

# Protecting *Tomorrow*

20  
25

Marlowe Fire & Security Group's Environmental, Social  
and Governance Annual Report





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## Our Commitment

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Over the past five years, our Protecting Tomorrow strategy has guided MFSG through a period of significant growth and transformation. The six pillars introduced in 2021: Environment, People, Community, Ethics, Innovation, and Investors, are even more relevant today as when they were first established. These pillars have shaped our responsibilities, informed our decisions, and ensured that our operations uphold the highest social, ethical, and environmental standards.

We are proud of the progress achieved across all six pillars, including advancements in learning and development, governance, reporting transparency, and cultural shifts that promote health, safety, and career growth. Whilst some areas required sustained effort, such as reducing CO<sub>2</sub> emissions in a service-based business, we are proud of the progress and notable highlights we have achieved over the past 5 years.

This first phase of Protecting Tomorrow has provided valuable lessons which will be carried forward and leveraged as we move into the next phase of our strategy over the coming 5 years. During this time, MFSG has expanded its fire and security services, navigated industry changes, and grown rapidly with a consistently expanding geographical provision. Meanwhile, the ESG landscape has evolved significantly, with increasing regulation, stakeholder expectations, and climate transition planning. We have responded by strengthening ESG literacy across the Group; through Board engagement, employee training, and integration of ESG into risk planning and decision-making. Our vision of "Compliance, Assured." remains central to everything we do.

Looking ahead, our priorities for the next phase of Protecting Tomorrow include achieving net zero, strengthening supply chain responsibility, fostering an inclusive culture, and advancing governance maturity. We will continue to enhance transparency, embrace data-driven approaches, and align with emerging standards. ESG is embedded in our resilience and competitiveness, and we reaffirm our long-term commitment to our people, communities, and the planet. With leadership commitment from the Board and executive teams, we are confident that the next phase of Protecting Tomorrow will deliver even greater impact.

“Our vision of  
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”



Rob Flinn

**CEO, Marlowe Fire &  
Security Group**

## Our Vision

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Looking ahead, our vision for the next five years is bold: to accelerate our impact through innovation, collaboration, and measurable progress. Guided by our CEO, we aim to deepen our integration of ESG across all business functions, advance climate-positive initiatives, and foster inclusive growth. Building on the lessons of the last 5 years, we will set new benchmarks for environmental, social responsibility, and governance excellence.

## Summary

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During 2025, we achieved significant milestones in our ESG journey, bringing a successful conclusion to our Protecting Tomorrow Strategy (2021–2025). Our vision for ESG within the Group is clear: we will seek to continue our education initiatives across the organisation, helping all areas of the business to understand how they can support the Protecting Tomorrow Strategy - this has been driven by the investment in a dedicated ESG lead. This role enabled us to put the processes, tools, and technology in place to ensure enhanced data quality and align our long-term plans with evolving global standards, ensuring that our ESG performance remains robust and fit for future.

Our Board remains committed to our ESG principles, embedding sustainability as a core agenda item in board meetings and monthly business reviews. Every member of the Board actively champions Protecting Tomorrow for the long-term resilience of our business. This commitment extends beyond just compliance, it reflects our belief that ESG is integral to creating enduring value for our customers, employees, and communities. As we close the chapter on our 2021–2025 strategy, we reaffirm our dedication to transparency, accountability, and continuous improvement as we prepare for the next phase of our sustainability journey.



Jennifer Hulme

**Group HR Director, Marlowe  
Fire & Security Group**

# Protecting Tomorrow **in numbers**



## Environmental

Ecosystem Stakeholder	Target	Baseline 2020	2021 Target	2021 Actual	2022 Target	2022 Actual	2023 Target	2023 Actual	2024 Target	2024 Actual
Emissions	Scope 1 Emissions (tCO <sub>2</sub> e)	4,113.34	4,105.39	3,673	3,788.83	4,264.5	3,347.83	4,876	2,809.11	4,910.47
	Scope 2 Emissions (tCO <sub>2</sub> e)	168.19	170.464	173.3	166.06	200.32	154.88	172.41	137.18	176.25
	Scope 3 Emissions (tCO <sub>2</sub> e)	NA	NA	NA	NA	NA	NA	NA	NA	19,312.61
	Intensity Measure (tCO <sub>2</sub> e/Headcount)	5.79	5.77	3.87	5.32	4.12	4.71	4.33	3.95	4.47
	Fleet electrification - % of company car fleet as EV/PHEV*	NA	NA	17%	NA	32%	NA	53%	NA	67%
Ecosystem Stakeholder	Target	Baseline 2020	2021 Target	2021 Actual	2022 Target	2022 Actual	2023 Target	2023 Actual	2024 Target	2024 Actual
Waste	Recycling Total (Waste Diverted From Landfill)	70%	74%	96%	77%	95.87%	80%	95.87	83%	72%
	Recycling (Non-Hazardous Waste)	70%	74%	2,703 Tonnes	77%	40,973 Tonnes	80%	57,816 Tonnes	83%	36,15 Tonnes
	Recycled Total			99%		99.6%		99.6%		100%
	Recycled Materials Recovery			36%		61%		45%		38%
	Materials Recovery			44%		20.3%		26.5%		29%
	Anaerobic Digestion							59%		13%
	Refuse-Derived Fuel			17%		9.1%		59%		7%
	Energy From Waste					9.1%		15.8%		13%
	Landfill			1%		0.4%		0.4%		0%
	Recycling (Batteries & WEEE Waste)	70%	74%	4.4 Tonnes	77%	9,613 Tonnes (80% Recycled/15% Energy From Waste/5% Landfill)	80%	11,233 Tonnes (80% Recycled/15% Energy From Waste/5% Landfill)	83%	18,587 Tonnes (80% Recycled/15% Energy From Waste/5% Landfill)
	Recycling (Fire Extinguishers)	70%	74%	100%	77%	100% Recycled Foam - 23,567 CO <sub>2</sub> - 23,537 Water - 15,964 Powder - 9,624	80%	100% Recycled Foam - 26,529 CO <sub>2</sub> - 21,020 Water - 19,811 Powder - 13,534	83%	100% Recycled Foam - 751 CO <sub>2</sub> - 378 Water - 566 Powder - 451



