



**Environmental, Social and Corporate
Governance Report**
June 2025

Foreword

Mike Bullock



At Corps Security, we continue to chart a path defined by purpose, progress and integrity. Founded in 1859 to provide employment for soldiers returning from the Crimean War, we have always been a company with a conscience - a values-driven social enterprise that today stands proudly at the forefront of sustainability, social value and sound governance in our industry.

Over the past year, we've made tangible advances in how we define, measure and deliver ESG across every corner of our business. I am particularly pleased to report that our aspiration to embed sustainability into our operations through scientific rigour and robust data has truly come to life. Building on last year's decision to partner with Neutral Carbon Zone, we've elevated our reporting standards and earned Gold certification – an outcome that reflects the breadth and depth of our carbon accounting across all scopes. We've also continued to decarbonise our business: 15 of our 42 vehicles are now hybrid or electric, new EV chargers have been installed in our London and Glasgow offices, and we've integrated low-emission initiatives such as LED lighting and zero-landfill uniform and document recycling into daily practice.

By embracing EcoVadis' globally recognised sustainability ratings, we've benchmarked our performance and now sit in the top 15% of all companies assessed. We scored 80 out of 100 in the Environment category, placing Corps in the top 3% of our industry. This is an achievement we're proud of, but one that motivates us to push further.

Just as importantly, our social mission remains central to everything we do. Nearly 11% of our workforce are veterans of the Armed Forces or Emergency Services. Through strengthened partnerships with the Corps Veterans Association, we've introduced new wellbeing measures and rolled out new automatic-enrolment for members, keeping them informed of upcoming activities and support services. We've also enhanced trauma-informed support for our Mental Health First Aiders.

At Corps, our people are the beating heart of our success. Almost 99% of our team is paid at or above the Real Living Wage - a standard that's now reflected in every bid we submit. Alongside our commitment to fair pay, we've taken steps to deepen equity and inclusion across the business. Our latest ED&I survey gave us unprecedented insight into our workforce, helping us deliver targeted action plans and launch new initiatives, including Head Room, a support network dedicated to men's mental health in the security sector, and a Disability Buddy System for greater workplace inclusion.

Participation in our diversity networks has soared by 50% over the past year, with significant growth in our Women's and Pride networks. Our digital GP service continues to ensure access to quality care for colleagues working all hours and locations, while our annual "Your View Matters" survey recorded its highest-ever response rate, showing strong engagement and pride among our workforce.

Mike Bullock

CEO

Corps of Commissioners Management Ltd

A handwritten signature in black ink, appearing to read 'M. Bullock', written over a horizontal line.

Environmental

Since the 2024 ESG Report, Corps Security has made significant progress in environmental sustainability, realising the value of several goals and commitments that the organisation has put in place over recent years.

Last year was a pivotal period for Corps Security. Having undertaken a much more rigorous approach to understanding, monitoring and measuring its environmental impact – including more accurate and comprehensive data collection – the company updated its carbon footprint baseline year from 2019 to 2023. We believe improved data quality means this new baseline will serve as a robust benchmark for future emissions reporting and target-setting. The environmental progress we have made since this change is summarised in this chapter.

Corps Security aligns its ESG activities with the United Nations Sustainable Development Goals (SDGs) and Global Compact 10 principles. This approach is fundamental to our commitments, framing everything we do and ensuring that we meet the equally ambitious expectations of our customers. As a result, we continue to build up momentum and make tangible progress across all environmental areas.

Our work with sustainability-focused partners, including Neutral Carbon Zone (NCZ), Carbon Footprint and EcoVadis, continues to be instrumental to our ESG efforts. These organisations help keep Corps Security accountable and on track in our commitments, providing support in carbon footprint measuring, certifications and accreditations, waste management and recycling, supply chain management, social value, and governance.

We achieved a
7.15%
reduction in total
emissions in 2024

Gold standard carbon footprint reporting

In 2023, Corps Security signed a formal agreement with NCZ to use its carbon management and certification platform to track the organisation's journey to net zero. Reflecting improvements from enhanced data systems introduced in 2023, the data highlights a modest reduction in carbon emissions – though we have made good progress.

The 2024 Carbon Footprint Report, covering emissions from 1 January to 31 December 2024, recorded a total footprint of 7,648.20 tonnes of CO₂e. This includes Scope 1 (direct), Scope 2 (energy indirect), and Scope 3 (other indirect) emissions.

Compared to the revised 2023 baseline, we achieved a 7.15% reduction in total emissions in 2024. Scope 1 emissions fell by 14.44%, Scope 2 by 14.90%, and Scope 3 by 6.95%. Corps Security also reported significant gains in carbon intensity, with emissions per full-time employee down 11.26% and per million in revenue down 19.18%, despite overall business growth.

Improved tracking of travel emissions was introduced in 2024, following insights from 2023. Emissions from flights, taxis, trains, and hotel stays are now recorded separately, replacing a previously generic reporting category.

Our environmental progress was underpinned by initiatives introduced in 2023, including partnerships, vehicle incentives, digitalisation efforts, and the formation of an ESG Scrutiny Group. These actions laid the groundwork for improved performance in 2024.



Completing the process with the enhanced data collection ensured that Corps Security is now an NCZ Gold certified company. To achieve this status, a company must have:

- Met Silver award criteria.
- Measured, quantified and reported on all company scope 1, 2 and 3 greenhouse gas emissions.
- Set a baseline for all organisational and operational emissions for a targeted carbon reduction approach.

