

ESG Impact Report 2020



A carbon neutral
business since 2020



Introduction

We are proud to introduce Bellrock’s first Environmental, Social, and Corporate Governance (ESG) Impact Report 2020. The introduction of an annual ESG Impact Report demonstrates our commitment to planning towards a sustainable future both through our activities and those of our customers. Our approach to sustainability is interwoven with our operational processes and is fundamental to ensuring that we impact positively on the communities where we work and contribute to the development of both local and national sustainability agendas.

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About This Report

The information disclosed in this report relates to the operations of the Bellrock Group and all its subsidiaries for our financial year-end December 2020. This report has been compiled in accordance with our Environmental, Social and Governance Policy which is aligned to statutory regulations, industry standards and trends, and national and international policies, agendas, and recommendations.

We are a member of the Institute of Workplace and Facilities Management (iwfm) whose Professional Standards Framework underpins the workplace and facilities management profession. Consistent with the broader national and international Sustainable Development Agenda, our Environmental, Social and Governance Policy is fully aligned with the Climate Change Act (2008); the Government’s Nationally Determined Contribution (2020) under the Paris Agreement (2015); the Government’s Social Value Model (2012); and the 2030 Agenda for Sustainable Development adopted by all United Nations Member States in 2015 underpinned by the Sustainable Development Goals (SDGs).

All our Greenhouse gas (GHG) emissions data has been prepared in accordance with the statutory Streamlined Energy and Carbon Reporting (SECR) published in our SECR 2020 Report. We are fully accredited by the following ISO standards: 9001 Quality Management Systems; 14001 Environmental Management; 45001 Occupational Health and Safety Management; and ISO/IEC 27001 Information Security Management.

Frameworks & Accreditations



Embedding the Sustainable Development Goals



SUSTAINABLE DEVELOPMENT GOALS

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all —setting the development agenda for the next 15 years. The Sustainable Development Goals (SDGs) were the result of an international multi-stakeholder engagement process involving Governments, businesses, civil society, and citizens. To fulfill these global development ambitions the business community must play an important role in the process. There are 17 Sustainable Development Goals that are made-up of 169 SDG Targets and progress towards these Targets is tracked by 232 unique indicators.

We have aligned to 16 of the 17 SDGs through both our operations and the initiatives we support. We are in the process of embedding the appropriate measures to track our performance on the goals we have aligned to and will report on our progress in our annual ESG Impact Reports.



2020 in Review

2020 brought unprecedented challenges to the world, when Covid-19 landed, our Board set up a pandemic response team that oversaw all aspects of our business operations. In addition, our Board met weekly to consider the health and safety of our employees, resourcing constraints, liquidity, and management strategy.

The profound impacts of Covid-19 on logistics within the FM sector brought about changes to both our approach to work at Bellrock and how we keep our customer's businesses operational with minimal disruptions. The role of FM professionals is fundamental to keep buildings operating, plants running, sites clean and safe, and substantially more. We have over 1,100 directly employed staff, 1,000 customers and 1,000 supply chain partners, and manage over 175,000 sites across the UK. Our response to customer challenges at the property estate level varied according to the stage of crisis response.

IoT

Our web-based CAFM (Computer Aided Facilities Management) and IWMS (Integrated Workplace Management System) software Concerto enabled a smooth transition to remote work our WCS, M&E and TRE divisions are all running activity for our customers remotely. The use of Office 365 enabled us to close all non-operational sites and stay in contact through Teams and Share Point to maximise our working time away from the office. Our contact centres for planned and reactive maintenance teams were quickly transitioned into a home working model providing 24/7/365 support.

Finance

The finance team were able to migrate to remote working because of our cloud-based finance systems enabling the department to perform all their duties as normal. Initially, our supply chain team were incredibly busy, supporting partners with projected work levels, encouraging continued operation to support critical key worker activities, and ensuring payments could be processed quickly to support the liquidity of our suppliers.

Engineering

Our engineering activities were open for business where it was safe and appropriate, however, most of our work was supporting the emergency efforts or maintaining buildings to the minimum level of safety needed for a safe return to work. Focus upon revised RAMS, extra PPE as needed and mental well-being were at the forefront of our efforts. Our surveyors were heavily focused on key worker sectors carrying out fire risk, water risk and condition surveys.

Sales

Our sales and marketing teams focused their attention on how to shape the estate risk management needs of the years ahead in a post-Covid-19 world. The team launched the Covid-19 response site enabling us to share our thoughts with our stakeholders on how to weather the crisis and plan for recovery.

HR

The HR department tirelessly worked on daily communications designed to improve employee wellbeing, keeping us connected and providing support for those colleagues who, from time to time, have inevitably struggled. They helped us work our way through the ever-changing government advice around furlough and supporting staff.