## Social

Ecosystem Stakeholder	Target	Baseline 2020	2021 Target	2021 Actual	2022 Target	2022 Actual	2023 Target	2023 Actual	2024 Target	2024 Actual
People	Incident statistics: RIDDOR AIR, Total Accidents, RIDDOR, Lost Time Accidents	140	138.5	438.12 33 3 2	125.64	94.61 33 3 2	112.62	171.38 42 1 9	95	87.26 43 1 1
	Incident statistics: Accident Frequency Rate (AFR) Lost-Time Frequency Rate (LTFR)	743	724	AFR - 1738 LTFR - 158	6.88	AFR - 15.07 LTFR - 0.91	6.22	AFR - 21.83 LTFR - 4.68	53	AFR - 18.04 LTFR - 4.61
	Accident: Near Miss Ratio	01:10	01:15	01:02	01:20	01:13	01:25	01:16	01:30	01:37
	Employee Engagement Score	67%	69%	73%	70%	73%	71%	73%	72%	70%
	Staff Retention Rate	77%	79%	77%	81%	74%	83%	69%	86%	82%
	Internal Referral Count	NA	NA	NA	NA	NA	NA	NA	NA	80
	Ex-forces Recruitment	NA	1.0%	1.30%	1.5%	2.2%	2%	2.4%	2.5%	2.95%
	% of employees through apprenticeships	2%	2.5%	3.80%	3%	5.2%	4%	8.9%	5%	5%
	EDI - % of employees from ethnic minority backgrounds	5%	NA	6%	NA	6%	NA	7%	NA	7%
	Mean Gender Pay Gap	18%	NA	19%	NA	26%	NA	24%	NA	27%
	% Employees Internally Promoted	6.50%	6.70%	2.67%	6.80%	6.70%	6.80%	5.24%	7%	2.55%

Ecosystem Stakeholder	Target	Baseline 2020	2021 Target	2021 Actual	2022 Target	2022 Actual	2023 Target	2023 Actual	2024 Target	2024 Actual
Community	Apprentice Levy Contribution	£113,000	£119,000	£166,950	£125,000	£205,668	£132,000	£234,370	£139,000	£264,000
	MarFund Donations	£4,300	£10,000	£6,300	£12,500	£5,780	£15,000	£11,995	£20,000	£8,477



## Governance

Ecosystem Stakeholder	Target	Baseline 2020	2021 Target	2021 Actual	2022 Target	2022 Actual	2023 Target	2023 Actual	2024 Target	2024 Actual
Innovation	Internal Innovations Implemented	6	6	9	6	3	6	5	6	8
	New Customer Product and Service Offerings	3	3	5	3	3	3	3	3	6
Ecosystem Stakeholder	Target	Baseline 2020	2021 Target	2021 Actual	2022 Target	2022 Actual	2023 Target	2023 Actual	2024 Target	2024 Actual
Investors	Supplier Payment Days	55	55	46.6	55	55	55	64	55	45
Ecosystem Stakeholder	Target	Baseline 2020	2021 Target	2021 Actual	2022 Target	2022 Actual	2023 Target	2023 Actual	2024 Target	2024 Actual
Customers	Customer Satisfaction Score	76%	77%	71.6%	78%	76%	79%	64%	80%	91%
	First-time Fix Rate	85%	NA	84%	NA	87%	NA	87%	NA	90%
	Customer Retention	90%	NA	89%	90%	85%	90%	88%	90%	83%
	Organic growth (YoY)	5%	5%	5%	5%	8%	5%	12%	5%	30%





**ENVIRONMENT.**



Our environmental impact remains a significant priority to us as a business, as our geographical reach means there aren't many places we don't touch.

We are consistently striving for more environmentally friendly operations across every stage: procurement, installation, maintenance, and disposal.

Our annual EcoVadis assessment is currently underway, and we have been making sustained progress towards improving our score annually.

This year, we are striving to achieve silver status to highlight our continued efforts in ensuring our operations are socially and environmentally ethical.

## Waste And Resource Management

Our **commitment** to responsible waste practices

We are committed to reducing waste, improving recycling, and finding smarter, more sustainable ways to manage the materials we use in our operations. In 2024, we focused on strengthening our waste management systems, supporting circular practices, and reducing our environmental footprint through targeted initiatives and strategic planning.

A major achievement this year has been ensuring that 100% of the wood used to manufacture our fire doors is FSC certified. The Forest Stewardship Council is the world's most trusted mark of responsible forestry. By sourcing only FSC-certified wood, we reinforce our commitment to protecting forests and supporting the communities that depend on them. By supporting FSC, we actively uphold their principles of zero deforestation, fair wages and working conditions, wildlife conservation, and community rights of those living in and around forests.

Sourcing responsibly is a vital step in progressing toward our wider sustainability goals and continuing to make a meaningful and lasting impact through our operations.



**100% of the  
wood used to  
manufacture our  
fire doors is  
FSC certified.**

# Supporting a Circular Economy Through Our Fire Doors

This year we have piloted initiatives aimed at reducing our environmental impact through contributing to a circular economy. One such project within FAFS Fire & Security involved partnering with a recycling provider to prevent used fire doors from going to waste.