A breakdown of carbon emissions

In the 2024 financial year, commuting and homeworking emerged as our largest sources of carbon emissions, accounting for 47.39% of the total footprint. This category generated 3,624.72 tonnes of CO₂e, making it a key focus area for reduction efforts.

The emissions data for this category was derived from a staff survey conducted in 2024, which received 709 responses – approximately 22% of the workforce. While we recognise that we must improve the response rate for future surveys to ensure maximum robustness, we used this data to create benchmarks, extrapolating results to estimate emissions where direct data was not available. Corps Security calculated commuting emissions based on employees' reported modes of transport and travel distances.

Of the total emissions in this category, commuting alone contributed 3,353,552 kg CO₂e, while homeworking added a further 271,169 kg CO₂e. These figures reflect the company's growing ability to capture and distinguish between different working patterns and their carbon impacts. Comparison with 2023 baseline

Compared to the 2023 baseline year, which recorded 4,458,252 kg CO₂e from commuting and homeworking combined, emissions in 2024 fell by 18.70%. This significant decrease indicates meaningful progress in reducing travel-related emissions across the workforce.

To support more sustainable commuting, Corps Security participates in the Government's Cycle to Work scheme. In



Commuting and homeworking generated 3,624.72 tonnes of CO₂e, making it a key focus area for reduction



Cycle to Work Scheme

We increased the tax-free limit to £1,000, resulting in collective employee savings of £31,868.48 – up from £28,820 in the previous year.

2024, we increased the tax-free limit to £1,000, resulting in collective employee savings of £31,868.48 – up from £28,820 in the previous year. Additionally, the introduction of an enhanced car allowance has encouraged the uptake of hybrid and electric vehicles.

NCZ continues to highlight commuting and homeworking as the primary emissions drivers. It recommends that Corp Security promotes greater use of public transport, including buses, overground, and underground services, over high-emission personal vehicles. Car-sharing, walking, cycling and other active travel options are also encouraged. For more accurate emissions reporting in the future, achieving a 100% staff survey response rate remains a key goal.

To understand and reduce the environmental impact of its services, Corps Security completed a lifecycle assessment (LCA), which now supports bespoke client reporting. The purpose of the assessment was to understand the carbon footprint of selected services, highlight potential areas for improvement, and provide clients with an estimated emissions value per pound spent.

The LCA followed the internationally recognised ISO 14040 standard, including ISO 14044, ensuring a consistent and credible approach. Its scope covered four sites and three service types: combined CCTV and guarding in London, guarding only outside London, and combined CCTV and guarding outside London. These services encompass a range of activities and processes across their full life cycle.

Moreover, we have made demonstrable progress in decarbonising our fleet. By the time of reporting, 15 out of 42 company vehicles were electric or hybrid, up from just four in the previous year. Corps Security installed EV chargers at our London and Glasgow offices – with capacity for six vehicles – and registered 16 company cars with Quartix Telematics to promote eco-friendly driving habits. In addition, we introduced an enhanced car allowance for colleagues using EV or plug-in hybrid vehicles for business travel.

Green energy tariffs mechanisms, where energy used is matched by a supplier's purchase of renewable energy sources such as wind, solar or hydro power, have been put in place for Corps Security's properties in Glasgow and Bristol since October 2024. Alongside, the installation of LED lighting in the London office, these steps have reduced emissions associated with electricity consumption.

On waste management, we have partnered with Avena Group to recycle uniforms and sensitive documents with zero landfill impact. Between November 2023 and December 2024, we collected 56 sacks of uniforms, saving nearly 197 kg of CO₂e. Recycling efforts have also been significant – paper recycling saves 54 times more CO₂ than landfill, while textile recycling saves 21 times more.

Corps Security has reduced paper consumption by 32,500 sheets over one year by switching to digital filing and launching E-Files in April 2023. This shift is expected to save around 48,000 sheets annually, while we continue to digitise more records.

Sustainability accreditation

EcoVadis is a globally recognised platform that evaluates companies' sustainability performance across environmental, social, and ethical dimensions. In May 2024, Corps Security completed an EcoVadis sustainability assessment, receiving a strong overall score of 68/100. We placed in 89th percentile of the security industry, earning us a Silver Sustainability Rating and placing Corps Security within the top 15% of all companies assessed.

Corps Security was evaluated across four key areas:

- Environment
- Labour & human rights
- Ethics
- Sustainable procurement

Environment: We scored 80/100, ranking in the top 3% of its industry. Strengths included robust policies on materials, waste, and energy, as well as renewable energy use, employee

Environment:

We scored 80/100, ranking in the top 3% of our industry.

Labour & human rights:

We scored 70/100, ranking in the top 13%.

Ethics:

We scored 70/100, ranking in the top 9%.

Sustainable procurement:

With a score of 50/100, ranking in the top 15%.

training, carbon offsetting, ISO 14001 certification, and comprehensive emissions reporting across Scopes 1, 2, and 3. Opportunities for improvement included aligning with recognised sustainability reporting standards and enhancing waste and energy consumption disclosures.

Labour & human rights: Corps Security scored 70/100, ranking in the top 13%. Positive practices included a commitment to paying a living wage and clear policies on diversity, equity, and inclusion. Areas for development included formal documentation of training, career management initiatives, and external labour rights principles.

