adopted a place-based approach, recognising the diversity of housing archetypes and community needs across regions. Through initiatives such as the Local Area Retrofit Accelerator (LARA), Sureserve supported councils with limited internal capacity to develop bespoke retrofit strategies. These strategies enabled more efficient delivery across multiple tenures and helped attract additional investment.

Resident engagement was a central pillar of the programme. Sureserve worked with partners to develop frameworks for effective communication, ensuring that residents understood the benefits of retrofit not only in terms of energy savings but also in improved thermal comfort and health outcomes.

Programmes such as York's Retrofit One-Stop Shop (ROSSY) demonstrated how digital platforms and trained coordinators can empower residents to participate actively in the retrofit process.

### Addressing systemic barriers

The Warm Homes Plan also sought to overcome key structural challenges identified in the sector:

- Funding fragmentation and short-term cycles were addressed by aligning retrofit delivery with broader capital investment strategies, as demonstrated in Milton Keynes.
- Private investment mobilisation was supported through models such as Bristol City Leap, which attracted over £875 million in green sector funding.
- Skills development and internal capacity building were prioritised through local authority-led consultancy programmes in Doncaster and Nottingham, ensuring continuity of expertise despite budgetary constraints.

[View our Warmer Homes Plan](#)

### Policy Recommendations

Drawing on Sureserve's operational experience and sector-wide engagement, the following recommendations are proposed to support scalable and equitable retrofit delivery:

#### 1. Identifying Funding Gaps

- Consolidate retrofit funding into longer-term, non-competitive settlements to enable strategic planning.
- Establish a cross-sector working group to better account for the wider social and health benefits of retrofit in business planning.
- Create a centralised resource hub for funding options and investment guidance accessible to local authorities and housing providers.

#### 2. Building Capability and Capacity

- Expand retrofit training programmes and provide targeted education on green finance and investment strategies.
- Permit flexible use of government grants for staff training and internal capacity development.
- Launch a regional skills strategy through the Office for Clean Jobs to address gaps in low-carbon heat and renewables expertise.
- Reform the EPC register to improve data quality and accessibility for local planning and prioritisation.

#### 3. Supporting Localised Approaches

- Empower local authorities to lead retrofit strategy development and implementation, with greater control over grant allocation.

- Encourage area-based approaches through priority neighbourhood planning and expanded support for initiatives like LARA.
- Develop a national framework for resident and community engagement to ensure inclusive and effective delivery.

### Case study: Industry Collaboration for Warm Homes

Sureserve has joined 53 other businesses and trade bodies from across the home upgrade, manufacturing and finance sectors in calling on the UK Government to honour its manifesto commitment to invest £13.2 billion in the Warm Homes Plan. In a joint letter to ministers, the group urges the Government to create the right conditions for the sector to thrive, unlocking 12,000 new skilled jobs, supporting economic growth and delivering vital upgrades to homes across the country. In contrast, maintaining the current funding levels outlined in the 2024 Autumn Budget could result in the loss of 3,000 jobs by 2027.

[Read more](#)



# Delivering social value

## Our approach

Delivering benefits for communities, people, and our planet is fundamental to our work. Working on the ground on behalf of local authorities and housing associations places us at the heart of some of the most pressing social issues facing the UK. Our work extends to more than 1.6 million properties and numerous public buildings which provides us with an innate understanding of the importance of our wider responsibility to assist and safeguard the welfare of residents, as well as the added environmental benefits we can bring. This year, we have continued to work closely with our clients to enhance the impact of our Social Value contributions.

## What is social value?

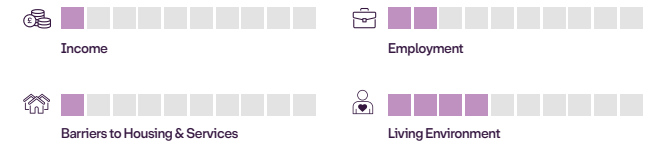
Social Value represents the additional benefits of an action or programme beyond its commercial value. For us, Social Value speaks to the additional value that the action or programme contributes to the wellbeing of our wider communities, society and social environment. While Social Value can be tricky to measure or describe, its impacts are significant, making important differences to the health and wellbeing of individuals, communities, and society as a whole.

Traditionally, Social Value has been overlooked in economic and policy decisions, which tends to favour more concrete, measurable, and observable outcomes. To address this, the UK Government introduced a Social Value component to their tender assessment process, allocating up to 30% of their scoring to the economic, social, and environmental impact of the contract.

Our approach to social value, applied across our contracts and service delivery

### 1. Needs analysis

We use Thrive to conduct a needs analysis of the location or postcodes where a contract is located. Thrive uses the index of multiple deprivation to identify needs in each area across key factors including employment, education, health, crime, housing and the environment.



### 2. Identify areas of support

Thrive's Local Needs scoring system based on the domains from the Index of Multiple Deprivation provides a set of Impact Evaluation Standard metrics along with a rationale and rating out of 5. These metrics inform appropriate social value to be included in a contract.



### 3. Provide Sureserve-wide and local support

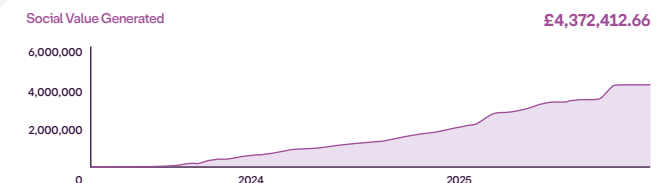
We aim to deliver social value by providing a combination of:

1. Sureserve-wide social value provisions, applicable to any contract.
2. Divisional support based upon local skills and knowledge.
3. Contract-specific deliverables based on the results of the needs analysis.

Apprentices	Rating
IM69A - Total annual reduction in greenhouse gas emissions (MtCO <sub>2</sub> e), measured against a baseline	5
IM68 - Number of green spaces created under the contract	5
IM19 - Number of LOCAL full-time equivalent (FTE) employment opportunities created	5

### 4. Record and report

We use the software Thrive, to track, audit, and report on Social Value and broader ESG activities. Thrive incorporates the Impact Evaluation Standard, a series of robust metrics and proxy values to track, and benchmark social value. Thrive aligns to the Impact Value Model and the UK Government's Social Value Model (PPN 002) and follows guidance from HM Treasury, ensuring cohesive reporting.



## Delivering meaningful impact

Aligning our Sustainability Framework to the UK Governments Social Value Model

Sureserve sustainability Framework Pillar Alignment to the UK Governments Social Value Model PPN002 Actions delivered in FY 2025

<b>Energy Transition</b>	Playing a key and progressive role in decarbonisation and the switch from gas to renewables.	4a Deliver additional environmental benefits 4b Influence staff, suppliers, customers and communities to support climate and nature protection and improvement	<b>456,120</b> tCO <sub>2</sub> e of avoided emissions delivered	<b>5,206</b> Solar PV/ thermal installs	<b>2,845</b> Heat pump installations	<b>£110m</b> Of funded retrofit works	<b>Zero</b> Environmental fines, penalties or violations
<b>Homes &amp; Communities</b>	Creating warm, safe homes and delivering social value in local communities.	5. Support the reduction in crime through community cohesion, awareness raising and action. 5a. Influence staff, suppliers, customers and communities through the delivery of the contract to support the reduction in domestic abuse 8. Increasing productivity through physical and mental wellbeing in communities	<b>1.69m</b> Properties visited	<b>1m<sup>+</sup></b> Safety & compliance checks delivered	<b>10,425</b> Healthy Home Checks	<b>£62,000<sup>+</sup></b> Funds awarded by The Sureserve Foundation	<b>£270m<sup>+</sup></b> Social Value Delivered
<b>Our People</b>	Building a skilled, diverse workforce in high-quality, purpose-driven careers.	1a. Create and retain high quality jobs 1b. Fair working conditions 1c. Fair pay practices 1d. In-work progression 2a. Learning and skills development 6a. Create employment and training opportunities 6b Increase the representation of disabled people 6c Tackle inequality in employment, skills and pay 7a. Remove barriers for young people and under-represented groups 7b. Creating a pipeline of opportunities 8a. Support health and wellbeing	<b>4,448</b> Jobs provided	<b>1,659</b> Jobs created	<b>196</b> Apprentices	<b>86</b> Ex-forces employed	<b>2,660</b> Apprentice weeks completed
<b>Responsible Business</b>	Maintaining the highest standards of corporate governance, ethics and integrity.	1e. Identifying and managing the risks of modern slavery 3a. Create a diverse supply chain 3b. Collaborate in co-design and delivery with communities and anchor partners	<b>Zero</b> Reports relating to modern slavery	<b>Zero</b> Incidents of bribery and corruption	<b>5,000<sup>+</sup></b> Five star reviews on trustpilot	<b>4,000<sup>+</sup></b> Suppliers including SME suppliers	<b>42%</b> Local SME Suppliers

## Supporting our local communities through social value

### Case study: Advancing Social Value through Inclusive Recruitment

In July 2025, Sureserve was awarded Gold Level Membership by the Social Recruitment Advocacy Group (SRAG), recognising our strong commitment to social value and inclusive recruitment. SRAG brings together employers working collaboratively to remove barriers to employment and create opportunities for individuals and communities that are underrepresented in the labour market.

Gold Membership reflects the impact of Sureserve's socially responsible recruitment practices, including outreach to untapped talent pools, partnerships with community organisations and sustained investment in skills development. The assessment highlighted our focus on apprenticeships, with more than 175 apprentices on live programmes, representing a 34% increase in the past year.

[Read more](#)



### Case Study: Delivering community benefits in North Lanarkshire

Sureserve Compliance North works in partnership with North Lanarkshire Council to deliver meaningful community benefits alongside essential compliance services. The collaboration focuses on improving employability, supporting local businesses and creating sustainable opportunities for residents within the contract area.

Since 2022, Sureserve has invested in local skills and employment through a permanent apprentice engineer role for residents, complemented by careers events, work experience placements and industry awareness days delivered through its Glasgow training centre. These initiatives support young people into long-term employment while helping address skills shortages in the sector. We also support local SMEs through mentorship, training and 'Meet the Buyer' events, alongside delivering practical community projects such as improvements in local schools.