Through this partnership, all fire doors removed from sites were collected - doors that would otherwise end up in skips or landfill. Once collected, the doors were taken to a local recycling centre, where each one was carefully processed for re-use, recycling, or re-sale. Fire doors that cannot be reused are stripped for valuable components, while all remaining materials are fully recycled, such as timber, glass, and plastic.

Nothing goes to waste; every material collected is repurposed for the benefit of businesses, communities, and the planet.

By implementing schemes such as this one on some of our installation projects this year, we are not only improving our environmental performance but also contributing to a circular economy and creating a greener future. In addition to this, we are continuing to plant trees based on our fire door installation.

The **National Trust** have  
planted  
**150 new saplings**  
in the UK on behalf of  
FAFS Fire & Security



# Strengthening Our Waste Management Practices

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## Building a Smarter Strategy

Throughout 2024 and 2025, we shifted our focus towards conducting an audit into our waste management practices. We are implementing a smarter waste management strategy by 2027.

By investigating and establishing total oversight over our waste practices, we have been able to identify and begin to address key waste challenges across our operations. This includes investigating inefficiencies, knowledge gaps, root causes of waste, improving recycling routes and identifying opportunities to reduce waste at source to enable a more circular economy and reduce our environmental impact.

Our goal is to create a clear and smart strategy that supports waste reduction at source, improves waste segregation to improve recycling efforts and ensuring total oversight to ensure as much material as possible is either reduced, reused, or recycled. To this end, we will minimise what ends up in landfill.

As we close this current chapter, we are looking forward to continuing to define our waste management strategy and work closely with our supply chain partners to reduce environmental impact and embed circular principles into every aspect of our operations.



## Carbon Footprint

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This year, we wanted to gain full visibility of our environmental impact across every aspect of our operations. We undertook a full Scope 3 emissions audit. By doing this, we have been able to identify where the most impactful parts of our operations are and thus identify target areas to reduce our overall footprint. From this, we have developed a more robust, refreshed carbon reduction plan which will allow further emissions reductions and the implementation of effective reduction targets. By reducing the environmental risk across our full operational output, we are helping to preserve the planet and protect people.



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As a result of our emissions audit, we have identified the need to pursue carbon offsetting measures to support our carbon neutrality goals. In the short term, it is necessary for us to offset our impact until we have achieved our ambitious carbon reduction target.

To this end, this will facilitate and support our wider agenda of carbon reduction measures and supplement whilst we implement ambitious reduction initiatives. Following this, we have established near-term plans to obtain REGO certificates when choosing our next energy provider in September 2026; this will enable us to be able to guarantee 100% renewable energy procurement and support the wider agenda of a green energy transition.

This will contribute to MFSG's emissions reduction agenda and progress our overall aim of being a more responsible business who seeks to protect the environment where possible. We have decided to re-baseline our emissions following this year's Scope 3 audit.

This decision reflects two key factors: improved data quality across the group, due to enhanced education and more robust calculation methods, and the significant growth of our organisation since our original 2021 baseline.

Since this time, MFSG has acquired and integrated sixteen businesses, resulting in substantial increases in revenue, headcount, fleet size, and other operational aspects.

Naturally, this growth has led to higher emissions. Re-baselining ensures our targets and reporting accurately reflect the current scale and structure of our business.

**Preserving  
the  
Planet and  
Protecting People**



# Science Based Targets Initiative (SBTi)

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In early 2026 we plan to establish Science Based Targets (SBT) and obtain external verification by the end of FY26.

This step underscores our commitment to taking meaningful action towards mitigating climate change.



The SBTi is a global climate action organisation that helps companies to play their part in tackling climate change. Science Based Targets enable businesses to set Greenhouse Gas emissions reduction targets that are in line with the 2015 Paris Agreement, which aims to limit global warming to below 2°C above pre-industrial levels, to minimise catastrophic climate change.



Setting Science Based Targets will hold MFSG accountable for measurable progress towards our environmental goals and ensures we continuously strive to meet near-term targets. Seeking external verification further demonstrates our commitment to achieving our long-term goal of net-zero operations.

To ensure we deliver maximum progress towards keeping global warming to a minimum, we have set ourselves an ambitious target of net zero status across our direct operations by 2030, and a further target of net zero across all indirect operations by 2035. Through these targets, we are aiming to deliver fast and actionable progress towards carbon emissions reductions across our business.



**SOCIAL.**

# People

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Our Protecting Tomorrow strategy continues to guide all social responsibility initiatives across the Group. Working in alignment with our ACE People Plan, this strategy provides clear and measurable targets designed to strengthen working conditions, enhance professional growth opportunities, and promote the health and wellbeing of our employees.

Throughout the year, we have prioritised initiatives that support colleague wellbeing, personal development, and positive workplace culture. In addition, we have continued to expand our charitable and volunteering programmes, further embedding community engagement and social impact into our organisational values and everyday operations.

## Marlowe Academy

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We are dedicated to developing our people and nurturing future talent. Since 2021, **we have invested over £1.5 million into Marlowe Academy**, reinforcing our commitment to building skills and expertise in-house. This investment drives greater efficiency and service quality for our clients.

Our current focus is on the development of our Trainee Service Engineers. Those with no prior fire or security experience undergo an intensive sixteen-week programme combining classroom and field-based learning, equipping them with the knowledge and hands-on experience to eventually become fully qualified service engineers. Over the past three years MFSG has been proud to recruit and develop over thirty trainee service engineers through its maintenance engineer training programme.



# Marlowe Academy

We are proud to be launching our fourth cohort of trainees this autumn.

One engineer from our second cohort describes his experience below:

“ My experience as a trainee has been eye-opening: the complexity of fire and security concepts, systems, safety protocols and regulations, can be daunting to someone with no prior experience, but through the Academy I've learned so much.