Ethics: Here, we scored 70/100, ranking in the top 9%. However, the assessment flagged a need for stronger reporting on ethics-related key performance indicators and more evidence of alignment with recognised reporting standards.

Sustainable procurement: With 50/100, this area received the lowest score of the four areas. However, Corps Security still ranked in the top 15% of the security industry. Notable strengths included supplier codes of conduct, third-party audits, and integration of sustainability clauses in contracts. The review recommended better documentation and more consistent implementation of procurement practices across suppliers, particularly around risk analysis and capacity building.

EcoVadis also considered publicly available information through its 360° Watch. Positive influences included Corps Security's recognition as a Diversity Champion in December 2023 for its "Corps Together" initiative and participation in the Disability Confident Scheme. Meanwhile, unresolved tribunal rulings from 2019 and 2021 were flagged as "under watch" and had a minor negative impact. Several neutral items were also noted, including ISO recertifications and previous employment disputes.

We have demonstrated steady improvement since our last EcoVadis assessment, as evidenced by the higher score and expanded sustainability initiatives. Corps Security views

the EcoVadis rating not only as external validation but also as a strategic tool for ongoing improvement. Our aim is to progress from Silver to Gold status, using the assessment to measure and enhance the effectiveness of our sustainability management efforts.

Collaborating with the supply chain

Working with ESG-driven and environmentally responsible supply chain partners is fundamental to an organisation's own ESG goals. At Corps Security, we have published a Supplier Code of Conduct, outlining our expectations for all supplier relationships and collaboration.

Suppliers are encouraged to engage in environmentally sustainable practices. They must comply with environmental regulations, minimise negative impacts like waste and emissions, work to reduce energy and water use, and promote sustainable sourcing and resource efficiency. We also expect suppliers to adopt the United Nations Global Compact environmental principles on supporting a precautionary approach, undertaking initiatives for greater environmental responsibility and encouraging environmentally friendly technologies. These include:

- **Principle 7:** Businesses should support a precautionary approach to environmental challenges.
- **Principle 8:** undertake initiatives to promote greater environmental responsibility.
- **Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

A photograph of a forest path with sunlight filtering through the trees. The path is covered in fallen leaves, and the trees are tall and slender, with green foliage. The scene is peaceful and natural.

Working with ESG-driven and environmentally responsible supply chain partners is fundamental to an organisation's own ESG goals.

Social impact: Deeper foundations, broader horizons

Building on the foundations laid out in our 2024 ESG report, this year we've committed to digging deeper into our social impact.



Social Enterprise UK



As a Social Enterprise with a 165-year heritage, Corps Security has always understood that true security extends beyond physical protection – it encompasses the wellbeing of our colleagues, communities, and society at large. The past year has been one of learning and growth, reinforcing our belief that the more we do, the more we uncover; the more we uncover, the more there is to do.

Our journey is evolving but remains firmly anchored in our historical roots – supporting veterans, strengthening communities and, ultimately, delivering security excellence. This section outlines measurable progress across multiple dimensions of social responsibility, driven by collaboration, colleague commitment and our values-first approach. We remain humble about our achievements, transparent about ongoing challenges and committed to continuous improvement.

Veteran support and social mission

Our veteran support initiatives remain the cornerstone of our social mission and reflect our founding purpose from over 16 decades ago. This year, our goal was to deepen that support through structured wellbeing interventions, stronger community partnerships, and improved visibility of veteran pathways within our organisation.

Corps Security's heritage provides meaning beyond commercial success – it connects us to our purpose. In 2024-25, we've established a stronger partnership with the Corps Veterans Association (CVA) to build veteran communities and create visible pathways for recognition and support. This includes our new auto-enrolment initiative that will connect all veteran colleagues with the CVA, keeping them informed of upcoming activities and support services.

We've also expanded our community engagement through supporting local cadet groups, and assisting their charity work. Meanwhile, our colleague survey reaffirms that seven in 10 colleagues believe Corps' heritage and veteran support are important to the future of the company, validating our continued investment in this area.

“It's invaluable to work for an organisation with such an affinity with the services.” — Scott Hudson, Commercial Manager and Army veteran, who joined Corps as a Relief Security Officer and exemplifies our commitment to veteran career progression.

With 19.4% of our workforce having served in the Armed Forces or Emergency Services, we've responded to colleague feedback by implementing more regular wellbeing check-ins specifically designed for veterans. Our Mental Health First Aiders have received additional training on recognising and supporting those with service-related trauma and PTSD.

Our partnership with Combat Stress continues to provide crucial mental health support services, while our charitable contributions help fund vital veteran services across the UK.

Fair work and living wage

We prioritised financial wellbeing this year through practical action: accelerating Real Living Wage implementation, expanding benefits, and responding directly to cost-of-living pressures identified by colleagues.

In our 2024 report, we committed to expanding our Real Living Wage implementation. As of March 2024, 98.8% of our colleagues are now paid at or above the Real Living Wage. As a business, we continue to drive the importance of paying the Real Living Wage with every customer. During the reporting period, all Corps bids were at or above this level, and this will continue into the future, as we raise awareness of the issue through media campaigns and other means.

Our Colleague Welfare Fund, established to support staff facing unexpected financial difficulties, has provided assistance to 37 colleagues and their families during challenging times this year, demonstrating our practical commitment to financial security beyond wages.