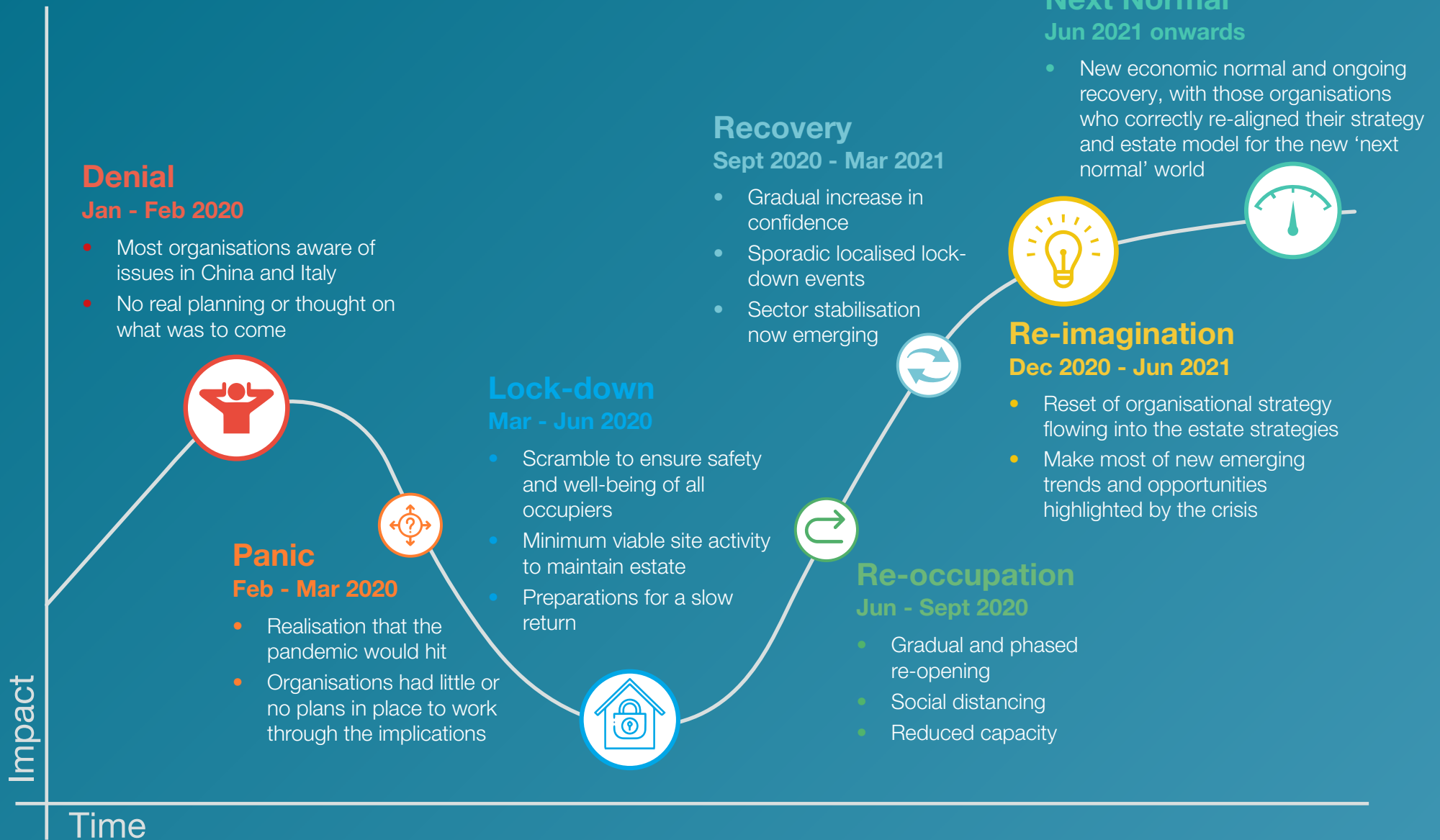
Risk Assessment

We developed a Covid-19 risk assessment and put in place appropriate actions to manage the risks identified and make changes to our work processes to ensure that our staff can work safely and with confidence.

Delivering our services through **39 locations**
to over **1000 customers**
across the **UK**



The Pandemic Phases



2021 Re-Aligning to the *Next Normal*

As we are now slowly, but steadily, coming to grips with what is being referred to as the Next Normal; society, the economy, our relationship with technology, the way we choose to work, and our use of and need for our property estates will see continuous transformation in the post-Covid world. Our more enlightened customers are starting to consider what the world will look like in a post-pandemic world. They are re-imagining their strategies and considering their estate models. To help in that process we have looked at the emerging megatrends, building on our estate maturity Integrated Digital Estate Asset (IDEA) model, mapping out the steps for our customers to emerge confidently and stronger from the crisis. Our strategic customers are currently focusing upon resetting their organisational strategies and estate requirements to support their re-alignment to the Next Normal. This presents us with a tremendous opportunity to position ourselves in the centre of shaping the re-alignment response and reinforce the critical role our profession will continue to play.