**I really owe it to the Academy staff - they always made sure I understood how and why things work the way they do.**

Even now, they're there whenever I have questions. Having that support has been crucial during this initial stage as a trainee. It's always a pleasure to go back to the Academy for additional courses and to remind myself how far I've come.

Being out in the field on my own was frightening at first, but you build confidence over time and having a good team around you makes all the difference. I've been part of a great team and there has always been someone I could call for guidance when my mind goes blank.

Now, I've learnt to work independently, and learning from my mistakes and understanding how to improve next time has really been the key to my success.

I really enjoy what I do - every day is a different challenge, and that's what I enjoy most about being an engineer

**- Jordan Akeroyd ”**

We're equally proud to welcome a growing number of technical apprentices, providing them with the support, mentorship, and training needed to accelerate their careers as skilled engineers. In addition, we offer a range of professional qualifications to help our office-based teams enhance their skills and advance within their roles.

To further demonstrate our commitment to developing talent in-house, we maintain a nationwide network of academy facilities and have recently completed the development of our latest training centre at our ACL office in Frimley.



# Spark

Our employees' health and wellbeing are our top priority, which is why we have recently enhanced our Employee Assistance Programme (EAP).

Spark is our new and exciting digital tool, operated through Legal & General, that offers a wide range of health and wellbeing services. These services are available to all employees and gives everyone simple, speedy access to a vast range of features and services to support their health and wellbeing, such as;

- Unlimited 24/7 in-the-moment support, giving access to immediate and confidential support from a qualified, accredited counsellor.
- Access to virtual GP and advanced nurse practitioners plus online physiotherapy
- Children's and young people's mental health support
- Opportunity for employees to obtain a second medical opinion.
- Pericancer awareness and support
- Adult and Elder Care
- Support with the day-to-day management of long-term health conditions such as Type 2 diabetes, stroke, Long Covid, Rheumatoid Arthritis
- Rich source of wellbeing resources such as nutrition, fitness, meditation, podcasts, digital gym

## Spark your wellbeing, your way, anytime, anywhere.

### Introducing Spark



We all know that we're at our best when we feel good whether that's at home, at work, and for everyone around us. So, we're delighted to introduce Spark your new digital home for health and wellbeing, from L&G. It gives you access to a range of services to help you take charge of your health and wellbeing fast and effectively, from one single place.



#### Spark offers:

- 24/7 access to a virtual GP and advanced nurse practitioners - plus online physiotherapy, from 8am to 8pm.
- A guided online journey for health services to get support fast.
- Children's mental health assessments and support.
- Second medical opinion on a diagnosis and treatment.
- Individual cancer risk assessment and expert nurse support if you've been newly diagnosed, in treatment or recovery.
- Support with long term health conditions like heart health, type 2 diabetes, stroke, MS, long covid, the menopause and rheumatoid arthritis.
- A rich supply of wellbeing resources – nutrition planning, fitness tracking, self-guided meditation, wellbeing podcasts and digital gym.
- Support with finding and funding adult care services for you and your immediate family.
- Expert financial and legal information support through dedicated helplines.

#### How does it work?



You can access Spark from your phone or desktop. A guided online journey gives you simple, speedy access to a comprehensive suite of health and wellbeing services including physical, mental, family, financial and legal and more – all in one place. On demand health and wellbeing, when you need it, from anywhere in the world.

That means you and your loved ones can reach the right care, faster than ever – and make informed decisions about many aspects of your health and wellbeing, too.

By prioritising our people's wellbeing, we're fostering stronger engagement, improving retention, and building a workplace where everyone can thrive, so that they can deliver the best care and service to our customers.

## Employee ED&I Networks

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Further to our EAP, all MFSG colleagues have been able to access new resources, such as Equality, Diversity & Inclusion networks.

These networks provide a platform for employees to engage in meaningful discussions on EDI topics, contribute to policy development, and share perspectives in a safe and supportive environment.

The networks are available to all colleagues, and focus on disability, race and ethnicity, LGBTQ+, carers, ex-military personnel, and women in the workplace. This access expands our inclusive culture and ensures all colleagues have a voice.



## Supporting our Veteran Community

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As part of our commitment to fostering an inclusive and supportive workplace, we have taken steps this year to better engage with and recognise our ex-military colleagues.

We launched an internal survey to identify employees with military backgrounds, including the branch in which they served and whether they continue to serve in a reserve capacity.

By encouraging veteran employees to self-identify, we have been able to tailor support and resources to ensure they feel recognised and valued.

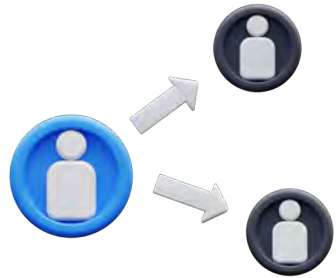
This initiative enables us to strengthen our ability to support those who have served or continue to serve.



# Get Rewarded for Growing Our Team: Internal Referrals

This year our Talent Acquisition team have focused on refreshing our internal referral scheme, recognising the value of personal recommendations in attracting exceptional talent.

At Marlowe Fire & Security Group, we value the power of personal recommendations: our colleagues are our best ambassadors.



Through the referral programme, employees can earn up to £1,000 for successfully referring candidates who join the business and complete their probation period, whether for experienced engineering or office-based roles. This is a simple and rewarding way for colleagues to help shape the future of our business.

Our referral scheme is well utilised by our colleagues across the organisation.

**This year, we successfully recruited eighty employees through the referral scheme, highlighting the program's success.**

Beyond helping us hire talented individuals recommended by friends or family, the success of the scheme and strong uptake is a testament to the culture and ethos we are building. We are proud that many of our employees feel confident in recommending MFSG as a great place to work to their friends and family members who are seeking a new role.