New benefit offerings introduced this year include digital access, an enhanced employee assistance programme, and improved recognition frameworks that celebrate long service and exceptional contributions.

ED&I at Corps

Our focus in 2024 was to move from representation metrics to meaningful inclusion. That meant launching targeted support networks, setting baseline data through our ED&I survey, and equipping leaders to build psychologically safe teams.

Our Corps Together initiative has matured significantly over the past year, evolving from aspiration to embedded practice. Our goal in ED&I last year was to shift from awareness to behaviour change, and we prioritised leadership training and peer support accordingly.

The Guardian Network comprises six employees to ensure better representation across regions and roles, from frontline security operatives to back-office support functions.



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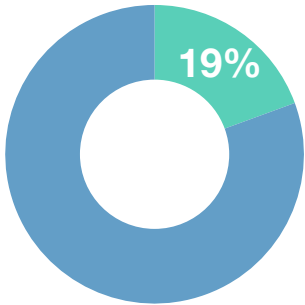
Equality, diversity, and inclusion are expected at Corps



Corps Together is operated by
a passionate group of volunteer
colleagues called 'Guardians'



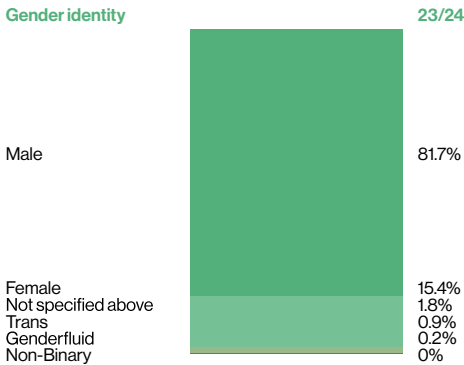
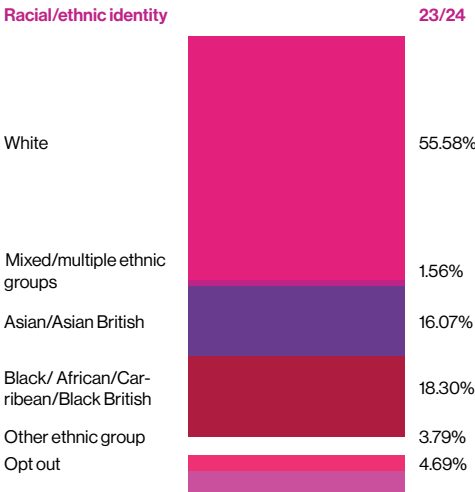
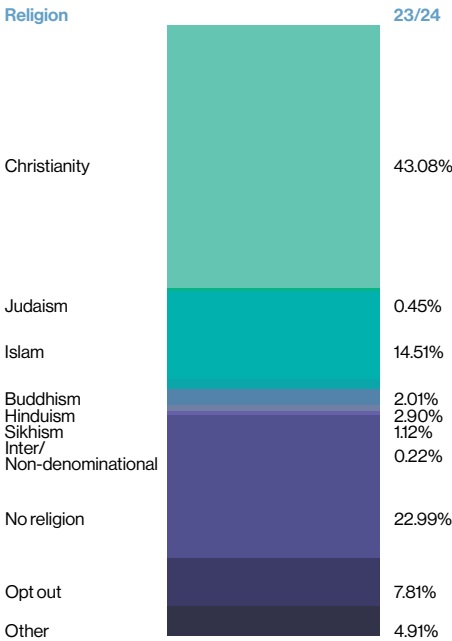
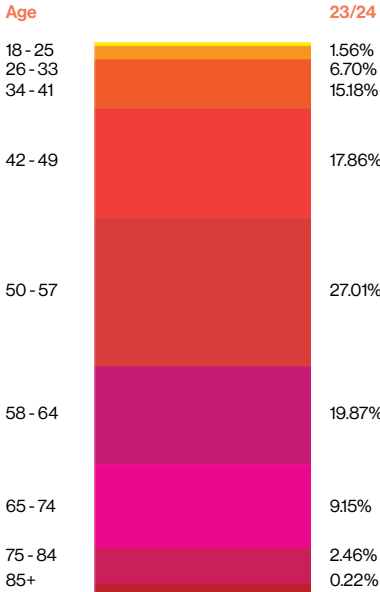
Have you ever served on active duty in the Armed Forces or within the emergency services?



In 2024, for the first time, we have worked with an external consultant and published a comprehensive ED&I Survey and action plan report, establishing baseline data and concrete objectives.

The survey, which gathered 488 responses, revealed important insights about our workforce demographics:

- **Gender profile:** 81.7% male, 15.4% female, with small percentages identifying as transgender, genderfluid, or with other gender identities.
- **Age demographics:** Largest groups in the 50-57 (27%) and 58-64 (20%) brackets, highlighting an urgent need to develop younger talent pipelines.
- **Ethnic diversity:** 55.6% White, 18.3% Black/African/Caribbean/Black British, and 16.1% Asian/Asian British.
- **Religious diversity:** Christianity (43.1%), no religion (23%), and Islam (14.5%).
- **Disability:** 12.7% living with a disability (up from 10% in the previous year), including physical disabilities (63.2%), mental health conditions (28.1%), and neurodiversity (19.3%).
- **Caring responsibilities:** 10.2% identified as carers, with 46.8% caring for children, 42.5% for people with disabilities, and 25.5% for elderly individuals.
- **Veterans:** 19.4% identified as having served in the Armed Forces or Emergency Services.