Estate Risk Management

Closely linked to estate and facilities management are new challenges around risk management. Our work has always centred around managing and reducing estate risk, we anticipate when the vaccine roll-out is complete, perceptions of estate risk will continually be in an elevated state.

Technology & IoT

Technology has been an important enabler during these times, we have identified three technological trends that we expect to become commonplace in the future:

1. The Internet of Things (IoT) offers a wide gambit of applications to produce effective data insights.
2. Tools to support remote working and virtual interaction such as MS Teams, Zoom, SharePoint and Google Hangouts.
3. Health and Wellbeing of all workers (remote & office-based), the environment in which we work are important in terms of productivity as well and health and physical wellbeing.

“
At Bellrock we are using this time to re-imagine our own office space in Leicester and we can't wait to invite colleagues, customers and suppliers alike to use the new facilities once it is safe to do so
David Smith Chief Executive Officer
 ”

Climate Change & Energy Management

The period of lock-down has made people more acutely aware that through lower fuel usage, a reduced carbon model may be more possible than they thought. This pressure, through legislative and societal forces, will continue to grow, from an estate perspective, there was already a drive to lower energy usage.

The Property as a Meaningful Destination

With the increased potential for staff to access technology and work from home and the greater societal demand for better safety around larger gatherings, the use and design of significant parts of our estate infrastructure will need to be rethought.



Six Industry Megatrends



Carbon Neutral Our Response

- Our IoT and CAFM monitor building efficiency
- Our sustainable experts assist with green estate strategy



Social Value Benefits Our Response

- We use integrator model to procure local suppliers, including SMEs, and offer apprenticeships



Digitalisation Our Response

- Our CAFM and adjacent IoT offerings meet the demand for greater use of technology



Post-Grenfell Regulations Our Response

- We share best practice with our customers and provide solutions to monitor compliance such as our CAFM
- RICS Compliant EWS1 Surveys and Assessments
- NSI Accredited Fire Consultancy; BAFE SP205 Fire Risk Assessments (PAS 79) and Compartmentation surveys



COVID Impact Our Response

- We offer best practice across sites and provide additional staff to respond to evolving needs



Estate Rationalisation Our Response

- Our technology monitors utilisation to inform strategy

A Message from Dr John Hamilton Safety & Sustainability Director



Reflecting on 2020 one quickly runs out of words to describe the impact of a global pandemic that had a devastating effect on our everyday lives. The events of 2020 showed that nobody was immune to the impact – in an organisational context, organisations large and small struggled hard to adapt to the changing world around them, balancing the needs for commercial survival with their moral obligations to their employees, customers, and the community's they live and work. As if that was not enough, the resurgent focus on equality and fairness following the George Floyd murder and ever more urgent need to tackle climate change have placed Environmental, Social and Governance issues at the heart of many organisation's purpose and strategic agenda.

At Bellrock we were no different, we adapted our operating models, adjusted our resourcing plans, and enhanced our communication and support networks to change the way we worked in 2020. Many of these changes will be permanent as we, like many businesses, see the benefits of more flexible ways of working and have a greater awareness of the impact of how we do business and look after our people.

The moment of awakening that we underwent in 2020 has lit a proverbial fire underneath our ESG programmes and initiatives. Many of the initiatives outlined in this, our first ESG Impact Report, were in place before. However, 2020 has galvanised our approach, prompted us to think strategically about what we do and how we do it, resulting in ambitious targets for carbon reduction, waste production, and water usage. It has joined up our approach to diversity and wellbeing, placing equality and fairness at the heart of our people agenda, informing our recruitment and retention strategies, our learning and development programmes, our HR policies.

Our investment in social value, measuring our impact at the local level on every contract and in every location, we operate will help us measure, evaluate and further improve the way we support local communities, reduce our environmental impact, promote local skills and be a more responsible business.

This ESG Impact report, and its successors, will help chart our progress and maintain our focus on the commitments and pledges we have made. I hope you find it interesting and informative, and invite you to contact me to share your own experiences and any suggestions you may have to help us along our journey.

Contact me at netzero@bellrockgroup.co.uk





Strategy & Governance

Like our namesake, an innovative, off-shore lighthouse whose Stevenson design was originally shelved because of its radical approach, we look at things from a new perspective.