# Community Engagement and Social Impact

## Our commitment to our communities



This year, we have continued our approach to support local causes that matter to our people. Our 2024 MarFund target of donating £20,000 to charitable causes was met with fervour from our employees who were equally passionate to use this money towards causes that mattered the most to them.

### **This year, our teams managed to support a massive 18 different charities.**

Community engagement remains so pivotal to MFSG's operations and purpose, as we thoroughly understand the importance of strengthening and improving the communities where we live and work through volunteering, charitable support, and sports for example.

This year we formally released our charity and sponsorships policy. Whilst we have long supported these activities, publishing a dedicated policy reinforces to our stakeholders our commitment

to supporting our communities, especially in grassroots sponsorship agreements. Many of our employees have families, and where possible, our goal is to support projects that mean the most to our employees' and their lives.

This year's highlights include a record of sponsoring seven youth football teams across the UK. All these teams were closely related to our employees' hearts, making this initiative one we are so proud to support.

Each of these teams has a personal connection to one of our employees, making the sponsorships especially meaningful.

Our people take pride in seeing our company name on their local youth kits, knowing that we're helping young players thrive while deepening our roots in the communities we serve.





This year,  
**we proudly sponsored seven youth football teams,**  
 providing them with high-quality kits for the season and  
**supporting 140 young players**  
 in pursuing their passion for the game.

## Giving back: supporting causes that matter to us

We have been busy this year supporting a diverse range of charities.

Both internally and externally, we have consistently gone above and beyond to make a difference in society.

Within the business, our colleagues have taken part in a variety of fundraising activities, such as our Macmillan Coffee Mornings and World Mental Health Day "Tea and Talk" sessions have kept our colleagues engaged in fundraising throughout the year.



## Giving back: supporting causes that matter to us

In addition, many employees have independently taken on personal fundraising challenges for causes close to their hearts: from marathons and walking events to team-based activities such as inflatable obstacle courses. These efforts have raised thousands of pounds for a diverse range of charities.

We are incredibly proud of our colleagues' dedication, and we support their efforts through our match-funding initiative to further maximise the impact of their fundraising efforts.

## Volunteering in our communities: Hands on help from our people

This year, we continued our paid volunteer hours initiative, giving our employees the freedom to go and support a cause that was close to their heart, without having to sacrifice their usual holiday allowance or impacting their usual pay and workload.

One of our colleagues shares his experience below:



“ I'm grateful to the MarFund for enabling me to spend a day volunteering at Freshfields Animal Rescue, a charity my family has supported for many years and where I've fostered several cats over the past two decades. I spent the morning touring the cattery and meeting each of the residents, followed by a deep clean of the carriers and litter trays that needed attention. The afternoon was all about giving the cats some quality time, offering comfort, reassurance, and a bit of affection to those who needed it most. It was a genuinely rewarding experience that I'd recommend to any colleague, and if anyone is considering adopting a cat, Freshfields is a wonderful place to start. ”

– Robbie Birchall, Strategic Assistant.

In addition to our MarFunded volunteer days, some of our colleagues choose to undertake their own regular volunteering for organisations close to their hearts. This year, we asked some of our colleagues to talk about why they choose to volunteer:

“ Out of work and in my spare time I volunteer for Mountain Rescue. Throughout my life I have always enjoyed being out in hills and mountains. I have witnessed people having a really bad day and needing assistance to get down off the hill or to specialist care.

Witnessing Mountain Rescue help these people gave me the desire to join. Training with Mountain Rescue has bolstered my skills in ropework and rescue techniques and supported research with falls from height and safety equipment used within MFSG. I have always enjoyed helping people and now I get to do this with a team around me in some dramatic and remote areas of the Peak District. Being part of this team gives me great pride. The weather isn't always sunny, but spirits are always high. ”

– Leigh Tomkinson, Regional Compliance Manager.



“ I lost my brother January this year. LifeShare was a place he went to; he used to tell me how he went there just to talk to people. When he passed, the volunteers and some of the homeless came to his funeral. I spent time with them and decided to support something that was close to his heart. It makes me feel close to him at times and it is eye-opening to see how difficult it is for people on the street. When I volunteer at LifeShare, I talk to them, and for a couple of hours they have someone who listens and makes them feel special. It makes me realise that the little things we take for granted; toothpaste, soap and a towel, are things that people are very thankful for. ”

– Anna Wardle, National Accounts Director.

“ I have always felt a need to do something for the community. I really enjoy the Community First Responder Role - the adrenaline rush when the pager activates, not knowing what I'm attending to or where I'm heading initially. I only know that if I'm called, then somebody is having the worst day of their life. I remember every cardiac arrest I have attended, but also the family members begging for help for their loved one. Other times, it's an elderly person who is alone and just needs to talk to somebody and have a good old cup of tea and a chat. As CFRs, we are vital to the communities we serve, increasing survival rates but also being the calm reassurance that a patient and their family need. ”

– Craig Howard, Compliance Auditor.





# GOVERNANCE.

# Governance

Good governance refers to the effective systems, processes, and behaviours that ensure a company is run responsibly, ethically, and efficiently. There are many ways in which MFSG ensures good governance across the business: we consistently strive to make decisions that serve the best interests of all stakeholders across the organisation.

Our overall governance is underpinned by our ESG Committee, which oversees the delivery of our ESG strategy and reporting. The committee is small, but it includes key individuals whose contributions are essential to this work. In addition to the core committee, we also have wider supporting colleagues who help implement our strategy and actions across all areas of ESG.