[Read more](#)



### Case Study: Supporting Employment for Ex-Offenders

In June, our Compliance Electrical team visited HMP Belmarsh and HMP Brixton to engage with prisoners and support their transition into employment. These visits highlighted the challenges faced by individuals incarcerated due to complex social issues such as poverty, substance abuse, and socioeconomic disadvantage, and reinforced the importance of providing a second chance.

At both prisons, we met with the respective prison Employment Leads and their teams, including current inmates who assist with CV preparation, documentation, interview skills and job opportunities in collaboration with DWP and other employers.

We met with prisoners who are due for release, to talk about job opportunities at Sureserve Compliance Electrical or the wider industry. Our team delivered a presentation to introduce the sector and our business, before hosting one on one interviews.

All prisoners had recently prepared CVs, and Sureserve were able to give feedback and advice on career options, training and locations.

Even, if prisoners were not looking to apply to Sureserve, it provided them with a valuable experience to practice their interview techniques and improve their CV's before applying to jobs.

### Case study: Supporting Local Entrepreneurs with Dacorum's Den

Sureserve Compliance Central proudly sponsored Dacorum's Den 2025, an initiative supporting local entrepreneurs and small businesses. The programme provides emerging businesses with the opportunity to pitch their ideas and secure grant funding of up to £2,000, helping a diverse range of ventures from illustrators and graphic designers to e-commerce startups and make-up artists.

### Case Study: Better Planet Schools Planting Project

Through the Better Planet Schools initiative, Sureserve Compliance Fire supported a planting and pond project at Bury CE Primary School in Pulborough, helping students learn about climate change, plastic pollution, and wildlife conservation. As part of the project, we donated plants, bulbs and shrubs, and volunteers to assist the children with hands-on planting activities.



## Engaging residents with social value

### Case Study: Upshire Primary School Learning Space

Purdy volunteers collaborated with Qualis Property Solutions and local contractors to transform a decommissioned train carriage into a new learning and activity space for Upshire Primary School in Waltham Abbey.

Led by our Social Value Co-ordinator, the project demonstrates how partnerships and volunteer effort can create meaningful community impact. Pupils now enjoy a versatile space for art, reading, choir, and calm learning, reflecting the positive outcomes achievable through collaboration and innovative social value initiatives.

### Case study: Seeds for Growth in Hackney

Seeds for Growth is a charity which advances the quality of life for people from disadvantaged communities by addressing cultural, social, and health issues. They focus on wellbeing and skills with arts, technology, action learning and delivering outdoor community spaces.

Sureserve Compliance Electrical volunteered and supported their community garden project in Hackney alongside local residents to improve wellbeing and skills.

### Case study: Peabody foodbank

Purdy exceeded our Social Value commitment under our Peabody contract, partnering to establish a Food Bank at Darwin Court in Southwark, London. Darwin Court is a healthy living centre open to the public, with a housing scheme for resident's over-50.

Peabody operates a number of food hubs across the UK, and Purdy played a key role in setting up their Darwin Court Food Hub, providing food parcels to Peabody housing Residents and volunteers to support its ongoing operation. 210 registered Peabody residents are serviced by the Food Hub on a regular basis.

To continue our support we partnered to launch a Baby Bank in May. Open once a month, this service provides additional support to local families with infants.



### Campaigns and awareness

With our unique role in the social housing sector, Sureserve delivers targeted campaigns for clients and residents to promote safer, healthier, and more comfortable homes. Over the past year, we have led a series of awareness initiatives designed to address both immediate risks and longer-term wellbeing. Campaigns held in FY2025 include:

- Fire safety and carbon monoxide campaigns helping residents understand critical life-saving measures.
- Residents safety including the importance of window and door checks.
- Targeted damp and mould awareness sessions to provide practical advice.
- Supported for vulnerable residents with clear guidance on boiler upgrade schemes and energy efficiency benefits.
- STOP health and safety campaigns targeting our engineers to support residents.
- Energy transition campaigns highlighting the benefits of solar panels, including residents' right to light, and the comfort and savings offered by air source heat pumps.
- Sponsoring Rockifest a celebration and engagement with residents.
- Awaab's law and the rights of residents to safe homes.
- Practical advice for housing associations and local authorities for the use of AI, language and accessible communications to improve resident engagement.

### Case study: Social housing falls awareness month

Sureserve partnered with the Royal Society for the Prevention of Accidents (RoSPA) to launch the first national 'Social Housing Falls Awareness Month' in June 2025, aiming to reduce the risk of falls among social housing residents, who are 13 times more likely to suffer an accident. Engineers visiting one in five social housing homes annually are delivering toolbox talks to staff to identify hazards, ensure safe storage, and check resident surroundings.

The campaign included a public Pledge Wall, free expert-led online training, and downloadable awareness materials. It encourages housing professionals to take action, from checking for fall risks during visits to contacting local MPs to support home adaptations. By raising awareness, providing practical tools, and mobilising sector-wide engagement, the initiative promotes safer homes, protects vulnerable residents, and supports healthier, more independent living.



**Social Housing Falls Awareness Month**  
#SHFallsAwarenessMonth

Sureserve in partnership with RoSPA



The Sureserve Foundation was set up in March 2019 with the purpose of creating warmer communities across the UK. The Foundation shares the vision of Sureserve Group, a society in which individuals, families and communities across the UK are safe, warm, and sustainable and live without the burden of energy inefficiency and fuel poverty.

Understanding that too many households across the UK face challenges to their everyday well-being, unjustly and unfairly as a result of fuel poverty and energy inefficiency, the Foundation seeks to support in the following ways:

### Knowledge

The Foundation provides a range of energy efficiency information, advice, and guidance available online and in print, which supports a number of partners in the delivery of their projects. We continue to believe that information and accessibility is key when it comes to encouraging those experiencing fuel poverty to make small changes that can make a big difference.

### Impact

The Foundation forms a key part of the Sureserve Group's ESG agenda, assisting with the fulfilment of Social Value objectives in the delivery of contracts across the UK.

The Sureserve Group is committed to creating and sustaining successful and cohesive communities wherever we work, and the Foundation offers guidance and support on how best to benefit the people that live, work and learn there.

### Partnership

Strong partnerships have been key to creating the opportunities through which the Foundation have delivered projects, directly with client partners, with community groups, Community Interest Companies (CIC) and not-for-profits.

The Foundation has worked with over 40 partners and continue to believe that in uniting our experience, passion, resources and ambition with the abilities and unique perspectives of partners who share our aspirations, we can make a difference to many communities across the UK.

### Applications received

The affects of fuel poverty are felt in a vast number of ways which reflects the variety of applications the foundation receives each year support in the past has included Winter Warmer Packs, Wellness Packages, training and wellness sessions, supporting community centre and kitchen projects, supporting the purchase of generators and power banks for high-risk families and providing electricity and gas top up cards and energy vouchers.

**£50,000+** Of funds awarded in 2023

**£66,000+** Of funds awarded in 2024

**£62,000+** Of funds awarded in 2025 so far...

### Notable projects supported in FY 2025

#### The East Malling Centre - £8,000

The Centre supported 6 families to help facilitate the purchase of an oven, fridge/freezer and washing machine plus beds and bedding as required. They also topped up energy voucher accounts to support another 40 local residents with vouchers towards energy costs in winter.

#### Energise Sussex Coast - £5,000

Energise Sussex Coast runs a well-established, busy energy advice service. They requested funding for additional case work capacity to add to their existing funded energy advice service. This funding means some extra time that energy advisors could spend on supporting complex cases which require multiple appointments.

#### Places for People - £5,000

Places for People are retrofitting 148 Cambridgeshire homes with storage heaters, air source heat pumps, and new ventilation systems. Alongside energy advice, they plan to offer fuel vouchers to residents in fuel poverty, helping them start using the new systems debt-free and with confidence.

#### St Christophers School - £5,225

The project will provide 50 summer packs for the most vulnerable children and families supported by St Christopher School. Each pack will include essential items, activities, and resources to support wellbeing, encourage learning, and help families stay engaged and supported throughout the summer break.

#### Code1 Community Group - £5,000

20 wellbeing sessions were provided for disadvantaged elders and supported living residents, promoting healthy, fuel-efficient cooking. Each participant receives a slow cooker, communal cooking lessons, easy recipes, and take-home meals, to reduce costs, ease isolation, and build confidence.

#### National Energy Action - £4,970

NEA will join two Merseyside food bank cooking demos to provide energy advice and efficient appliances like slow cookers. The programme will boost financial resilience by combining budget cooking, energy guidance, and equipment for low-cost meals in deprived Liverpool areas.

#### Guideacres - £4,494

The Essex-based Girl Guide unit plans to install an heat pump to improve facilities comfort and usability year-round. The upgrade will make their site more appealing to visiting units, boost income for site maintenance, and produce less emissions.

#### Mistley Village Hall - £5,000

Mistley Village Hall requested a contribution towards the installation of a solar panel and battery system to reduce the impact of increasing energy bills and to reduce its carbon footprint.



# Our People

Building a skilled, diverse workforce in high-quality, purpose-driven careers.

## Addressing the Green Skills Gap

Attempts to decarbonise our housing will remain an uphill struggle due to an insufficient supply of green skills. As the social housing sector works towards ambitious targets of EPC C by 2030 and net zero by 2050 (or earlier), the demand for skilled retrofit operatives and clean heat installers has never been more pressing. However, a significant skills gap threatens to derail these efforts, posing challenges to both the housing sector and the broader economy.

The green skills gap refers to the shortage of workers equipped with the knowledge and expertise needed to support the energy transition. For housing this transition involves constructing energy-efficient homes and retrofitting existing homes to improve energy efficiency, installing renewable energy and storage and moving away from fossil fuel heating.