Strategy & Governance

What We Do

Our philosophy is to apply the most relevant delivery model by harnessing intelligent workplace solutions, robotics, and artificial intelligence (AI), to reduce costs and risk and enhance customer experience. Using our IDEA model, we help our clients understand the maturity of their FM and property processes and data gathering so that we can implement the most efficient delivery model for their organisation.

Our Vision & Aims

Our vision is to provide peace of mind through compliant facilities and property management services delivered by our technology-led professional expertise. As a leading provider of technology-lead property and facilities management services, we aim to be an ethical business partner dedicated to embedding our vision of sustainability into our operations. We believe in the principles of improving the lives of our customers, our colleagues, and the communities where we work.

Our Approach

We approach property and facilities management services from a new perspective, challenging the industry and the status quo. Technology has enabled this new approach, providing customers with a rich data landscape to realise the true value of their estate. Our software benefits all our clients so they can use their workplace as a lever for efficiency and productivity gains. Fundamental to our approach is ensuring that we contribute towards a sustainable future both through our activities and those of our clients.

Our Sustainability Strategy

We are dedicated to operating sustainably, safeguarding our planet for present and future generations, and promote the social well-being of all our stakeholders. Our sustainability strategy aims to deliver long term and sustainable value concerning the economic prosperity, environmental stewardship, and social wellbeing of the communities in which we operate. Our success is dependent on the future prosperity, growth, and sustainability of our communities. Our Sustainability strategy and vision is built around 12 sustainability pledges, 6 environmental and 6 social values. We have developed several sustainability performance indicators that are aligned to statutory regulations, industry standards and trends, and national and international policies, agendas, and recommendations.

Measuring Our Sustainability Progress

Our performance in delivering our Sustainability Strategy, including the specific objectives, will be monitored and reported on annually in our ESG Impact Report, and keeping with specific contractual requirements. At the organisational level, this will be captured in our existing Corporate Governance, Environmental, Social reporting framework, including existing reporting requirements such as SECR and ESOS. Targets for our measures will be set as per our 5 year Sustainability Action Plan.



Our 12 Sustainability Pledges

We are committed to delivering long term sustainable value for our customers, our shareholders, our colleagues, and our communities in which we work. We recognise that our relationships with the communities and our supply chain partners are fundamental to both the prosperity of our business and the sustainable growth of the local communities.



Environmental Stewardship

- Minimise our impact on the environment
- Sustainable procurement practices



Carbon Reduction

- Net zero by 2040



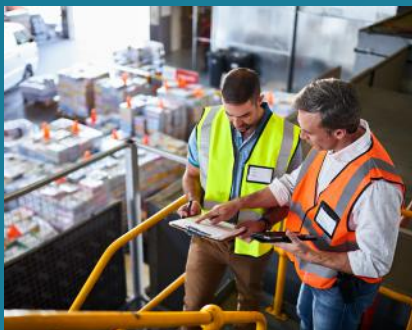
Waste Reduction

- Divert 100% of waste streams from landfill
- Eliminate all single-use plastics



Water Conservation

- Reduce water consumption
- Reuse and divert non-potable water



Sustainable Supply Chain Partnerships

- Sharing sustainability best practice principles
- Promote ethical procurement



Sustainable Customer Partnerships

- Sharing sustainability best practice principles





Our People

- Diversity, Inclusion, & well-being
- Learning & growth
- Health & safety



COVID Recovery Plan

- Helping our stakeholder COVID-19 recovery



Safety and Well-being

- Creating safer, healthier, more resilient places to live, learn, work and play



Community Growth

- Promote growth and development opportunities for everyone within our community



Business Responsibility

- Ethical business practices



Technology Driven Innovation

- Improving the operation of our customers estates through smart technology



Our Stakeholders

Engaging Our Stakeholders

We recognise that building professional and cooperative relationships with our stakeholders is integral to our operations. We carefully consider the needs of our stakeholders when we engage with them.

Our Customers

We aim to deliver the highest level of customer excellence according to the standards set out in our Customer Charter.

Our Employees

We endeavour to improve employee satisfaction and reduce attrition by continually building on initiatives around our Employee Charter and Employee Values. We encourage continuous employee feedback through various channels, such as, employee surveys, direct contact with HR, utilising online HR portals, and raising feedback or suggestions with line managers.

Our Supply Chain

Our supply chain partnerships are essential to both the services we deliver and to our relationships with the communities where we work. We have a comprehensive supplier onboarding process that integrates an organisation's sustainability policies around health and safety, social value, and environmental stewardship. However, insofar, as to where one of our partner's sustainability policies are inadequate, we endeavour to help them make the necessary changes to meet our criteria.

Our Communities

We proactively engage with community partners, groups and individuals including helping local community groups using our Bellrock employee volunteer days. We actively recruit new members of the Bellrock team and supply chain as locally as possible to the contract. We believe this strengthens the local economy and reduces environmental impacts such as travel. Wherever possible we aim to boost social value by providing sustainable local jobs for local people and companies.