Marlowe Fire & Security Group upholds strong governance through a range of mechanisms designed to maintain high standards across the business. MFSG leverages **ISO 37000**, a global guidance framework that defines of principles and outcomes for good governance across an organisation, to ensure we uphold strong governance across our organisation and guide our approach.

Below is a summary of the key indicators we have adapted from **ISO 37000** to define good governance within MFSG.






















# Investors -

## Commitment to Information Security

At Marlowe Fire & Security Group, we take the protection of our customers' data extremely seriously. All businesses within our group are independently certified to the UK Government's Cyber Essentials standard, renewed annually to ensure ongoing compliance and resilience against cyber threats.

We are also actively pursuing formal certification to **ISO 27001**, the internationally recognised standard for information security management. While our operations already align with these principles, achieving full certification will provide our stakeholders with additional assurance. Our goal is to complete certification within the next year, further strengthening our commitment to data security and trust.

## Accreditations and Certifications

	NSI NACOSS Gold (security systems), NSI Fire Gold (detection & alarm systems), NSI ARC Gold (monitoring of CCTV, intruder & fire alarm systems), NSI Life Safety Fire Risk Assessment Gold.		<b>LPS 1301 : Issue 1</b> Residential and domestic sprinkler systems approved installer.		<b>BAFE SP101</b> Fire Extinguisher Service Provider <b>BAFE SP203-1</b> Fire Alarm System Service Provider <b>BAFE SP203-3</b> Fixed Gasenous Fire Extinguisher System Service Provider <b>BAFE SP205</b> Fire Risk Assessment Provider <b>BAFE SP206</b> Kitchen Fire Protection System Provider
	Security systems, fire alarm & suppression systems in accordance with the requirements of ISO 14001:2015 and ISO 45001:2018.		<b>LPS 1197 : Issue 4</b> Maintenance and repair of fire and security doors, doorsets, shutters and active smoke/fire barriers.		
	Access control, CCTV, fire safety systems, security systems, fire safety signs.		<b>LPS 1271 : Issue 2.3</b> Installation of fire doors and doorsets.		
	Passive fire protection.		<b>LPS 1531 : Issue 1.0</b> Installation of passive fire protection products.		<b>Health and Safety</b> Licensed by The Private Security Authority
	Compliance with CHAS standards in line with SSIP Core Criteria, UK H&S Legislation, CDM Regulations 2015 and full compliance with 9 modules of PAS 91.		A commitment to ensuring a safe, secure, and sustainable future by meeting rigorous safety standards.		Technical capability to carry out electrical installation work in accordance with the requirements of BS7671 (IET Wiring Regulations).
	Prequalified as an approved supplier to the utility sector.		Cyber Essentials certification indicates that our organisation takes a proactive stance against malicious cyber attacks.		Ensuring a commitment to excellence through a global leading standards organisation.
	Prequalified as an approved supplier to the construction sector.		Prequalified as an approved supplier to the facilities management sector.		The largest fire protection trade association in the UK.

Throughout the year, many of our businesses have expanded and strengthened their certification and accreditation portfolios, reinforcing our commitment to quality, compliance, and industry leadership.

Marlowe Fire & Security Group has now become a member of the Continuing Professional Development (CPD) Certification Service. This supports key updates to **BS5839-1:2025**, ensuring we continue to provide the highest standards of fire and security services. This accreditation enhances our employees' skills and knowledge while ensuring we remain at the forefront of best practice and industry competence.

# Accreditations and Certifications

At a business-unit level, several notable achievements this year include:

- FAFS Fire and Security has earned the prestigious BAFE SP105 for Dry Riser maintenance, supporting its many other BAFE accreditations of SP101, SP203-1, and SP207.
- Marlowe Smoke Control has successfully secured IFCC3305 re-certification for five years and progressed to the next certification level, further strengthening its specialist capabilities.
- ACL has achieved ECA accreditation with no non-conformities, demonstrating robust systems, procedures, and a strong commitment to compliance. This accreditation enables the team to install and maintain electrical systems under BS7671.

These achievements reflect our ongoing commitment to professional excellence, regulatory compliance, and continuous improvement across the Group.

In addition, we are proud to have received **Avetta's ESG Innovator Award in 2024**, which recognises our significant progress in ESG throughout the year and in embedding sustainability across our supply chain and wider operations. External recognition of our performance in this area demonstrates our commitment to ESG and highlights our proactive approach in this area.



# Sustainable Development Goals (SDGs)

We have continued to utilise the SDGs to frame our overall strategy and environmental and social direction. We continued to focus our efforts on the four key SDGs that are integral to our business and that we could have the most influence over: SDG3, 8, 10, and 13. In 2025, we have worked hard to progress towards these goals.

**SDG3:** By refreshing our Employee Assistance programme and introducing Spark for our colleagues, we are actively promoting the good health and wellbeing of our employees. Providing colleagues with round the clock access to tools and resources enables them to continuously improve their health and wellbeing.



Further to this, we hosted a 'Tea and Talk' morning on World Mental Health Day across all MFSG offices. Not only did we manage to raise £600 for the World Mental Health Foundation, which helps to fund mental health services and resources for those in need, but this also helped to raise awareness around the importance of mental health and wellbeing among our colleagues. By encouraging staff to take time out of their busy days to take a well-deserved break and connect with colleagues, the day was a great reminder that mental health isn't just something we talk about once a year; it's something we all have, every day. Together, we're helping to break the stigma around mental health, one conversation at a time.

**SDG8:** Maintaining decent work and economic growth remains a priority for MFSG. Building on progress made last year, we have expanded our efforts to ensure all individuals have access to secure employment, fair pay, and opportunities for continuous skill development



This year, we further strengthened our training and development infrastructure by expanding our network of academy training facilities. Our newest site, opened at our ACL office in Camberley, supports our goal of maintaining an industry-leading, nationwide technical training facilities. This network enables us to provide continuous upskilling and progression opportunities for our service employees, ensuring they have the skills, support, and stability needed to thrive in their roles.