The range of skills required for this transition includes retrofit assessors, retrofit coordinators, insulation installers, window and door fitters, solar PV and electric battery installers, heat pump installers. We need people skilled in maintenance for new systems and in repairing building components. Supporting the transition will also require administrative staff, project managers, data analysts, funding bid writers, communications experts, resident engagement specialists and many more.

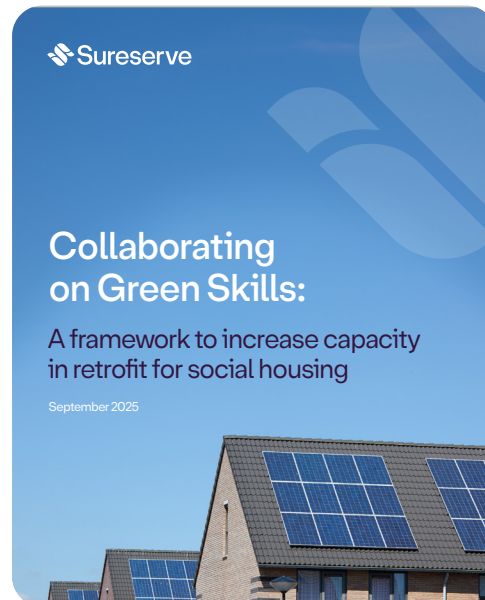
For Sureserve, talent attraction is more than recruitment, it's an investment in long-term capability, sector leadership, and community resilience. We are building a pipeline of skilled professionals who can deliver complex, high-quality work in an evolving regulatory and technological landscape, while reflecting the communities we serve.

### Sureserve Green Skills Report

The UK's social housing sector is at a turning point. With over 500,000 new workers needed by 2030 to meet retrofit and decarbonisation targets, the green skills gap is one of the most urgent challenges and opportunities facing the industry today.

In 2025 Sureserve launched the Green Skills Report offering a bold, practical framework to address this challenge head-on. The report draws on real-world experience, policy insight, and a meta-analysis of over 35 industry reports.

#### [Read the report](#)



### Community-led engagement

Sureserve is deeply embedded in the communities we serve, using our work in social housing, compliance, and energy services as a platform to create local opportunities and inspire future careers. By partnering with schools, colleges, charities, and community groups, we help raise awareness of the industry, support employability, and connect directly with potential future talent.

Our teams regularly take part in careers events, open days, tool demonstrations, Q&A sessions with apprentices and engineers, and skills workshops, often showcasing live demonstrations of the latest compliance and energy technology. These activities not only inspire young people but also build trust and visibility within the communities where we operate.

These events give residents' families and young people direct insight into the sector and the variety of roles it offers, encouraging them to consider careers they may not have otherwise explored.



### Case study: Supporting youth employability

Representatives from Sureserve attend regular careers events throughout the year. These are excellent opportunities to connect with local educators, inspire future talent and highlight our role in supporting the energy transition with smart heating and energy efficiency installations. An example is Sureserve Compliance Electrical who in 2025 visited Waltham Forest College and St Edmunds Society, a specialist education provider for young people who face barriers to mainstream education.

### Case study: Empowering future generations through STEM & Climate Ambassadors

HI Group is training all team members to be qualified as both STEM Ambassadors and Climate Ambassadors. This enables colleagues to deliver engaging talks and information sessions with young people and institutional leaders on engineering, climate change, sustainability and future career pathways.













Through the nationally recognised STEM Ambassador programme, HI Group helps inspire interest in engineering and technical careers by sharing real-world experience and breaking down barriers to entry. In parallel, the Climate Ambassadors programme enables the team to support education settings in developing practical climate action plans, helping reduce emissions, address climate risks and build environmental awareness.

## Our people in numbers

At Sureserve, our people are central to everything we do. Talent attraction is more than recruitment it is an investment in long-term capability, sector leadership, and community resilience. By building a strong and diverse pipeline of skilled professionals, we ensure we can deliver complex, high-quality services in an evolving regulatory and technological landscape, while reflecting the communities we serve.

Across the Group, we employ 4,448 people, with 58% working as field-based engineers or in equivalent operational roles. Together, they bring technical expertise, local knowledge, and a shared commitment to safety, compliance, and service excellence, enabling us to support clients and communities every day.

### FY 2025 workforce composition

<b>Directors</b>	 Male 16 <b>88.9%</b>	 Female 2 <b>11.1%</b>	 Non-binary 0 <b>0.0%</b>
<b>Senior Managers</b>	 Male 88 <b>70.6%</b>	 Female 37 <b>29.4%</b>	 Non-binary 0 <b>0.0%</b>
<b>Other</b>	 Male 3391 <b>78.8%</b>	 Female 912 <b>21.2%</b>	 Non-binary 2 <b>0.0%</b>
<b>Total</b>	 Male 3495 <b>78.6%</b>	 Female 951 <b>21.4%</b>	 Non-binary 2 <b>0.0%</b>

Percentage of open positions filled by internal candidates (internal hires) **20.4%**

Percentage of open positions field-based engineers or equivalent **58%**

### Net new hires

		2025	2024	2023	
Units	(Current Year FTEs - Previous Year FTEs)	<b>Total</b>	1561	1489	1349
	(Current Year FTEs - Previous Year FTEs - (net change in FTEs due to M&A))	<b>Organic</b>	1467	1285	1349
		<b>Due to M&amp;A</b>	94	204	0

### Apprentices

	2025	2024	2023
<b>Total apprentices</b>	196	143	86
<b>Percentage of apprenticeship levy used</b>	92%	92%	-
<b>Percentage of workforce who are apprentices</b>	4.4%	3.9%	3.2%

## Introducing new talent to the industry

### Platforming women in construction

Working within a traditionally male-dominated sector, Sureserve remains a predominantly male workforce (79% male, 21% female). While we're pleased that our female employee base is above industry average of around 14% we recognise that there's still a long way to go.

We are committed to encouraging and platforming women in the industry, while challenging the stereotypes associated with the construction sector. Attracting more women into the sector starts with positioning it as an appealing career option, and we believe early intervention is key so engage girls through school visits, promoting construction as a viable career path.

We have recently introduced the Balance forum a network for Women in Sureserve that provides careers advice, mentoring, campaigns, talks, trainings and events. As part of this network we have begun analysing company data, including the representation of women in senior positions, to better inform our future initiatives.

### Partnering across the industry

We are active partners in key networks such as the Women's Trade Network which is working to bring more women into engineering and are proud corporate members of WISH (Women in Social Housing). WISH is a networking community for women within the industry through events and webinars on topics ranging from confidence building, personal development, female health and housing sector issues.

### Apprentices

Sureserve is investing heavily in apprentice talent. We currently utilise 92% of our Apprenticeship Levy and have 4.4% of our workforce enrolled in apprenticeships, with opportunities spanning compliance, engineering, energy services, and management.

Our approach doesn't stop at our own teams, we actively encourage partners in social housing and the retrofit supply chain to maximise their apprenticeship programmes, building a stronger, more sustainable skills base across the sector.

**196** Existing active Apprentices  
**4.4%** Of our workforce are apprentices  
**92%** Apprenticeship levy utilisation

Proud to work in partnership with:



Association of Apprentices

### Case study: Gold Membership in The 5% Club

In FY 2025, Sureserve Compliance South achieved Gold Membership in The 5% Club, placing us among the UK's leading employers for workplace learning. The accreditation recognises our commitment to "earn and learn" pathways, from apprenticeships to graduate programmes, creating accessible routes into skilled careers and strengthening our future workforce.

### Case Study - Employment Opportunities for Croydon Communities

Sureserve Compliance South worked in Croydon to support unemployed residents by offering eight apprenticeships, with four progressing into long-term roles and four starting Level 1/2 Gas Apprenticeships. Additionally, we provided two work experience placements and hosted CV writing and interview technique sessions, boosting employability and confidence.

### Case Study - Annual Apprentice Day at Silverstone

In June 2025, we brought together apprentices from across the Group for our Annual Apprentice Day at Silverstone Circuit, a celebration of growth, learning, and connection. The event featured team challenges, skills competitions, and motivational talks from industry figures, including Perry McCarthy (The Original Stig). It showcased the diversity and ambition of our 180 apprentices, highlighting their contribution to our business and their potential as future leaders.



### Specialist entry routes

At Sureserve, we recognise that the path into a career is not always linear. Alongside apprenticeships, we offer specialist entry routes to attract people with diverse backgrounds, transferable skills, and untapped potential, from career changers and veterans to those re-entering the workforce after a break.

These programmes combine targeted recruitment, structured training, and mentoring to help individuals transition into technical, engineering, and compliance roles. By tailoring our approach to different life stages and experiences, we widen access to the sector and bring fresh perspectives into our teams.

**86** Ex-armed forces currently employed

### Case Study - From Forces to Future-Proof Careers

Sureserve Compliance Central runs a dedicated pathway for ex-Forces personnel, recognising the discipline, problem-solving skills, and resilience they bring. Through a combination of technical training, on-the-job experience, and mentorship, former service members are supported into engineering and compliance roles. The programme not only eases the transition to civilian careers but also strengthens our workforce with highly skilled and motivated individuals.

[Find out more](#)

## Nurturing our talent

### Training and development

At Sureserve, we are committed to equipping our workforce with the skills, knowledge, and confidence to succeed today and adapt for tomorrow. Our approach combines structured learning pathways with practical, on-the-job development, ensuring colleagues at all levels have access to meaningful growth opportunities.

Each year, we analyse training needs to identify skills gaps and create personalised training plans aligned with individual development goals and career aspirations.

Our centralised HR system oversees recruitment, onboarding, and training, ensuring that we meet the necessary benchmarks to support our employees' growth and success.

All employees undertake mandatory training relevant to their role, predominantly focused on compliance, health and safety, while professional qualifications and continuous upskilling are actively encouraged to meet both client and regulatory requirements.

Our investment in training spans a range of programmes, including:

- Apprenticeships and Graduate Programmes – offering “earn and learn” opportunities across technical and professional roles.
- Leadership and Management Training – preparing the next generation of business leaders.
- Technical and Compliance Training – ensuring our workforce maintains the highest industry standards.