Our Shareholders & Financing Providers

Our financial stakeholder, with who's backing the Group can continue to acquire new businesses and expand operations. We strive to meet all covenant requirements and payment due dates for finance costs.



Corporate Governance Principles & Practices

The Board

We believe in sound corporate governance principles and practices that promote the competent functioning of the Board, governance committees, senior management, and the broader organisation. Our principles of corporate governance drive performance to create value responsibly and with integrity by considering the wider needs of our stakeholders.

The Board seeks to promote the success of the Group in the interest of all stakeholders. We achieved this by the Board adopting a long-term view and ensuring that we have the necessary resources to meet our obligations, objectives, and responsibilities. The Board reviews individual long-term plans with careful consideration to ascertain if a plan is feasible and in the best interests of all parties involved. We reconcile our commercial objectives with the appropriate standards of corporate responsibility.

Our corporate governance processes underpin the principles of our sustainability governance and strategy. We believe that our business operations today and, in the future, should be undertaken to minimise our impact on the environment and the lives of our customers, employees, and the wider public. The Board consists of the Chairman, Director, Chief Financial Officer, Chief Executive Officer, Chief Technology Officer, Chief Commercial Officer, and a Non-executive Director.

The Management Board

The duties of the Management Board are to collectively satisfy themselves that all Environmental, Social and Governance Policies are being effectively implemented and annually reviewed. The Management Board consists of the Board including the Director of Finance, Group Sales and Marketing Director and any divisional Managing Director within the Group.

Our Board of Directors



Gerry Higgins
Chairman



David Smith
CEO



Stephen Perkins
CFO



Greg Davies
CTO



Dave Richards
COO

Transparency & Trust

Our Code of Ethics & Business Conduct

We aspire to build transparent and durable relationships with all our stakeholders. Our policy is to engage with our stakeholders honestly, responsibly and with integrity, and to the highest standard. The trust and confidence of our stakeholders are essential to our reputation and is reflected in our core corporate values and approach to business.

Our code of ethics and business conduct is made available to all our employees in the staff handbook which is issued upon commencement of employment and is also available via our intranet, to ensure that all employees comply with our requirements.

Compliance

In keeping with ISO 9001, we conduct annual assessments as part of our compliance processes, updating and reissuing our policies, as necessary. Our ISO assured policies and processes ensure that we are conducting business ethically and transparently. All statutory disclosures can be found on our website and published in our annual accounts.

This year we have issued our first Streamlined Energy and Carbon Report 2020 (SECR), developed our Sustainability Policies and Social Value Framework in line with the UK Government's updated Social Value Model (2012) and produced our first ESG Impact Report 2020.

Anti-bribery & Anti-corruption Policy

We have clear anti-bribery and anti-corruption policies in place that govern our business practices and our supply chain. All our contractors and any person associated with the contractor who is performing services, carrying out works, supplying materials in connection with the Contract must comply with all applicable laws, statutes, regulations, and codes relating to anti-bribery and anti-corruption including but not limited to the Bribery Act 2010.

Our contractors are required to have their own anti-bribery and anti-corruption policies and procedures in place under the Bribery Act 2010, to ensure compliance with the Relevant Requirements. If we suspect any breach of our Anti-Bribery and Corruption Policy, we have procedures in place to conduct a full investigation for mandatory reporting and disclosure, which may result in contract termination, dismissal, a fine and/or imprisonment if a criminal prosecution is pursued.

Whistleblowing Policy

The Bellrock Group whistleblowing policy and freely available employee assistance programme assures all employees that they can raise concerns about colleagues' treatment, or practices within our business or supply chain, without fear of reprisal.

Recruitment Policy

The Bellrock Group operates a robust recruitment policy, including conducting eligibility to work in the UK checks for all employees to safeguard against human trafficking or individuals being forced to work against their will. We are committed to paying at least the national minimum wage in the United Kingdom and any prevailing minimum wage appropriate to employees' resident in other countries.

Gender Pay Gap Policy

We are passionate about fairness, equality and inclusion and are committed to reducing our gender pay gap. We aim to attract, recruit, promote and transfer the best talent for the role, irrespective of gender, race, disability, sexual orientation, age, or religion, particularly in senior roles.



Occupational Health & Safety Policy

We recognise the need to ensure the health, safety and welfare of our employees and others affected by our activities. The management is committed to providing safe and healthy working conditions for the prevention of work-related injury and ill-health that are appropriate to the nature of our health and safety risks and opportunities.