In addition, our recently published sustainable procurement policy, reinforces our commitment to ethical and responsible operations across our supply chain. This policy sets out clear expectations for suppliers to align with MFSG's standards on social responsibility, labour practices, and governance. By requiring our partners to uphold strong ethical and labour standards, we help promote decent work not only within our organisation, but across our broader value chain.



# Supplier Interaction

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We have continued our strong relationship with our supplier base, regularly engaging with them on issues that are material to both their operations and ours as a business.

This year saw the publication of our Sustainable Procurement Policy.

While we have maintained a procurement policy for many years, introducing a dedicated sustainable procurement policy reinforces our outlook and commitment to ensuring that all suppliers uphold the same high social, environmental, and ethical standards that we follow within MFSG.

We recognise that our purchasing decisions have a significant impact on the environment, society, and the governance of our supply chain.

As such, we prioritise partnerships with suppliers who actively work to minimise negative impacts and uphold responsible business practices. MFSG expects all current and prospective suppliers to demonstrate alignment with our Environmental, Social, and Governance (ESG) values and our Environmental Management Policy, including environmental stewardship, social responsibility, and robust governance standards.

By partnering with suppliers who share our commitment to sustainability, we are building a supply chain that not only delivers value and quality but also contributes positively to the planet and its people.



## Customers

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This year, we have seen a significant improvement in customer satisfaction. By broadening the expertise within our Customer Care team, we have successfully reduced the total number of complaints, lowered the volume of secondary complaints, and increased the number of cases where concerns were resolved and converted into positive feedback. Our performance is reflected in our customer satisfaction scores, **with 85% of respondents rating their experience five out of five across all categories.**



Customer feedback is gathered through a post-visit survey following an engineer's site attendance. The survey evaluates key areas including punctuality, site cleanliness, quality of workmanship, ease of arranging appointments, engineer professionalism, and overall satisfaction. We have been able to consistently monitor and measure performance, demonstrating year-on-year improvement in customer satisfaction since 2021.

We have also focused on increasing engagement with our sales teams to ensure they are better informed about our ESG actions and strategy. This allows them to confidently share updates during customer review meetings and keep clients aware of our progress and current initiatives. By strengthening the working relationship and communication between these teams, as well as through other communication channels, our salespeople are better equipped to inform stakeholders and keep them updated.

In recognition of the critical importance of life safety systems and our customers' reliance on their integrity, we introduced a zero-tolerance policy three years ago for any job that exceeds 30 days past its original deadline. To maintain full transparency and focus, mandatory monthly reporting is reviewed by the Group Board Executive, ensuring ongoing governance and accountability in this essential area.

## First-Time Fix

Our first-time fix rate is another key indicator demonstrating our continued focus on enhancing customer experience. Improving our first-time fix rate delivers clear benefits for our customers by minimising disruption, reducing costs, and eliminating the need to schedule repeat visits.

This year, we achieved a **90% First Time-Fix rate across the Group**, reflecting our continued focus on operational excellence and ensuring that customer issues are resolved efficiently during the first visit, improving service satisfaction.

By reducing the need for repeat visits, this improvement not only increases efficiency but also lowers vehicle mileage and associated carbon emissions, contributing to our environmental commitments. Our engineers are also trained across multiple fire and security systems, enabling them to complete a wider range of tasks in a single visit. This reduces the need for multiple engineer callouts and helps minimise emissions associated with additional travel.





# Innovation

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This year, our internal innovation efforts have focused on enhancing the efficiency of platforms used daily by our employees to deliver exceptional service to customers. We are introducing a new AI-powered sales quotation tool, which transforms the way we produce professional fire safety and security proposals. Our cloud-based system automates the creation of quotes for all MFSG products and services.

By leveraging artificial intelligence, the platform significantly reduces manual effort for our sales personnel whilst enhancing accuracy and transparency, accelerating the proposal process.

Our external innovation has enabled us to deliver a comprehensive end-to-end solution for one of our key customers, JLR. In partnership with JLR, we developed a unified open platform on our Milestone system, integrating video, access control, intrusion, fire, fleet tracking, and worker safety.

The platform reduces engineer response times, standardises processes, and strengthens compliance, while delivering measurable ESG benefits. Fewer unnecessary callouts cut mileage and associated emissions, continuous monitoring enhances colleague safety, and auditable, policy-driven workflows improve governance.

The JLR unified solution demonstrates how thoughtful integration can transform a complex, multi-technology estate into a resilient, efficient, and responsible operating model. It enhances protection of people and assets, reduces environmental impact, and embeds governance and privacy into daily operations, contributing tangible value to both MFSG's and JLR's ESG commitments while maintaining operational excellence.



## Marlowe**TRACK**

Our Vehicle trackers, integrated with the ConnectME portal, provide real-time vehicle tracking and fleet management with long-lasting performance. These trackers deliver precise GPS location data, enabling operators to monitor vehicle movements, set geofences, and analyse route history through a centralised dashboard.

# Artificial Intelligence

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The prevalence of AI has grown exponentially in recent years, particularly accelerating throughout 2024 and into 2025. This has had a significant impact on our organisation, most notably by improving efficiency and supporting colleagues in their day-to-day work across the organisation.

From an IT perspective, we've been developing multiple AI-driven tools to improve efficiency across the business. Recently we introduced Microsoft Teams-based AI Agents, which provide staff with quick access to key policy information to support compliance and bid activity. We've also built specialised AI agents that manage repetitive HR mailbox tasks and triage routine IT helpdesk requests, reducing manual workload and improving response times.