- External Partnerships – collaborating with training providers and industry bodies to broaden access to professional qualifications.

Learning is delivered through a blended approach, including classroom sessions, online modules, workshops, and mentoring. This model allows colleagues to build technical expertise while also developing transferable skills such as problem-solving, communication, and leadership, supporting both personal growth and the long-term success of the business.

### Renewable Heat Projects

We invest in our workforce to drive sustainable energy solutions. Accredited by MCS and NICEIC, our engineers receive ongoing training, ensuring they lead in low carbon heating and renewable technology. This commitment guarantees top-quality service and innovation. Our train

- MCS & NICEIC Accreditation - Ensuring compliance with industry standards and quality assurance in renewable technology installations.
- Cutting-Edge Electrical Expertise - Our electrical engineers are expertly trained in the latest innovations, aligned with the 18th Edition Electrical Standards.
- Commitment to Low Carbon Solutions - Specialising in the delivery of efficient, environmentally-friendly heating and renewable technologies.
- Continual Professional Development: The Sureserve Academy - Ongoing training to stay ahead of advancements in the

renewable energy landscape. Ensures our people are supported to excel in their chosen profession, prepare for the future, and realise their full potential.

### Employee engagement

Listening to and acting on colleague feedback is key to the Group's inclusivity strategy. The 2024 engagement survey had a 79% response rate and a 70% engagement score, showing significant improvement. The Board reviewed the survey themes and agreed on actions to enhance the workplace, including development, benefits, and policies. Progress will be monitored through various forums and local listening groups. HR teams analyse local data to identify issues and target interventions, ensuring employee feedback is used to improve the colleague experience. Metrics like talent attrition, new joiner turnover, and sickness absence are regularly reviewed and actioned. The actions include enhancements to our development offering, benefits and employment policies. Progress will be monitored through the Group People Voice forum and Health and Safety forums, which constitute key channels for amplifying employee voice, alongside local listening groups. Regular communications will also continue to be developed in order to reach the diverse populations within the Group.

### Performance Development Reviews

Performance Development Reviews (PDRs) are central to how we support, engage, and develop our people. The process ensures that every colleague has regular, structured conversations with their manager about performance,

aspirations, and career progression. Our PDR framework is designed to align individual goals with business priorities; identify training and development needs to close skills gaps; recognise achievements and contributions to team success; encourage two-way feedback, creating a culture of openness and trust; and support career progression, ensuring colleagues can see a clear path for growth within the Group.

PDRs are not a one-off annual exercise but part of an ongoing conversation. Managers are equipped with tools and training to hold effective reviews, focusing on both performance outcomes and wellbeing.

### Fair wages

At Sureserve, we want to attract and retain the right people, with the right skills and behaviour by offering an inclusive and welcoming environment, which includes a competitive pay with market leading benefits. Most of our businesses, are aligned to pay the Real Living Wage. Where this is not yet possible, employees are paid the National Minimum Wage, and we are actively review all these arrangements.

## Enhancing workforce equality

### Diversity, Equity and Inclusion

At Sureserve, we recognise that our core businesses have historically been male-dominated, but we are determined to change that legacy. We have refreshed our Diversity and Inclusion strategy and Equal Opportunity and Diversity Policy to ensure every employee feels valued, respected, and able to thrive. Our aim is to foster a workplace where people can bring their whole selves to work and reach their fullest potential, driving innovation, resilience, and business growth.

### Embedding Inclusive Practices

Our Executive Team is fully committed to reducing the gender pay gap and embedding DEI throughout the organisation. Progress is monitored through governance processes, while Group-wide recruitment, development, and retention data is being improved to sharpen insights and inform action.

Our updated Diversity and Inclusion Plan sets out what inclusion means to Sureserve, supported by training that is mandatory for all our office and frontline employees. We are also rolling out targeted learning for managers to strengthen accountability and awareness.

### Employee forums

The business has introduced new forums and networks to give employees a stronger voice and platform including:

- People Voice Forum – a refreshed employee-led group to share best practice and champion inclusion.

- Balance – our new Women in Sureserve network, provides mentoring, visibility, and support for female colleagues.

### Tackling the Gender Pay Gap

Like much of the sector, the key driver of our gender pay gap is the distribution of women across the pay quartiles, with a higher proportion in the lower quartiles and fewer in senior roles. This “pyramid” is shifting, but meaningful progress takes time. To accelerate change, we have designed and implemented a range of initiatives to rebalance representation and ensure women have the same access to progression and leadership as their male colleagues.

### [Read our latest Gender Pay Gap Report](#)

### Case Study: Pride in Partnership

In 2025, Sureserve employees in Sureserve Compliance Electrical proudly marched with House Proud at London Pride, celebrating LGBTQ+ inclusion across the Social Housing sector. Our participation followed House Proud’s Summer Party, where colleagues heard inspiring stories from LGBTQ+ leaders and allies. Together, we reaffirmed our commitment to visibility, solidarity and creating safe spaces for all.



### Inclusive Recruitment

At Sureserve, we know that building the workforce of the future means removing barriers and ensuring opportunities are accessible to all. Our recruitment approach is designed to attract candidates from a wide range of backgrounds, ensuring diversity of thought, experience, and skills across the Group.

We work closely with community partners, training providers, and industry bodies to reach underrepresented groups. From anonymised CV shortlisting to flexible interview formats, we actively challenge bias and create fairer access to opportunities.

We have amended our vacancy advertising to welcome applicants with neurodivergent conditions and we are proud to be a Disability Confident Employer, a government scheme which encourages employers to take action to improve how they recruit, retain, and develop disabled people. We make reasonable adjustments to support employees through the interview process, including work trails.

We are also signatories to various covenants including the Armed Forces Covenant, Care Leaver Covenant and the Social Recruitment Covenant.

### Recruiting local talent

We actively encourage applications from individuals within our local communities, even if they do not necessarily meet all the required skills. We are committed to offering job opportunities to those who might face challenges seeking employment due to factors such as age,

disability, or lack of training. Our goal is to address these barriers and create meaningful, secure roles within Sureserve. We do this because we are confident that we can offer our people excellent support, training, and development that allow individuals to grow and excel in their responsibilities.

### Case Study: Gold Standard in Social Recruitment

In 2025, Sureserve achieved Gold Membership of the SRAG, recognising our leadership in inclusive recruitment. This accolade reflects a Group-wide commitment to breaking down employment barriers, building diverse teams, and delivering measurable social value.

### Case Study: Signatory to the Employers Domestic Abuse Covenant (EDAC)

Sureserve Group are a proud signatory to the Employers Domestic Abuse Covenant (EDAC), reinforcing our commitment to supporting women affected by domestic abuse. Through this partnership, we help individuals regain confidence, build new skills, and access meaningful pathways into employment. By offering tailored training, mentoring, and inclusive recruitment practices, Sureserve is creating safe, empowering opportunities for women to rebuild their lives and thrive in the workplace.



## Promoting physical, mental and financial wellbeing

### Wellbeing

At Sureserve, the wellbeing of our colleagues is central to building a resilient, engaged, and high-performing workforce. Our approach recognises that wellbeing is multi-faceted, encompassing physical, mental, and financial health. By combining policies, resources, and practical initiatives, we aim to create a workplace where our people feel supported, valued, and able to thrive. We provide colleagues with resources and opportunities including:

- A dedicated Wellbeing Hub centralising support, policies, and guidance
- Regular Wellbeing Guides covering key topics such as resilience, nutrition, and stress management
- Awareness campaigns and events aligned with national initiatives such as Mental Health Awareness Week, Men's Health Week, and World Wellbeing Week

### Mental health and wellbeing

Supporting mental health remains a core priority as we have a duty of care to do right by our employees. Our Employee Assistance Programme (EAP) provides free, confidential 24/7 access to counselling, advice, and wellbeing tools via phone, online, and app. In addition, employees have access to PAM Assist, an online wellbeing hub, offering resources on mental resilience and everyday wellbeing challenges.

To ensure we can provide practical, on the ground support, we also have dedicated mental health first aiders and workplace responders, who are trained to provide support where needed.

### Physical wellbeing

We encourage and support colleagues to lead active and healthy lifestyles through discounted gym memberships and fitness partnerships. Staff are encouraged to access our Cycle to Work scheme to promote sustainable commuting and the wellbeing hub with digital resources to support daily healthy habits.

### Financial Wellbeing

We know that financial security is fundamental to overall wellbeing. Our commitments include paying all colleagues fair wages, with many businesses aligned to the Real Living Wage; access to financial wellbeing webinars and resources to help colleagues manage money and plan for the future; and employee discount schemes offering savings across everyday essentials and leisure.

### Supporting people affected by domestic abuse

As part of our commitment to wellbeing, we actively support colleagues and residents affected by domestic abuse. We are proud members of the Employers Domestic Abuse Covenant (EDAC), which works to help men and women affected by abuse to enter or re-enter the workplace safely and with confidence. In addition, we are signatories to the Make a Stand pledge, reinforcing our commitment to creating a supportive and safe environment for those impacted by domestic abuse, and ensuring they have access to the guidance, resources, and understanding they need.

### Family-Friendly and Inclusive Support

Family-Friendly and Inclusive Support  
We have strengthened our family-friendly policies to ensure all colleagues can balance work and life commitments. This includes:

- Enhanced maternity, paternity, and adoption leave
- Support for baby loss, fertility treatment, and menopause
- Flexible working options across the Group
- A public holiday swap scheme in certain parts of our businesses, allowing employees to exchange government-set holidays (e.g. Easter, Christmas) for religious or cultural observances that matter most to them

### Reward and benefits

We are committed to supporting the wellbeing and financial security of our employees through a comprehensive package of benefits. This includes a competitive salary, generous annual leave, a defined contribution pension scheme, and life cover, alongside optional membership of a healthcare cash plan. Employees can also access a Cycle to Work scheme, an Electric Vehicle (EV) leasing scheme, and free parking at many sites. Additional perks include a benefits hub offering discounts and cashback, technology salary sacrifice options, and company-wide recognition, competitions, and celebrations, all designed to enhance wellbeing, engagement, and work-life balance.