Health and safety is a core value that is set in context with all other business objectives to ensure the health, safety and welfare of all Bellrock employees and others who may be affected by our activities. Our business objectives and targets are established according to the nature of our activities, business and other legal requirements, and shall be reviewed at regular intervals to support the improvement in our systems and performance. The Management recognises and is committed to the fulfillment of its specific duties and statutory requirements and maintain an IMS in compliance with ISO 45001: 2018.

Occupational Road Risk Policy

Bellrock, in pursuant of its legal obligations under the Health & Safety at Work Act etc 1974 and associated legislation, is committed to providing and maintaining a healthy and safe working environment for all its employees, contractors and members of the public who may be affected by its activities. This includes the safety of its employees whilst driving on company business.

Environmental Policy

We recognise that the Company's activities have an impact on the Environment and are committed to reducing that impact. The Bellrock Integrated Management System (IMS) provides a framework for establishing and reviewing objectives and is communicated and understood throughout the organisation and the supply chain where necessary. We are committed to the continuous improvement of our environmental practices to enhance environmental performance and maintain our IMS in compliance with ISO14001:2015.

The policy is reviewed at 12 monthly intervals and if necessary revised in the light of changes to the IMS, legislative and/or organisational or other changes as appropriate. The Board of Directors has the overall responsibility for our Environmental Policy.

Modern Slavery Policy

At Bellrock we have zero tolerance towards any form of modern slavery, servitude, human trafficking and forced labour. We fully comply with the Modern Slavery Act 2015 and are committed to acting ethically, with integrity and transparency in all business dealings. We have effective systems and controls in place to safeguard against any form of modern slavery taking place within our business operations and our supply chain partners.

Our supply chain partners are required to comply with the Modern Slavery Act 2015 and any similar applicable legislation anywhere in the world, they must take reasonable steps to ensure that there is no modern slavery or human trafficking in any part of their business or their Subcontractors' supply chains. In addition, our suppliers, are required to evidence a Slavery and Human Trafficking Statement, signed, and dated by an authorised officer; before they are added to our approved supplier list.



Modern Slavery & Trafficking Training

We undertake activities within our business and with our supply chain partners to raise awareness of Modern Slavery. Our procurement team undertakes audits as part of our supply chain management to assure that our suppliers are responsible partners in our service delivery.

We have key measures in place to ensure that our processes are effective and to identify opportunities to improve further. The percentage of employees that have completed their Modern Slavery training. The number of modern slavery issues reported through our Whistleblowing helplines. Percentage of Tier 1 suppliers that have been audited (including their Modern Slavery policies). Percentage of Tier 1 suppliers that agree to our Supplier Code of Conduct.

Cybersecurity Policy

The Cyber Security Policy provides the Bellrock Group with guidelines for protecting the security of our data and technology infrastructure from internal and external threats. Bellrock Group Cyber Security governance is actively promoted as part of our normal business culture of professionalism. This proactive stance is monitored and upheld by our Head of IT, who leads a monthly review of Cyber and Information Security as part of our ISO27001 certification. The meeting is always attended by our COO and its output reported to the Board of Directors. As part of this review, we regularly assess the risks associated with Cyber activity and implements policies and procedures to manage and protect our systems, networks and data.

Data Protection Policy

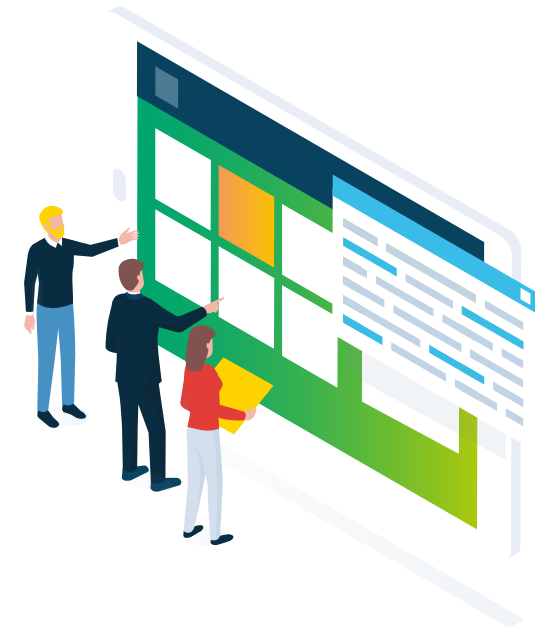
We treat the privacy of our customers and website users very seriously and take appropriate security measures to safeguard privacy. We are committed to collecting and processing personal data fairly and transparently in keeping with the Data Protection Act 2018, GDPR, and any other laws or regulations implementing EU Directives 95/46/EC (Data Protection Directive) or 2002/58/EC (ePrivacy Directive). At all times we safeguard personal data against unauthorised disclosure and take reasonable security measures to protect this information whilst at rest. Our supply chain partners and their subcontractors are required to comply with the provisions of our data protection policy.