This demographic mapping provides unprecedented visibility into the true composition of our workforce, enabling us to develop targeted interventions where needed and measure progress over time. These findings revealed clear gaps — including gender representation and neurodiversity support — which we are now actively addressing through training and peer support systems. The survey also helps us identify previously hidden needs among our colleagues, particularly in areas such as disability support, religious accommodations and caring responsibilities.

Indeed, the survey findings have directly informed our action planning, with specific focus areas identified for each diversity dimension. And we are pleased to report that our progress this year has been marked by several significant initiatives.

For example, we've launched Head Room, a dedicated mental health support group for men in security, addressing the unique challenges faced by colleagues in a traditionally male-dominated industry. The initiative provides a safe space for discussing mental wellbeing outside traditional support frameworks.

Alongside this, we've strengthened our leadership capabilities through our partnership with PILAA (Pre-Image Learning and Action). This involved delivering two half-day training sessions that covered psychological safety, bias mitigation and empathy in management practice.

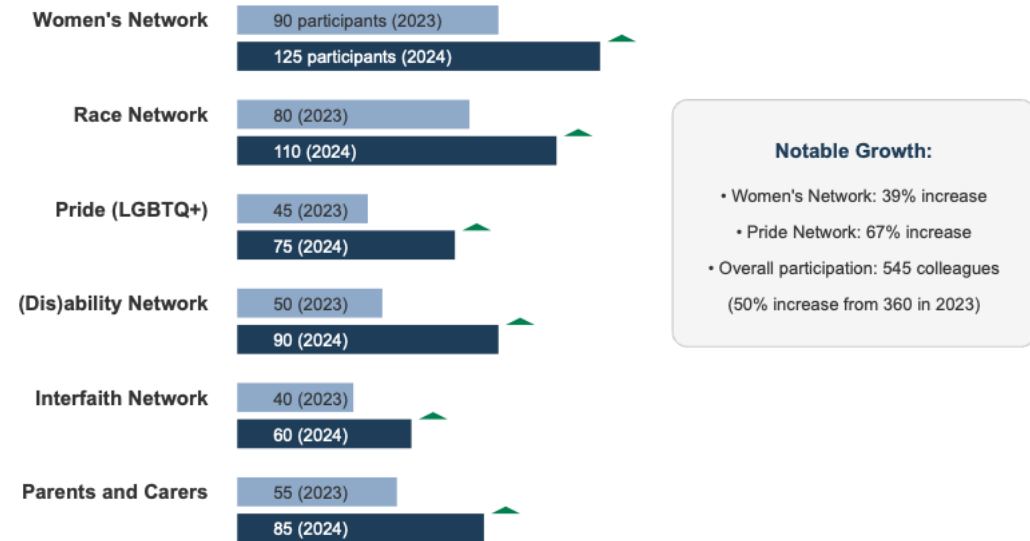
Additionally, we've invested in specialist training for over 100 managers in disability and neurodiversity awareness, equipping them with practical skills and a comprehensive resource guide that addresses PTSD recognition, inclusive language adoption and implementation of reasonable accommodations.

We are also pleased to see that participation in our Corps Together networks has grown significantly over the past year, with substantial increases across all diversity networks. This is shown by the accompanying table.

We've enhanced the visibility of our diversity through celebration events, including our International Women's Day webinar Five Women Talk: Inspiring Inclusion. This featured senior women

Corps Together Network Participation 2024-25

Growth in participation across diversity networks



Source: Corps Together quarterly network reports 2023-2024

from across the business and was chaired by ED&I consultant Dr. Ope Lori. Meanwhile, the Women's Network organised a session featuring award-winning filmmaker Lois Norman, who discussed women in the security industry and addressed topics like body dysmorphia among older women.

Our Pride Network participated in London Pride for the second consecutive year, developed an LGBTQ+ terminology guide for security teams and hosted several awareness sessions for colleagues.

The Race Network hosted a talk by Professor Simon Hepburn, CEO of The Security Institute, as part of its efforts to expand its reach by inviting more guest speakers from across the industry.

We've also made progress on our Disability Confident journey by implementing a new companywide Disability Buddy System for current employees and new starters. The initiative pairs existing

employees who have lived experience of specific disabilities with new starters or colleagues who have similar conditions – this creates personalised support networks that complement formal accommodations and help navigate workplace challenges through shared experiences and practical advice.

Employee wellbeing

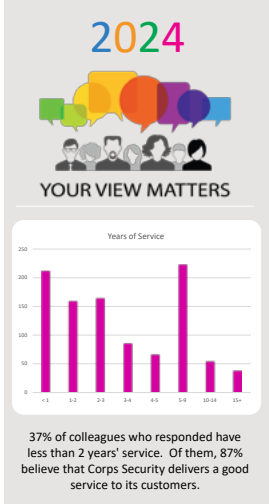
The operational demands of security work make wellbeing support critical. In 2024, our goal was to close access gaps, especially for shift-based and remote colleagues, and to strengthen early intervention mechanisms across our sites. This year, we've redoubled our efforts to support colleague wellbeing with a holistic approach that addresses both physical and psychological needs.