### Case Study: Wellbeing Sessions for employees

Sureserve Compliance North hosted a series of half-day Wellbeing Sessions for both office and field staff. Timed to coincide with Men's Health Week, these sessions included teamwork challenges, mobility and recovery exercises, and mindset coaching, alongside a "refuel break" of nutritious food. Each participant received a sustainable wellbeing pack, encouraging ongoing healthy habits. Following this success, additional sessions were delivered during World Wellbeing Week, this time with a focus on women's empowerment and resilience. Together, these initiatives highlight our proactive, inclusive approach to wellbeing.

### Case Study: Mental Health Awareness Week

To mark Mental Health Awareness Week 2025, members of Sureserve held a #WearItGreen Day, encouraging colleagues to dress down in solidarity with the campaign. The initiative created space for conversations about mental health while raising awareness of the support available. This simple yet impactful event reinforced our commitment to a culture of openness and support.





# Responsible Business

Maintaining the highest standards of corporate governance, ethics and integrity.

## Maintaining the highest standards of corporate

Sureserve is committed to operating responsibly and with integrity in all aspects of our business. Our policies, systems, and governance frameworks are designed to ensure compliance with legal and regulatory requirements, while upholding the highest ethical standards across our operations and supply chain.

### Governance

Sureserve is committed to the highest standards of corporate governance, ethics, and integrity. Oversight of sustainability, compliance, and ethical matters sits with the Board, supported by Group-wide policies and management systems. These include our Code of Conduct, Whistleblowing Policy, and suite of ISO-certified management systems covering quality, environment, and energy.

Our governance framework ensures that ethical considerations are embedded into business decision-making and that risks are managed transparently across the Group and its supply chain.

### Board

The Board comprises a diverse group of individuals with a wide range of expertise and experience. Our board is committed to maintaining high standards of corporate governance and ensuring that the Group operates with integrity and accountability. The diverse backgrounds and perspectives of our directors enhance our ability to navigate complex challenges and seize opportunities for growth.

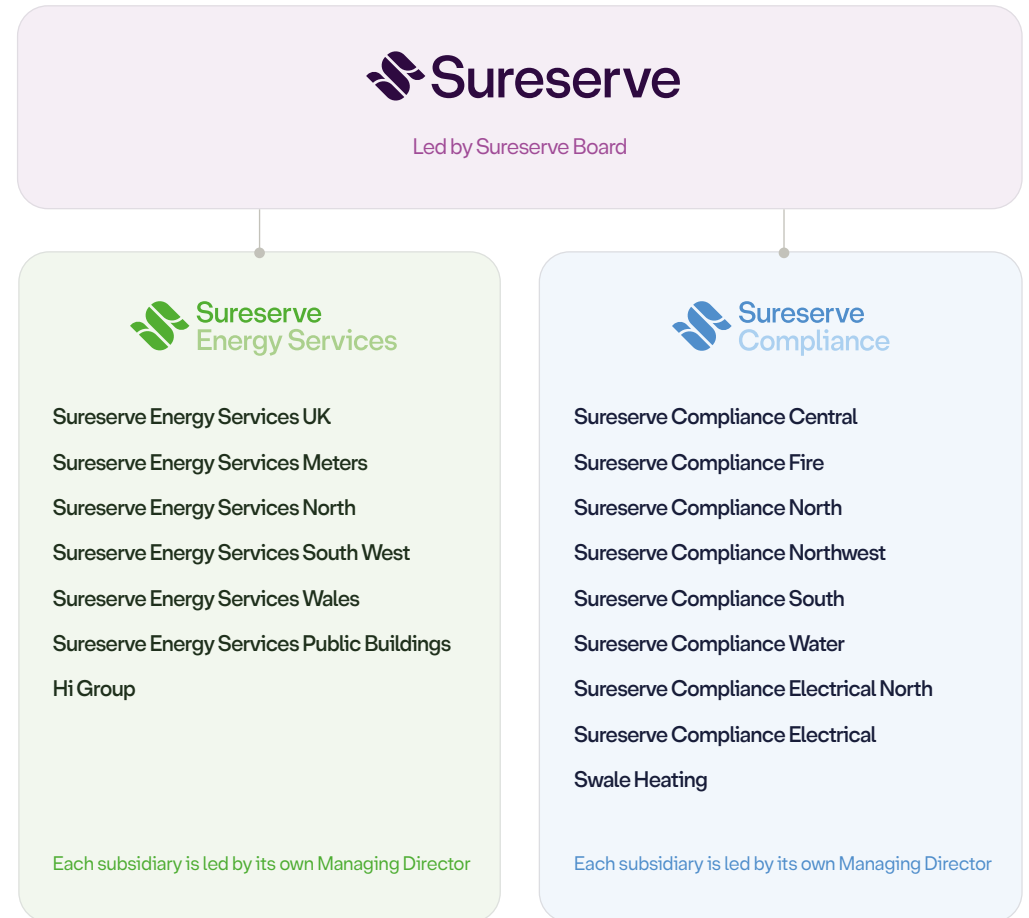
### Leadership

Our Board sits at the Sureserve Group level and is supported by a senior leadership team, structured in a way that allows our subsidiaries to operate in their focus markets. At the same time, they benefit from shared centralised services including IT support, ESG, HR, Marketing, SHEQ, Fleet and Bid co-ordination ensuring consistently high levels of service delivery to our clients. Clear lines of communication from the top down and bottom up are integral to the Group's governance and risk management frameworks.

### Our key stakeholders

- Our employees – We build long-lasting, meaningful, and rewarding careers for our employees and take responsibility for their safety and wellbeing
- Our clients – can count on us as a reliable partner, delivering a quality service along with value for money
- Our clients customers – can count on us to deliver warm, safe homes that will improve their quality of life
- Our communities – we deliver social value, recruit and source products and services in local communities
- Our suppliers – provide us with the crucial materials and support we need to deliver the services for our clients.
- Our financial partners and shareholders – provide Sureserve with the funding and investment required to support the valuable and ambitious initiatives within our business and ESG strategy.

### Our governance structure\*



\* Structure excludes our international operations

## Operating as a responsible business

### Business ethics

We hold both ourselves, and our employees to the highest legal and ethical standards. Our Code of Conduct and Supplier Code of Conduct guide our approach and emphasizes that safety and regulatory compliance are a central tenet of our business operations.

To support this, we have extensive policies in place spanning customer care, anti-bribery and corruption, whistleblowing and GDPR. Policies and procedures are firmly embedded into the culture of our group.

To ensure transparency and compliance all policies and procedures are available in a Sureserve-wide document library which is governed by ESG and SHEQ and updated by respective business units. Within our work, our regulatory engineers conduct all legal compliance tests to ensure the safety and security of properties, including inspections of electrical and gas systems, access control systems, ventilation systems, fire systems, and water hygiene.

### Anti-bribery and corruption

We have a zero-tolerance approach to bribery and corruption. Our Anti-Bribery and Corruption Policy sets out clear expectations for all employees, contractors, and suppliers, supported by mandatory training and contractual requirements. Employees are prohibited from offering or accepting improper payments, gifts, or hospitality that could influence business decisions. Compliance with this policy is monitored through internal audits and controls, and any breaches are subject to disciplinary action.

### Fraud Prevention

The Group takes a proactive stance on fraud prevention, detection, and response. Our internal control framework, supported by regular audits, segregation of duties, and financial monitoring, is designed to minimise fraud risk. Employees are trained to recognise and report potential fraud, and all allegations are investigated thoroughly. Where fraud is identified, corrective action is taken immediately, and incidents are reported to the appropriate authorities.

### Whistleblowing

We maintain a Whistleblowing Policy to provide colleagues, suppliers, and other stakeholders with a safe and confidential way to raise concerns about wrongdoing, misconduct, or unethical behaviour. Reports can be made through a reporting hotline, available 24/7, ensuring anonymity and protection from retaliation.

All reports are reviewed and investigated promptly, with findings overseen at Board level. In FY2025, there were no whistleblowing reports relating to fraud, corruption, or modern slavery.

### Tax Strategy

Sureserve is committed to responsible and transparent tax practices, paying the right amount of tax at the right time and in the right jurisdictions. Our approach is guided by the UK's requirement to publish a Group Tax Strategy, which is approved by the Board annually and available on our website. The strategy is built on four principles:

1. Compliance – meeting all legal obligations and filing accurate, timely tax returns.
2. Transparency – maintaining open and constructive engagement with HMRC and tax authorities.
3. Governance – ensuring Board-level oversight and integration of tax risk management within the Group's wider risk framework.
4. Sustainability – ensuring tax planning is aligned with our commercial operations and does not use artificial structures.

We consider our tax contribution part of our broader responsibility to society, supporting the public services and infrastructure on which our stakeholders and communities depend.

### [Read more](#)

### Culture and engagement

Throughout our business we have sustainability, social value and health and safety teams that are responsible for environmental and social sustainability. Within those teams are dedicated individuals who are trained to own and manage our environmental and energy management systems, health and safety and other sustainability related projects.

These teams utilise their expertise to work with wider stakeholders throughout the business to implement operational improvements, ensure compliance and provide performance updates.

### Training and compliance

All Sureserve employees are required to complete mandatory training annually, tailored to their role within the business. Some training is Group-wide and applies to all colleagues, while other modules are specific to field-based, office-based, or contact-centre roles. Topics cover essential areas such as health and safety, carbon and energy, drugs and alcohol, environmental and energy management, quality management, anti-bribery and corruption, diversity and inclusion, sexual harassment, GDPR, personal data, cybersecurity, as well as role-specific requirements including working at height, asbestos awareness, and equipment operation. These trainings require an attestation to Sureserve's policies and completion of a competency assessment.

Completion of training is reviewed monthly, with progress reported to the Board and Managing Directors to ensure compliance and continuous development across the Group.

All new joiners participate in an induction programme, which provides training on many of these mandatory topics and includes details of our sustainability and environmental practices.