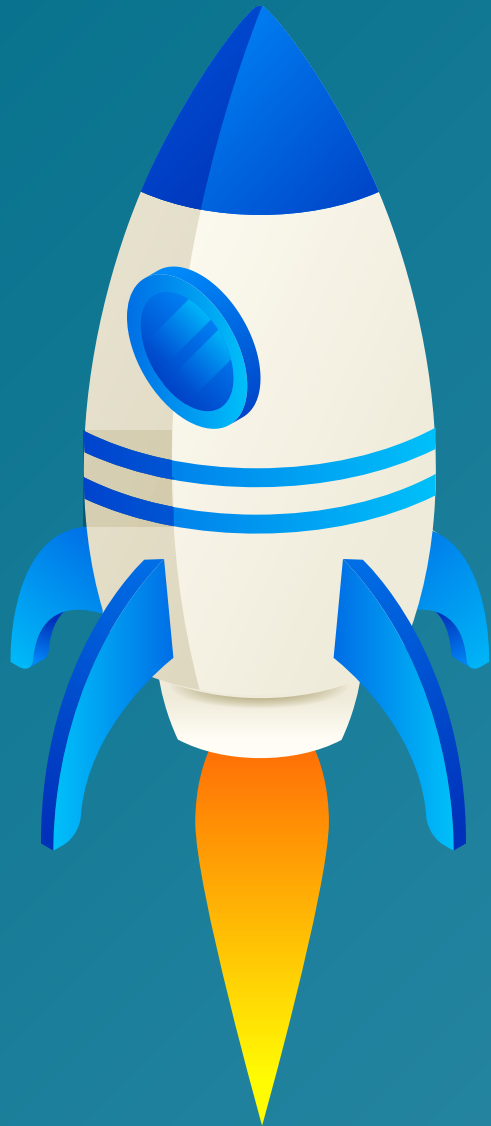
Supplier Code of Conduct

Bellrock's supply chain management starts with rigorous due diligence of supply chain partners. We currently assess partners using SafeContractor, which is a renowned specialist in supply chain assessment. Using SafeContractor reduces the risk profile for both Bellrock and our clients.

Our Due Diligence process confirms that all our contractors acknowledge and confirm that they have an opportunity to carry out a thorough due diligence exercise concerning our contract requirements for the provision of their services.

All our key supply chain partners must complete and pass an annual assessment of their policies, verified by an independent third party. We continue to analyse our supply chain for potential risk in the light of changes that will come from the transformation projects being undertaken with the business. Any identified shortfalls are remedied by putting a plan of action in place, to ensure that the issues are rectified.





Economic & Innovation

Through the smart use of technology, we believe in delivering a transparent and seamless service for your facilities and estates management.

Economic & Innovation

Bellrock provides a range of fully integrated property and facilities management services and software to blue-chip public and private sector clients, typically through long-term contracts. With our unique combination of professional skills, agnostic supply chain partnerships, market-leading disruptive technology, and data analytics, we implement the estate model that saves our customers money, simplifies processes, and reduces risk. We match our customer's estate ambition with a tailored solution using our software-based model to create the fastest path to efficiencies and cost savings.

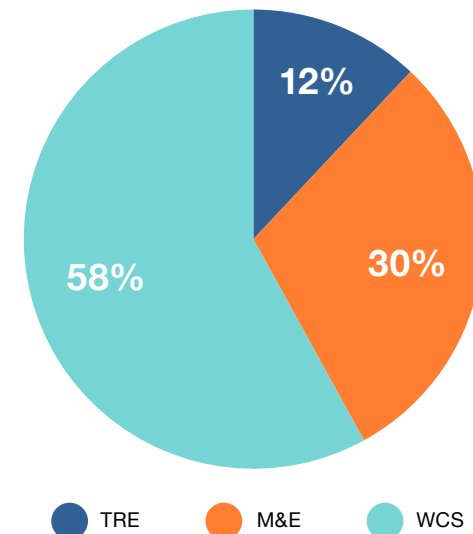


Our customer-centric approach helps us win and retain customers by providing reliable service, valued expertise, thought leadership, and a strong technology offering. Our customers trust us to run their facilities and to relay issues proactively, keeping their involvement in day-to-day FM activities to a minimum thereby, giving them peace of mind to focus on what is important to their business operations.