Our Digital GP service, introduced in late 2024, has been accessed by over 200 colleagues and provides convenient healthcare access regardless of shift patterns or location. This service has proven particularly valuable for colleagues working night shifts or at remote locations, ensuring equitable access to medical support across our workforce.

Mental health initiatives have expanded significantly, with 14 new Mental Health First Aiders trained across the business, bringing our total to 36. These colleagues have received specialist training in recognising early signs of distress and providing appropriate support or referrals. The Head Room initiative specifically addresses mental health for our male colleagues and creates a supportive space where traditionally difficult conversations can take place.

We recognise that wellbeing extends beyond traditional healthcare provision. In response to colleague feedback about equipment and uniforms, we've undertaken a comprehensive review of our supply chain and quality control processes. Just over six in 10 colleagues reported satisfaction with provision of correct uniforms and equipment when required, a drop in positive feedback that prompted immediate action. The improvements, which include streamlined ordering processes and enhanced quality checks, were communicated via Corps Connect in January 2025 and will be fully implemented in the coming months.

This highlights the importance of our Your View Matters survey. We received a record-breaking 1,055 responses in 2024, with results showing significant improvements across several key metrics (shown in accompanying table below).



Our focus on creating psychologically safe environments has yielded tangible results, with 73% of colleagues now feeling proud to work for Corps, while the same percentage would recommend the company as a good place to work.

Of course, our aim is to keep building on these positive feedback trends. Central to this will be our integrated approach to wellbeing – by addressing both physical and psychological needs, we are committed to supporting the whole person, not just the security professional.

Ethical procurement

As a Social Enterprise ourselves, we understand the transformative power of procurement decisions and view it as a social lever. This year, we've significantly expanded our commitment to ethical and inclusive sourcing: Our spend with social enterprises grew by 88% from 2023 to 2024. This demonstrates our shift from ad hoc sourcing to a structured, values-led approach. Notable increases include:

- **675% increase in spend** with Brightkidz, a social enterprise that provides materials for our enhanced induction packs for new starters. Brightkidz specialises in creating sustainable, high-quality educational resources focused on workplace safety and wellbeing. Its products now form a core part of our welcome packs, reinforcing our values from day one of a colleague's journey with us.
- **51% increase in spend** with Clean for Good, an ethical office cleaning company that pays the Real Living Wage and provides dignified, secure employment opportunities for its cleaners. Our expanded partnership aligns perfectly with our own commitment to fair work practices and demonstrates how procurement decisions can reinforce our social values throughout our supply chain.

In late 2024, we established a formal Supplier Diversity Programme. This includes a comprehensive supplier questionnaire to identify minority-owned, women-owned, veteran-owned, disability-owned, LGBTQ+-owned and social enterprise suppliers. We are proactively working to engage a more diverse supply chain, with current data showing that

over 55% of our suppliers are owned by individuals from underrepresented groups, including women, ethnic minorities, veterans, older adults, and people with disabilities.

Our new Supplier Code of Conduct, based on the United Nations Global Compact's 10 principles, has also been implemented across our supply chain and reinforced our commitment to human rights, labour standards, environmental protection and anti-corruption.

Beyond direct procurement, our Treetly initiatives have generated impressive environmental and social benefits. These include:

- **Coast to Coast:** 2 million steps walked and 24 UK trees planted.
- **Standard Treetly:** 41 million steps, 341 mangrove trees planted in Kenya, 106 tonnes of CO2 captured.

Charitable activities

Charitable engagement continues to be an important part of Corps culture. Our involvement with charities reflects our commitment to being a force for good in the communities where we operate.





March in March 2024, challenged colleagues to walk 10,000 steps daily throughout the month, generating both wellbeing benefits and further charitable donations.

The 13 Bridges Walk across London attracted 87 participants from 14 client sites, which has served to strengthen client relationships while raising more funds for our charitable partners.

These activities go beyond fundraising – they build colleague cohesion, promote physical wellbeing and deepen our connections with internal and external stakeholders.

Measuring impact

We are embedding a culture of measurement to ensure our social commitments translate into tangible outcomes. We recognise that what gets measured gets managed.

Our Your View Matters survey provides valuable insights into colleague experiences and perceptions, with the 2024 survey showing significant improvements from the previous year. The most notable increases were in understanding of our Social Enterprise significance (+12%) and the perception that Corps actively promotes ED&I (+11%).

Our ED&I initiatives have gained external recognition, with our Guardian Network coordinator shortlisted for a D&I Champion award, and Corps featured as a case study in industry publications.



Staff retention has improved by 8% year-on-year, with particular progress in traditionally high-turnover roles – this underscores the business value of our social commitments.

Indeed, we've started to track the correlation between social indicators and business performance, and have found positive relationships between sites with high engagement scores and client satisfaction ratings.

Going further in 2025

While we've made meaningful progress, we recognise that the journey toward social impact excellence continues. Our ambitions for 2025-2026 include:

- **Expanding our ED&I training programme** with the development of accessible modules that will become mandatory for all staff, ensuring consistent understanding across the business.
- **Hosting our first ED&I conference** for colleagues and clients, sharing best practices and strengthening our position as a leader in inclusive security.
- **Launching a comprehensive veteran engagement program** in May 2025, featuring auto-enrolment of all veterans in the CVA, regular communication channels, and local breakfast meetings at offices nationwide to foster community and support networks.
- **Further developing our social impact measurement framework**, setting specific targets for each dimension and systematically tracking progress.