Training is aligned to our broader policies, procedures and standards including our ISO standards 14001, 50001, 9001, 45001 and 27001. Our employee handbook, available to all employees, includes sections on our sustainability and environmental practices and is available for all staff.

## Operating safely and securely

### Health and safety

At Sureserve, we believe that strong health and safety management is essential not only for protecting our colleagues and residents but also for delivering lasting trust with our clients. Our approach is embedded across every level of the Group, from board governance through to frontline engineers, and evolves continuously in response to new risks, regulation, and innovations.

### Governance and Management

Sureserve maintains a robust governance framework to ensure the highest standards of occupational health and safety across the Group. Our ISO 45001-certified management systems provide a globally recognised benchmark, underpinning consistent and effective safety practices.

Our Group Health and Safety Policy sets clear expectations for all employees and is regularly reviewed to reflect emerging risks and regulatory changes. SHEQ managers and leads are embedded throughout the business, providing local accountability, ensuring consistent reporting, and driving continuous improvement.

We leverage digital reporting platforms to capture incidents, near misses, and risk assessments in real-time, fostering a proactive safety culture. Furthermore, all new acquisitions undergo rapid alignment of their H&S systems, ensuring Group-wide consistency and the continued protection of employees, residents, and clients. Our dedicated Safeguarding Lead, supported by a robust framework of policies and procedures such as a Domestic Violence

Policy further ensures that Sureserve remains a supportive, inclusive, and safe workplace for all employees.

### Employee Training and Engagement

Health and safety is central to our employee experience at Sureserve. Every new colleague completes a comprehensive induction, which includes health and safety training, an assessment, and an attestation to our Group policy. To maintain high standards, all employees undertake mandatory refresher training, ensuring safe behaviours are continually reinforced. We run regular campaigns and awareness initiatives to address critical safety issues, supporting both colleagues and the residents we serve.

#### Case Study – Reducing Incidents

Sureserve Energy Services Meters achieved an 83% reduction in attributable incidents over four years. Their proactive approach, including enhanced training, better use of technology, and robust reporting, was recognised with a ScottishPower Excellence Award for Health & Safety.

### Data Privacy

Sureserve recognises its data protection and privacy requirements and is committed to the highest standards of data privacy across its operations and supply chain. Our Group-wide Privacy Policy governs how personal data is collected, processed, stored, and shared across the business and applies to all employees, contractors, and third-party suppliers. This Policy is enforced through our risk and compliance framework. A designated Data Protection Officer oversees all privacy matters including the Group's data protection strategy and ensures its alignment with legal and regulatory requirements including UK GDPR, PECR, and the DPA 2018. It is further supported by internal and external audits to ensure compliance.

We take a firm and responsible approach to preventing and managing data breaches. In the unlikely event where they do occur, we have robust policies and procedures in place that allow us to identify, mitigate, and contain the incident and perform a review of our systems and practices for constant improvement. Clients are clearly informed about the nature and use of data collected, their ability to opt in or out, and their rights to access, transfer, correct, or delete

their data with a public facing privacy policy/ notice that is available on our company website. Information on data retention, protection measures, and third-party disclosures is made transparent in our privacy communications and individuals can review the lawful processing of their personal data at any time by submitting a request for information either to us or another relevant data controller.

2026 intends to be an exciting year as the DPO looks to continually review and refresh data protection training and ensure that all staff continue to be aware of their responsibilities to personal data. The DPO will also look to expand its privacy training to include specific role-based modules for internal teams such as marketing and HR.

### Cybersecurity

Our cybersecurity strategy is led by the Group Head of Cyber Resilience and Security, reporting directly to Executive Management. Sureserve maintains a comprehensive Information Security Policy, accessible to all employees, supported by mandatory awareness training and a clear escalation process for reporting suspicious activity.

Our IT infrastructure and Information Security Management System are certified to ISO 27001 and regularly audited by independent third parties. Business continuity, contingency, and incident response procedures are in place and tested regularly. External audits, third-party vulnerability analyses, and simulated hacker attacks are conducted to ensure resilience against emerging threats.

	2025	2024	2023
<b>Accidents</b>	175	165	178
<b>RIDDOR</b>	15	10	19
<b>HSE Enforcement Notices</b>	-	-	-

## Delivering high quality services

Delivering safe and high-quality services is at the core of Sureserve's purpose. Our clients and communities depend on us to maintain essential energy, safety, and compliance services, and we embed rigorous standards into every part of our operations.

### Quality Management Systems

Across Sureserve, we operate an ISO 9001-certified Quality Management System. This framework provides consistent governance, ensuring that service delivery is measured, monitored, and continuously improved. Oversight of quality performance is embedded into our management structure, with leadership teams reviewing compliance and outcomes against agreed standards. Regular internal and external audits provide further assurance that our systems remain effective and aligned with best practice

### Customer Satisfaction

We recognise that quality is measured not only by compliance but also by the experiences of the people and organisations we serve. Customer satisfaction is monitored closely across our divisions through surveys, feedback channels, complaints channels and engagement programmes. Outcomes and trends are monitored at Board and divisional levels, enabling us to identify systemic issues and strengthen processes. This proactive approach helps ensure high levels of client trust and contributes to continuous service improvement.



**4.2 Rated**

With over 5,000 5 star reviews

### Accreditations

Accreditations play a central role in building trust with our clients, partners, employees, and the communities we serve. They provide assurance that our work meets or exceeds recognised industry standards. Sureserve has invested significantly in infrastructure, training, and management systems to ensure that our services remain fully compliant and independently verified. We hold a wide range of accreditations from recognised bodies across safety, environmental management, and technical quality standards.

Some of our accreditations include:



### National Framework Partner

We are proud to be a partner on all leading energy efficiency, compliance, and net zero frameworks across the UK. This enables public sector and housing clients to access our services through their preferred route to market. Our engagement spans:

- Direct, formalised tendering opportunities
- Collaborative partnerships within supply chains

- Proactive business development
- Framework-led procurement

Frameworks are now one of the most popular procurement routes in the public sector, and Sureserve is well established across the major frameworks in place today. This breadth of framework participation demonstrates our proven ability to meet stringent pre-qualification requirements and provide reliable, compliant, and scalable services nationwide.



## Delivering safety, quality and comfort for our clients

### Case study: Exclusive provider for gas maintenance

In March 2025, Sureserve Compliance was appointed as the sole provider of gas maintenance and heating services under the Procurement Hub Heating Services Framework. Procurement Hub is recognised for delivering innovative, compliant, and efficient procurement solutions across the public sector. Our selection as exclusive provider reflects both our technical expertise and our proven track record in compliance, ensuring members benefit from safe, reliable, and high-quality heating services delivered through a streamlined route to market.

[Read more](#)

### Case study: A decade of certified excellence

Sureserve Compliance North has proudly held NICEIC contractor status for over 10 years, demonstrating our long-standing commitment to the highest standards of electrical safety and quality. This independent accreditation recognises our technical competence, robust quality assurance, and focus on continuous improvement. A decade of certification underscores the trust our clients place in us to deliver safe, compliant, and reliable services across the housing sector.

### Case Study: Enhancing safety with retrofit sprinkler systems

Trivallis, one of Wales' largest registered social landlords, partnered with Sureserve Compliance Fire to enhance safety within an existing assisted living complex in South Wales. The project involved the retrofit installation of a modern residential sprinkler system, strengthening fire protection while maintaining a safe, comfortable living environment for residents.

Sureserve provided a fully managed solution, overseeing regulatory compliance including CDM requirements, planning considerations and fire safety standards. Careful planning ensured optimal system design, including discreet placement of water storage to avoid impacting residents' views or outdoor space. A flexible, resident-focused delivery approach minimised disruption during installation and supported positive engagement throughout.

[Read more](#)



### Case study: Sureserve named Aico's first ever Platinum Partner

In 2025, Sureserve was named Aico's first-ever Platinum Partner, setting a new benchmark for home life safety across the UK housing sector. Platinum status is reserved for organisations that consistently exceed industry requirements and demonstrate leadership in compliance and innovation.

The accreditation recognises exceptional performance against a rigorous set of standards including verified ISO 9001 accreditation, ongoing compliance with BS 5839-6, achievement of Aico Gold Standard installer status, and leadership-level participation in City & Guilds training.

The accreditation also reflects active collaboration with Aico through joint site visits, executive engagement at Aico's manufacturing facilities, and meaningful participation in sustainability initiatives.

[Read more](#)



### Case study: Sureserve launches a Residents Charter with tpas

In 2025 Sureserve published a Residents Charter, a Code of Conduct for occupied properties. This document aligns to the UK Governments Charter for Social Housing Residents and covers six promises to residents aligned to Sureserve's values including:

- **Safety** – To feel safe and secure in your home
- **Excellence** – To receive a quality and reliable service
- **Respect** – To always be treated with respect
- **Integrity** – To have your voice heard, and for us to act on it
- **Expertise** – To benefit from our knowledge and skills
- **Sustainability** – To care for your home and community now and in the future

This Charter was developed in partnership with tpas the tenant engagement experts using their feedback and knowledge from working closely with residents. This ensured that the voice of residents was placed at the centre of the Charter when considering Sureserve's commitments to residents, and what we ask of residents in return.

[Read more](#)



# ESG data & other information

Delivering transparent ESG data to hold us accountable.