Looking ahead, we expect AI to continue streamlining operational processes, enabling faster data handling, improving service consistency, and allowing the department to focus more on higher-value technical work.



## Summary and Looking Forward

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We reflect with pride on a year of considerable progress for the Group. Throughout the year, we have strengthened our environmental stewardship, advanced our social impact initiatives, and reinforced our commitment to robust governance. Our achievements, ranging from enhanced waste management activities, the introduction of new carbon reduction strategies and expanded employee development programmes, demonstrate our dedication to responsible and sustainable growth. This together, with our new ESG lead within the group, give great optimism for the future.

The conclusion of our Protecting Tomorrow 2021–2025 strategy marks the end of the first phase of our ESG journey. Over the past five years, we have navigated a rapidly evolving ESG landscape, continuously improving our knowledge, systems, and performance. The Board's ongoing commitment, evidenced by ESG's presence within our board reporting and strategic goal setting, ensures that sustainability remains at the heart of our business. As we look ahead, we are excited to embark on the next phase of our ESG strategy, setting ambitious targets aligned with science-based frameworks and industry best practice.

We remain confident that, together with our colleagues, partners, and stakeholders, we will continue to drive meaningful change and deliver long-term value. Our vision for the future is clear: to build on our achievements, embrace innovation, and lead by example for our employees, customers, and communities.

- Jennifer Hulme, Group HR Director

# Thank you.

# Appendix

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## Appendix A - GHG Emissions Calculations:

The baseline year for MFSG's carbon emissions was established in 2020, when the Group comprised six individual businesses. Since then, MFSG has acquired a further twelve businesses. Some of these have been integrated into existing operations, while others continue to operate as standalone entities. As a result, our total emissions (tCO<sub>2</sub>e) have increased relative to the 2020 baseline. This increase is consistent with the expansion of our operational footprint, including the addition of new sites and fleet assets associated with these acquisitions.

The emissions reported within this document have been calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. The operational boundary has been defined using the Financial Control Approach and includes all UK operations over which MFSG has financial control. All greenhouse gas emissions are expressed in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e), covering all seven greenhouse gases identified under the Kyoto Protocol. Scope 1 emissions were calculated using Group-wide data derived from vehicle emissions from fleet fuel consumption.

Scope 1 calculations also include emissions from gas usage across MFSG premises. Due to the nature of our service-based business model, a substantial proportion of our activity relies on field engineers and daily travel between customer sites. This operational requirement contributes to a higher Scope 1 footprint than would otherwise be typical.

Scope 2 emissions were calculated from energy consumption using electricity usage data from each premises across the Group. Where data was unavailable, some emissions were estimated using reasonable assumptions, such as comparisons with offices of similar headcount and square footage.

Scope 3 emissions included the following categories:

Category 1: Purchased goods and services.

Category 3: Fuel and energy-related activities

Category 4: Upstream transport and distribution

Category 5: Waste generated in operations

Category 6: Business travel

Category 7: Employee commuting

Category 9: Downstream transportation and distribution

Category 11: Use of sold products.

Category 12: End-of-life treatment of sold products.

## Appendix B – Waste Calculations:

All our non-hazardous waste is either recycled, sent for material recovery, processed through anaerobic digestion, used to produce refuse-derived fuel, converted into energy from waste, or sent to landfill. The terms below explain how our non-hazardous waste is sorted and treated:

**Recycled:** Treatment of used objects and materials to produce materials that can be used again.

**Material Recovery:** Recovery of materials found in the waste stream for beneficial use, which may differ from their original purpose.

**Anaerobic Digestion:** The breakdown of organic matter, such as food waste, animal manure, and wastewater biosolids- by bacteria in the absence of oxygen.

**Refuse-Derived Fuel (RDF):** Production of fuel from several types of waste, such as industrial or commercial waste.

**Energy from Waste:** Conversion of waste into a usable form of energy, such as electricity, heat, or fuel, typically through incineration.

Similarly, all fire extinguishers are either recycled or repurposed. All CO<sub>2</sub> cylinders are renovated, while all other extinguisher cylinders are recycled as scrap metal. Below is a breakdown of the recycling or repurposing method used for each extinguisher type:

**Foam:** Emptied and sent for high-temperature incineration.

**Water:** Emptied and sent for high-temperature incineration.

**Powder:** Emptied and processed so the powder can be reused.

**CO<sub>2</sub>:** Emptied and processed for reuse.

## Appendix C – Accident Statistics:

Accident statistics within MFSG may appear higher year on year, but this is indicative of improved reporting practices across the Group rather than a decline in safety performance. As part of our ongoing work to strengthen our safety culture, MFSG has placed significant focus on encouraging colleagues to report all incidents, no matter how minor. As a result, accident figures have risen because more incidents are now being captured rather than going unreported. This trend is reflected in our improving near miss reporting ratio.

As MFSG continues to integrate newly acquired businesses, we have run Group-wide campaigns to increase awareness of the importance of near-miss reporting. The introduction of the 'Near Miss of the Month' campaign in 2021 has had a measurable impact, driving both the quality and quantity of near-miss submissions.

Similarly, the rise in accident numbers can be attributed to the acquisition and integration of multiple business across the Group, alongside the growing maturity of our reporting culture. Making reporting processes easier and promoting transparency have encouraged more employees to log incidents that may previously have gone unreported. RIDDOR statistics also follow this trend: an initial increase, reaching three incidents in two consecutive years, was the result of improved incident identification, supported by the appointment of a dedicated Health & Safety Manager.

With enhanced oversight and clearer reporting standards, RIDDOR-reportable incidents that might previously have been misclassified were correctly captured. Following this period of adjustment, RIDDOR incidents have since declined, and the Group is working towards achieving zero cases for the first time since 2020.