The security industry continues to face challenges in areas such as gender representation, with women making up just 15.4% of our workforce. We remain committed to addressing these systemic issues, working collaboratively with industry partners, clients and colleagues to create meaningful change.

We are focused on delivering meaningful benefits to our colleagues and communities and we recognise there is still more to achieve.

Corporate Governance

Corps Security's award-winning reputation stems from our unwavering commitment to trust and exemplary governance. This year has seen significant evolution in our governance structures, with the ESG Scrutiny Group transitioning from oversight to operational influence, embedding sustainability considerations into every level of decision-making.

Building on the strong foundations laid in 2024, Corps Security has significantly strengthened its governance framework, demonstrating that sound governance principles are integral to delivering sustainable value across all stakeholder groups. Our commitment to transparency, accountability, and ethical business practices continues to underpin every aspect of our operations.

Data-driven approaches now power our governance practices, ensuring that claims can be validated with empirical evidence. This credibility means we are judged fairly while avoiding complacency in our continuous improvement journey. Furthermore, the establishment and evolution of our ESG Scrutiny Group represents a crucial advancement in how we embed sustainability considerations into our decision-making processes.

ESG Scrutiny Group makes strides

Over the past year, the ESG Scrutiny Group has transitioned from an overseeing body to a central driver of operational change, influencing everything from travel policies to sustainable procurement practices.

Sharon McLaren, Quality and Compliance Manager and Chair of the ESG Scrutiny Group, reflects on this evolution: “The group has moved from a formative stage into a more embedded part of our governance structure. Initially created to provide oversight and challenge on ESG matters, the group has matured – we have diversified the membership to include cross-functional representation, ensuring that a range of perspectives are heard.”

The ESG Scrutiny Group has demonstrated tangible impact on our operations. McLaren highlights a specific example: “One of the most impactful examples stems from our analysis of the Phase 3 ESOS report and our annual carbon footprint assessment, highlighting that 47% of our Scope 3 emissions were attributed to employee commuting and a further 33% came from purchased goods and services.”

This analysis prompted significant operational changes, including the development of new travel and sustainable procurement policies. As Chair, McLaren prioritises alignment with the Nolan Principles by creating an open, inclusive environment that encourages diverse viewpoints

Sharon McLaren



“We have created cross-departmental dialogue and helped align ESG priorities with commercial strategy. The weight our recommendations now carry are strong indicators of growing trust and recognition at the top level of Corps.”

Sharon McLaren, Chair of ESG Scrutiny Group
Integrating ESG into commercial activities

while maintaining clear accountability through documented discussions and systematic follow-through on agreed actions.

The group's credibility has grown substantially within Corps, with clear evidence of cross-departmental dialogue that has helped align ESG priorities with commercial strategy. Looking ahead, the group's immediate goals include deepening the integration of ESG metrics into performance reporting, enhancing stakeholder engagement, and supporting Corps in preparing for regulatory developments in sustainability disclosure.

ESG principles are now integral to Corps' commercial strategy, transforming how we approach client relationships and bid submissions.

Hayley Page, Senior Bid Manager and Environmental Champion, has been instrumental in this transformation. Her recognition as Environmental Champion came through her dedicated work in maintaining and improving our EcoVadis silver status. "Corps wanted to retain silver status with EcoVadis," Page explains, "so Sharon McLaren and I worked over several weeks to gather evidence and submit our application. We retained our silver status, exceeding our existing score."

Since joining the ESG Scrutiny Group, Page has leveraged her dual perspective as both a commercial leader and Environmental Champion to help shape how Corps approaches the bidding process. This cross-functional role has proved invaluable in bridging the gap between ESG strategy and commercial delivery, with insights being taken from the group's discussions and then translated into concrete commitments and initiatives for clients during bid submissions.

Hayley Page



The transformation in customer expectations has been dramatic. ESG has become a significant driver in procurement decisions, with the weightings or scorings associated with ESG increasing substantially over the last five years, often representing at least 10% of the overall score, and in public sector bids, as much as 25%.

This shift requires balancing commercial objectives with environmental commitments. Page describes the approach: "In bids we take a longer-term view, setting out the benefits which may have a bigger cost implication to start with but can have long term, positive impacts – for example, the outlay for an electric security vehicle, which may seem a lot, will result in savings on running costs while boosting ESG performance for the client."

Meanwhile, the development of a sustainable procurement policy has strengthened ethical standards throughout our supply chain, creating mutual benefits for Corps and our clients' ESG objectives.

Safety governance forms the backbone of our ESG framework, not least because it touches every aspect of our operations – from risk assessment to colleague wellbeing.

This holistic approach is championed by Sharon Smith, Health & Safety Manager, who explains: "Effective H&S within an organisation requires good health and safety practice embedded into all aspects of the business. Environmental factors include assessing workplace conditions to ensure a consistently safe environment."

The evolution of risk assessments reflects ESG-aligned thinking. Smith explains: "The ability to ensure governance through a

"ESG is a real driver in procurement decisions... It's moved up the document structure too. No longer is a token 'ESG' section slotted at the back of the client document, it's now pride of place towards the beginning, which I think speaks volumes."