## ESG data

Area	Metric	Units	2025	2024	2023
<b>Carbon Emissions by Scope</b>					
Scope 1	Offices and on-site natural gas emissions	tCO <sub>2</sub> e	411	196	177
	Vehicle fleet emissions	tCO <sub>2</sub> e	16,083	11,305	10,647
	<b>Total Scope 1 Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>16,494</b>	<b>11,501</b>	<b>10,824</b>
Scope 2	Offices and on-site electricity	tCO <sub>2</sub> e	366	192	175
	Vehicle fleet electricity	tCO <sub>2</sub> e	55		
	<b>Total Scope 2 Emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>421</b>	<b>192</b>	<b>175</b>
Scope 3	Category 1 – Purchased goods and services	tCO <sub>2</sub> e	62,383		
	Category 2 – Capital goods	tCO <sub>2</sub> e	1,113		
	Category 3 – Fuel- and energy-related activities	tCO <sub>2</sub> e	4,183		
	Category 4 – Upstream transportation and distribution	tCO <sub>2</sub> e	1,271		
	Category 5 – Waste generated in operations	tCO <sub>2</sub> e	1,438		
	Category 6 – Business travel	tCO <sub>2</sub> e	3,117		
	Category 7 – Employee commuting	tCO <sub>2</sub> e	4,824		
	Category 8 – Upstream leased assets	tCO <sub>2</sub> e	938		
	Category 15 – Investments	tCO <sub>2</sub> e	920		
	<b>Total Scope 3 emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>80,188</b>		
All Scopes	<b>Total Scope 1, 2 and 3 emissions</b>	<b>tCO<sub>2</sub>e</b>	<b>97,102</b>		
Scope 4	Total estimated avoided emissions per year	tCO <sub>2</sub> e	30,408		
	Total estimated avoided emissions product lifetime	tCO <sub>2</sub> e	456,120		
<b>Carbon Emissions intensities</b>					
Per revenues	Emissions intensity per million £ revenue – Scopes 1 and 2	tCO <sub>2</sub> e/ £m revenue	25	29	31
	Emissions intensity per million £ revenue – All Scopes (1, 2 and 3)	tCO <sub>2</sub> e/ £m revenue	146		
Per headcount	Emissions intensity per headcount – Scopes 1 and 2	tCO <sub>2</sub> e/ employee	4		
	Emissions intensity per headcount – All Scopes (1, 2 and 3)	tCO <sub>2</sub> e/ employee	23		

## ESG data (continued)

Carbon emissions target and reductions					
Emissions targets	Net zero target year	Year	2050	2050	2050
	Baseline year	Year	2025		
Year on year reduction	Year-on-year reduction in Scope 1 & 2 emission intensity per million £ revenue	%	-14%	-6%	
Energy Use					
Energy management	ISO 50001 Energy Management Systems certified	Y/N	Yes	Yes	Yes
Energy use	Transportation energy	kWh	65,620,313	44,682,884	42,554,784
	Natural Gas	kWh	2,371,563	1,085,174	986,570
	Grid-supplied electricity	kWh	2,356,279	925,839	845,964
Energy intensity	Energy use intensity per million £ revenue	kWh/ £m	106	118	127
Environmental management systems					
Environment	Total environmental fines or penalties	#	-	-	-
	ISO 14001 Environmental Management Systems certified	Y/N	Yes	Yes	Yes
Service delivery					
Resident support	Total properties serviced	#	1.69 million	1.08 million	
Energy efficiency	Total energy efficiency measures delivered	#	1 million		
	Heat pump installations	#	2,845	1,768	
	Solar PV/ thermal installations	#	5,206	3,584	
	Funded retrofit works	#	£110m		
	Smart meter installations	#	443,138	320,787	
	Building fabric measures installed	#	17,677	22,090	
	Energy efficient storage heaters installed	#	721	710	
	Heating controls installed	#	100,866		
Safety and compliance	Retrofit assessments or coordinations	#	27,572		
	Total safety and compliance checks delivered	#	>1 million		
	Mould surveillance reports	#	38,515		

## ESG data (continued)

Safety and compliance (cont)	Healthy homes checks	#	10,425		
	Water treatment / hygiene checks	#	127,427	97,401	
	Fire safety inspection checks	#	103,347	99,213	
	Gas safety checks	#	787,411	618,938	
	Electrical installation condition reports	#	49,934	26,782	
	Boilers under service and repair contracts	#	905,745		
	Boiler installs and upgrades	#	42,748		
<b>Quality</b>					
Quality	ISO 9001 Quality Management Systems certified	Y/N	Yes	Yes	Yes
Customer Satisfaction	Trustpilot score	#	4.2		
	Total 5-star reviews	#	5,198		
<b>Workforce composition</b>					
Directors	Male Directors	#	16	3	
	Female Directors	#	2	-	
	Non-binary Directors	#	-	-	
	<b>Total Directors</b>	<b>#</b>	<b>18</b>	<b>3</b>	
Senior Managers	Male Senior Managers	#	88	141	
	Female Senior Managers	#	37	55	
	Non-binary Senior Managers	#	-		
	<b>Total Senior Managers</b>	<b>#</b>	<b>125</b>	<b>196</b>	
Other	Male	#	3,391	2,757	
	Female	#	912	772	
	Non-binary	#	2	1	
	<b>Total Other</b>	<b>#</b>	<b>4,305</b>	<b>3,530</b>	
Total employees	Male	#	3,495	2,901	
	Female	#	951	827	

## ESG data (continued)

Total employees (cont)	Non-binary	#	2	1	
	<b>Overall total employees</b>	<b>#</b>	<b>4,448</b>	<b>3,729</b>	
Total engineers	Percentage of positions that are field-based engineers or equivalent	%	58%	64%	
<b>Employee turnover</b>					
Internal hires	Percentage of positions filled by internal candidates	%	20.4%		
Net new hires	Organic new hires (Current Year FTEs - Previous Year FTEs - (net change in FTEs	#	1467	1,285	1,349
	New hires due to M&A	#	94	204	
	Total new hires (Current Year FTE's - Previous Year FTE's)	#	1561	1,489	1,349
<b>Apprentice</b>					
Apprentices	Total apprentices	#	196	143	86
	Percentage of apprenticeship levy used	%	92%	92%	
	Percentage of workforce who are apprentices	%	4.40%	3.90%	3.20%
<b>Specialist entry routes</b>					
Supporting veterans	Ex-armed forces employees	#	86		
Health and Safety	Accidents	#	175	165	178
	RIDDOR (reporting of injuries, diseases and dangerous occurrences regulations)	#	15	10	19
	HSE enforcement notices	#	-	-	-
	ISO 45001 Health and Safety Management Systems certified	Y/N	Yes	Yes	Yes
<b>Sureserve Foundation</b>					
Charitable giving	Total charitable funds awarded	£	£62,000	£66,000	£50,000

# Methodology

## Basis of reporting

Our basis of reporting document details the approach and scope applied to Sureserve's ESG indicators, including Greenhouse Gas emissions (Scope 1, Scope 2, Scope 3 and Scope 4).

### [Read our basis of reporting](#)

## Reporting period and frequency

The 2024/2025 financial year (FY 2025) ran from 1st October 2024 to 30th September 2025. ESG data is reported in line with the financial year monthly, from 1st October 2024 to 30th September 2025.

ESG data has been prepared annually under financial year reporting for all years since FY 2023 when we were acquired by our new owners. We have, and will continue to, report externally on an annual basis.

## Scope of reporting

The ESG indicators cover Sureserve's UK operations. The UK includes England, Wales and Scotland where Sureserve has operations for all measures and references unless otherwise stated. Sureserve is a UK-based organisation, with recent international operations the Netherlands which is not included in present reporting. There are no exclusions, and all operations are included under the operational control approach.

## Group structure

Sureserve operates in three key areas compliance, energy services and electrical services through established subsidiaries under the following group structure, recent acquisitions are highlighted with an asterisk (\*). All recent acquisitions are covered in this Impact Report except for CLP Group FS Ltd which will be included next year (FY 2026).

### Sureserve Group Ltd

#### Compliance

- Sureserve Compliance Holdings Ltd
- Sureserve Compliance Central Ltd
- Sureserve Compliance Fire Ltd
- Sureserve Compliance North Ltd\*
- Sureserve Compliance Northwest Ltd
- Sureserve Compliance South Ltd
- Sureserve Compliance Water Ltd
- Swale Heating Ltd\*

#### Energy Services

- Sureserve Energy Holdings Ltd
- Sureserve Energy Services Public Buildings Ltd
- Sureserve Energy Services Meters Ltd
- Sureserve Energy Services North Ltd\*
- Sureserve Energy Services UK Ltd
- Hillside-Infinitas Ltd\*
- Sureserve Energy Services Wales Ltd\*
- Sureserve Energy Services South-West Ltd\*

#### Electrical

- Sureserve Compliance Electrical Holdings Ltd\*
- Purdy Contracts Limited\*
- Spokemead Maintenance Limited\*
- R. Dunham (UK) Limited\*
- CLP Group FS Ltd\* (Reporting from FY 2026)

## Emissions data

Sureserve has been assessing its Scope 1 and 2 carbon footprint and energy consumption since FY 2023 in line with the Streamlined Energy and Carbon Reporting (SECR) requirements and the GHG Protocol Corporate Accounting and Reporting Standard (2004). In FY 2025 we expanded our emissions reporting to include Scope 3 emissions across relevant categories in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard, and Scope 4 avoided emissions reporting on a voluntary basis. Sureserve accounts for 100% of emissions from operations over which it has operational control, with the authority to introduce and implement its operating policies.

Sureserve, in line with its dedication to environmental sustainability, is committed to a goal of reaching Net Zero emissions by the year 2050. This aligns with the government's own targets. To achieve this, Sureserve has developed a Carbon Reduction Plan (CRP). This plan serves as our comprehensive strategy towards reducing our carbon footprint and has been produced in accordance with the requirements of UK Government's Procurement Policy Note 06/21: Taking account of Carbon Reduction (PPN06/21). These guidelines ensure a stringent and standardised approach to managing and reducing carbon emissions in an effective and measurable manner.

## Net Zero calculation boundaries

When calculating carbon emissions, the GHG Protocol Corporate Accounting and Reporting Standard states that a company must set its organisational boundaries. This can be

done either by an "Equity Share" or "Control" approach. The Equity Share approach reflects a company's economic interests and percentage ownership of companies or subsidiaries to assign GHG emissions. The Control approach can follow two routes and defines the boundary by looking at either how much Financial or Operational Control a company has.

To fully cover all our operations and subsidiaries, we have selected the Operational Control method when setting our organisational boundary which will cover 100 percent of the GHG emissions over which it has operational control.

The Operational boundary will include all three Scopes as outlined by the GHG Protocol. Our emissions are reported in tCO<sub>2</sub>e and have been calculated utilising the following formula:

$$\text{source emissions data} \times \text{conversion factor}^* = \text{total source emissions}$$

$$\text{source unit} \times (\text{tCO}_2\text{e/unit}) = \text{tCO}_2\text{e}$$

\*Conversion factors are primarily derived from the latest UK Government GHG conversion factors for Company Reporting or Watershed CEDA Scope 3 emissions factors.

## Inclusions in the FY 2025 inventory

### Scope 1

Sources included in the inventory are onsite (or "stationary") natural gas combustion, and mobile fuel combustion from leased and owned vehicles. Activity data using the UK Governments GHG emission factors have been used to calculate these emissions.

## Methodology

### Scope 2

Sources included in the inventory are purchased electricity, and electricity used for EV vehicles. Calculations use the location-based method reflecting the average emissions intensity of grids on which energy consumption occurs. Primary electricity data has been used to complete calculations for the owned and leased sites with a few estimations where meter readings were unavailable. We have also provided primary data relating to the on-site electricity generation from our solar PVs. Activity data using the UK Governments GHG emission factors have been used to calculate these emissions.

### Scope 3

**Category 1:** Purchased goods and services – Includes all upstream (i.e., cradle-to-gate) emissions from the production of goods which we have purchased or acquired during the reporting year. Spend data taken from financial records have been used to calculate associated emissions using the Watershed CEDA Scope 3 emission factors for the UK.

**Category 2:** Capital goods – Spend data taken from financial records have been used to calculate associated emissions using the Watershed CEDA Scope 3 emission factors for the UK.

**Category 3:** Fuel and energy related services – This relates to transportation and distribution losses, and the well to tank emissions for all fuels consumed due to our operations. Activity data using the UK Governments GHG emission factors have been used to calculate these emissions. Well to tank emissions account for all the emissions related to the extraction, production, and shipping of fuels excluding only the direct

combustion of the fuel. (e.g., fuel consumed by owned or leased vehicles, employees' vehicles used for commuting, vehicles used for business travel, etc). Transmission losses account for all the energy that is lost between the electricity production in the powerplant and when it is used (e.g., resistance in power lines).

**Category 4:** Upstream transport and distribution – Spend data taken from financial records have been used to calculate associated emissions using the Watershed CEDA Scope 3 emission factors for the UK.

**Category 5:** Waste – Includes emissions from third-party disposal and treatment of waste generated by our operations during the reporting year. Spend data taken from financial records have been used to calculate associated emissions using the Watershed CEDA Scope 3 emission factors for the UK.

**Category 6:** Business travel – Includes emissions from the transportation of employees for business related activities in vehicles owned or operated by third parties, such as aircraft, trains, buses, and passenger cars and hotel and accommodation related activities. Spend data taken from financial records have been used to calculate associated emissions using the Watershed CEDA Scope 3 emission factors for the UK.

**Category 7:** Employee commuting – includes emissions from the transportation of employees between their homes and our offices. Emissions from employee commuting may arise from car, bus, train, or taxi travel. Calculations have used employee headcount and typical working patterns to calculate the emissions associated

with employee commuting and homeworking, where appropriate we have used the average-data method, which involves estimating emissions from employee commuting based on average (e.g., national) data on commuting patterns. In future years, we will supplement the above with employee travel surveys which collect data from employees on commuting patterns (e.g., distance travelled, and mode used for commuting) and apply the appropriate emission factors for the modes used using the distance-based method.

Estimated activity data using the UK Governments GHG emission factors have been used to calculate these emissions.

**Scope 3 Category 8:** Upstream Leased Assets – Spend data taken from financial records have been used to calculate associated greenhouse gas emissions using the Watershed CEDA Scope 3 emission factors for the UK.

**Scope 3 Category 15:** Investments is taken from carbon reports provided by Warmworks Scotland LLP and proportionated based on our ownership. Warmworks uses a mixture of activity and spend based reporting to calculate their Scope 1, 2 and 3 emissions.

Non-material category exclusions for FY 2025 emissions:

**Scope 3 Category 9:** Downstream Transportation and Distribution is excluded from FY 2025 inventory as this is not relevant to our operations. Any movement of goods to customers will occur in our owned or leased vans and therefore will be accounted for in Scope 1.

**Scope 3 Category 10:** Processing of sold products is excluded from FY 2025 inventory as we do not manufacture products.

**Scope 3 Category 11:** Use of sold products is excluded from the FY 2025 inventory as we do not sell physical products.

**Scope 3 Category 12:** End-of-life treatment of sold products is excluded from FY 2025 inventory as we do not sell physical products.

**Scope 3 Category 13:** Downstream Leased Assets is excluded from FY 2025 inventory, as we do not own any leased assets that we lease to other businesses.

**Scope 3 Category 14:** Franchises is excluded from FY 2025 inventory, as we do not operate franchises.

### Scope 4

Our Scope 4 estimated avoided emissions calculations are based upon our annual delivered installations and retrofits for the year FY 2025 including heat pumps, boiler upgrades, solar panels, lighting upgrades, insulation and other energy efficiency measures. Calculations use estimated avoided emissions data from the Energy Saving Trust or the UK Government depending on the measure being installed. These estimates are based on typical energy usage in average UK households. Avoided emissions will vary depending on location, energy demand, behaviour and other factors. For these estimations the lifetime emissions of these products are assumed to be 15 years, but products' lifetimes may vary depending on usage and other factors.

## Glossary and frequently used terms

### Glossary

#### ASHP

Air Source Heat Pump

#### BMS

Building Management Systems

#### CEDA

Comprehensive Environmental Data Archive method to calculate emissions

#### CIC

Community Interest Company

#### CO2

Carbon dioxide

#### CO2e

GHG emissions as carbon dioxide (CO2) equivalent (e)

#### CRP

Carbon Reduction Plan

#### CV

Curriculum Vitae

#### DEI

Diversity, Equity and Inclusion

#### DHW

Domestic Hot Water systems

#### EDAC

Employers Domestic Abuse Covenant

#### EICR

Electrical Installation Condition Reporting

#### EMS

Environmental Management System

#### EPC

Energy Performance Certificate

#### ESG

Environmental, social and governance

#### EV

Electric vehicle

#### FERA

Fuel and energy-related activities

#### FY 2025

Financial Year 2025 (1st October 2024–30th September 2025)

#### GHG

Greenhouse gas

#### Group

Sureserve Group and its subsidiaries

#### GSHP

Ground Source Heat Pump

#### HR

Human Resources

#### HVAC

Heating, ventilation and air conditioning

#### ICE vehicles

Internal Combustion Engine vehicles

#### ISO

International Standards Organization

#### IT

Information Technology

#### Local authority

Local government organisations in the UK, including unitary, metropolitan, district and county councils

#### PDR

Performance Development Review

#### PPN002

The UK Governments Social Value requirements

#### REGO

Renewable Energy Guarantees of Origin

#### RoSPA

Royal Society for the Prevention of Accidents

#### SHEQ

Safety, Health, Environment and Quality

#### SECR

Streamlined Energy and Carbon wReporting

#### SRAG

Social Recruitment Advocacy Group

#### TCFD

Taskforce on Climate-related Financial Disclosures

#### tCO2e

tonnes (t) of GHG emissions as carbon dioxide (CO2) equivalent (e)

#### Thrive

A social value reporting and monitoring software solution

### Frequently used terms

#### Location-based carbon emissions

Reflecting the average carbon emissions relating to the generation of electricity in the country purchased (e.g. UK grid average)

#### Market-based emissions

Reflecting the emissions of the specific energy tariffs purchased as opposed to location-based averages

#### Scope 1 (direct emissions)

Emissions from activities owned or controlled by our organisation.

#### Scope 2 (energy indirect)

Emissions associated with our consumption of purchased electricity, heat, steam and cooling. These indirect emissions are a consequence of our energy use, but occur at sources we do not own or control

#### Scope 3 (other indirect)

Also known as value chain emissions, they represent the carbon associated with our supply chain. They are emissions we do not own or control but have been generated through our business needs.

#### Scope 4 (avoided emissions)

Emissions avoided through the delivery of low carbon services for example replacing a gas boiler with a heat pump will result in emissions being avoided due to the heat pumps lower carbon and higher efficiency

#### UK

United Kingdom, referring to locations or operations in England, Scotland, Wales and NI

## Cautionary note on forward-looking statements

This Report includes forward looking statements with respect to the business, strategy and plans of Sureserve, its emissions reductions targets, strategy and actions and other climate related matters and its current goals, assumptions and expectations relating to its future financial condition, performance and results. Generally, words such as 'may', 'could', 'will', 'expect', 'intend', 'estimate', 'anticipate', 'aim', 'outlook', 'believe', 'plan', 'seek', 'continue', 'potential', 'reasonably possible' or similar expressions are intended to identify forward-looking statements.

By their nature, forward looking statements involve known and unknown risks, assumptions, uncertainties and other factors which may cause actual results, performance or achievements of Sureserve to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. In addition, ESG methodologies, metrics, targets, reporting standards and other principles are subject to rapid change and development and further development could impact the information included in this Report. Climate change risk also presents other uncertainties, due, amongst other things, to changing projections relating to technological development and global and regional laws, regulations and policies.

Forward-looking statements are not guarantees of future performance, and shareholders are cautioned not to place undue reliance on them. Forward-looking statements speak only as of the date they are made and except as required by the UK applicable law, Sureserve does not undertake any obligation to update or change any forward-looking statements to reflect events occurring after the date of this report. Nothing in this report

is intended as a profit forecast or estimate for any period, nor does this report contain any investment, accounting, legal, regulatory or tax advice, nor is it a recommendation or invitation to enter into any transaction. You are advised to exercise your own independent judgement (with the advice of your professional advisers as necessary) with respect to the risks and consequences of any matter contained herein and Accounts. Nothing in this Report is intended as a profit forecast or estimate for any period.