Hayley Page, Senior Bid Manager

Health and safety: A foundation of good governance

central programme has ensured we can update and re-issue all risk assessments across the business when required in a uniform and timely manner." This systematic approach ensures consistency whilst allowing for site-specific adaptations.

Innovation in safety governance over the past year includes the launch of the H&S Advocates group, which consists of volunteers throughout the business. This initiative has enabled better understanding of practical challenges at individual sites whilst identifying patterns that can drive company-wide improvements.

The influence of broader ESG thinking has been particularly visible in safety practices. The H&S Advocates programme exemplifies this integration, with health and safety policy and related procedures now reflecting ESG principles. Notable changes include updates to the company vehicle policy, enhanced stress management protocols, and improved accident reporting procedures that align with our environmental and social commitments.

Looking ahead, ambitious plans include enhanced lead and lag reporting to better focus attention on health and safety improvements, increased mental health training across the business, and expanded activities for the H&S Advocates group to further strengthen our safety culture.

Corps Security invests considerable time and resources into ensuring its corporate governance reflects the highest principles and aligns with the UK Corporate Governance Code. The company maintains two key oversight bodies – the Audit Committee and the Remuneration Committee – whose respective charters align with the recommendations outlined in the governing code.

Sharon Smith



“H&S encompasses all areas of the business, and H&S links into all ESG principles and activities. Being available and visual to colleagues when needed, as well as approachable to all colleagues.”

Sharon Smith, Health & Safety Manager
Accountability through engagement

The Audit Committee, chaired by Mr. S.M. Honap, continues to play a crucial role in monitoring internal controls across the entire group, ratifying accounting policies and scrutinising annual financial reports prior to board submission. The committee convenes three times a year. It includes Mrs. F.E. Strens as a member, with external auditors regularly invited to attend portions of meetings to ensure comprehensive oversight.

The Remuneration Committee maintains a formal, transparent procedure for developing executive compensation policies and recommending remuneration packages for directors and senior managers, subject to board consideration and approval.

Corps continues to collaborate with key partners on shared ESG goals, working closely with organisations such as CBRE, Canary Wharf Group and Pinsent Masons. These partnerships demonstrate our commitment to industry-wide improvement in ESG standards. Our Quality and Compliance Manager, meanwhile, continues to represent Corps Security at quarterly and annual review meetings with major clients, whilst our communications teams ensure timely updates through our news and blog webpages.

As an independent business without shareholders, Corps Security can commit all profits to reinvestment and donations to our nominated charities. Our strict code of conduct governs partnerships with new companies, whilst our adherence to the Prompt Payment Code demonstrates our commitment to ethical supplier relationships throughout our value chain. For example, our average payment terms in 2024/25 were 15 days.

The governance achievements of 2024-2025 position Corps Security strongly for future challenges. Through strengthened ESG Scrutiny Group oversight, integrated commercial processes and enhanced health and safety governance, we are demonstrating that commercial success and social responsibility are not just compatible, but mutually reinforcing in building a sustainable future.

Letter from Chris Nickols



A year ago, I remarked that having the right data collection and analytics capabilities would enable us to ground our sustainability strategy in factual information. Now, I am pleased to report that this vision has become a reality. Corps Security has not only strengthened its empirical approach to ESG but also demonstrated that when governance structures evolve organically, they can drive meaningful operational change.

The transformation of our ESG Scrutiny Group exemplifies this principle. What began as an oversight body has matured into a central driver of operational change, influencing everything from travel policies to sustainable procurement practices. This evolution reflects a broader truth about effective governance: it must be embedded throughout the organisation rather than confined to committee rooms.

Our environmental progress in 2024 deserves particular attention. Achieving a 7.15% reduction in total emissions compared to our 2023 baseline validates our strategic decision to reset the baseline year to 2023. This choice, though challenging, has provided us with the robust foundation needed to stay on track for our net zero commitment by 2050.

The Gold certification from Neutral Carbon Zone underscores the comprehensiveness of our emissions reporting, while our improved EcoVadis score of 68/100 positions us in the 89th percentile in the security industry. These achievements reflect the maturation of our environmental management systems and our growing influence throughout our supply chain.

Equally significant is our social impact evolution. The expansion of our Corps Together initiative, underpinned by our first comprehensive ED&I Survey and Action Plan Report, has provided greater visibility into our workforce demographics and enabled targeted interventions where needed.

I am particularly proud of initiatives such as Head Room, our mental health support group addressing the unique challenges faced by men in security. Such programmes demonstrate how we can leverage our understanding of our people to create meaningful support structures that benefit both individuals and our collective mission.

Our commercial integration of ESG principles has proven that sustainability and business success are not merely compatible but mutually reinforcing. As ESG criteria now represent up to 25% of procurement scoring in public sector bids, our proactive approach has positioned us advantageously while delivering genuine value to clients.

Looking forward, the foundations laid this year provide the platform for ambitious progress in 2025. The launch of our first ED&I conference and the development of science-based targets will continue to demonstrate that Corps Security remains steadfast in its commitment to creating value for all stakeholders.

The security industry continues to evolve, and Corps Security stands ready to lead by example, proving that a 166-year heritage of service can be the foundation for innovation in modern sustainability practices.

Chris Nickols CB CBE DL
Chairman
Corps of Commissioners Management Ltd

A handwritten signature in black ink, appearing to read 'Chris Nickols'.