FM Market Review

The UK FM market is very large and growing exponentially, total outsourced FM spend is estimated to be £80B. Within this, our customers those with high estate risk and complexity represent 12% of market spend, worth an estimated £9B. COVID 19 has accelerated market growth and our market share is expected to reach £13B by 2025. We are well-positioned in the market, with our expertise spanning across FM, property management and technology-enabled services. We have high levels of customer satisfaction relative to the market as a result our business proved to be resilient through the pandemic. Our FY20 revenue was in line with FY19 with 99% revenue retention across customers in FY20. We were proactive in assisting our customers during FY20 with this support continuing into FY21 further strengthening our relationships. Going forward we are well-positioned to exploit the opportunities presented in future market megatrends, such as carbon-neutral; greater use of technology; increased regulatory following Grenfell; and social schemes.

Percentage split of our service division by gross revenue FY2020



Sustainable Development Goals

Through our operations, we are contributing to the following UN Sustainable Development Goals (SDGs):



Software Services

Our award-winning, web-based project & IWMS (Integrated Workplace Management System) can be accessed via a standard web browser or any device. It is used to manage all aspects of programme and project management information, providing complete transparency of data amongst project teams. Concerto reduces administrative costs and burdens by streamlining project delivery processes.

It has integrated mobile functionality and is designed to fully support and maintain the project environment. It allows data to be captured easily and intuitively, anywhere, any time. The bespoke configuration is designed to reflect our customers' organisational requirements. The estate management, project management and workplace modular suites provide state of the art workplace, facilities and property management analytics, workflow and financial support for our customers and their supply chain partners.

Consultancy

Our software consultants provide an end-to-end solution, from identifying our customers' organisational challenges to writing the specification, and project managing the roll-out programme. We work with our customers to review their current technology and provide an independent recommendation.

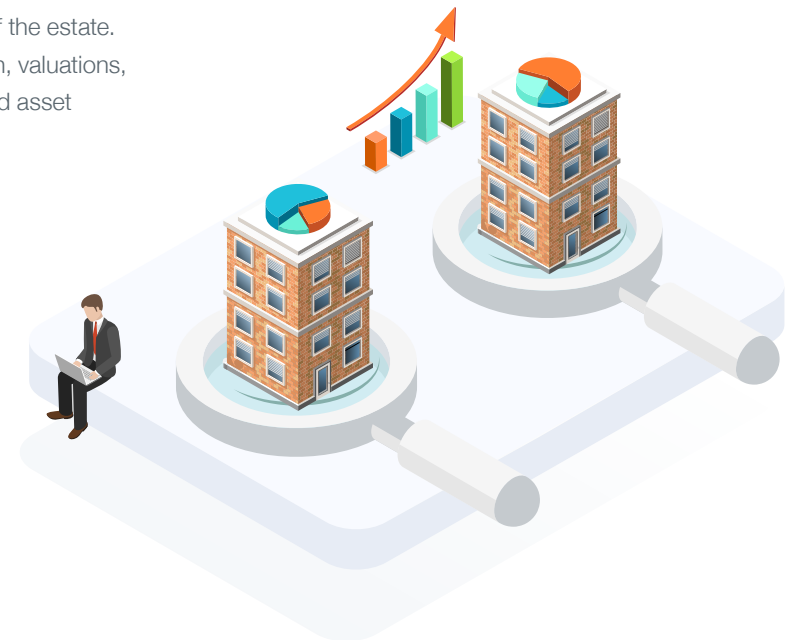
Projects

Projects are an integral part of managing an estate. Concerto's project management system is designed to adapt to our customers' project methodology, seamlessly integrating with their existing project processes.

In addition to the full range of core tools and features such as project budget programmes and planning, resource management, contract management, tracking fees, orders and invoicing and an integrated service desk, it can also scale to the size and nature of any given project.

Estates Management

Our property and estate management software solution creates a life-cycle approach to the management of the estate. The system enables deeds and lease administration, valuations, rateable values, estates invoicing, tenancy, land, and asset sales to be recorded, tracked, and analysed.



Asset Verification

The Concerto asset management software is an intelligent solution for compiling a register of equipment type and location, warranties, and service schedules. The data can be integrated with BIM and used for FCI (facility condition indexing) benchmarks. This comprehensive application can also enable other data such as condition and asbestos surveys, fire risk assessments, 3D mapping and DDA access surveys to be captured and seamlessly synchronised back to the database.

Analytics

How data is collected and interpreted, whether planned survey data or information related to a reactive maintenance job, is critical. Concerto's analytics can link real estate, operations, helpdesk, supply chain, workplace and space utilisation, document management, finance, capital projects, assets, and sustainability data.

Intelligent Workplace

Concerto provides an engine to capture and manage data from IoT (The Internet of Things) devices such as sensors, drones and 3D imaging cameras, triggering workflow requests to nominated suppliers. This enables real-time decisions to be made within the workplace to often fix issues before they are even registered with users.

Sustainability

We lean on our technological solutions to implement our sustainability strategy across our organisation. We recruit our software engineers locally to drive productivity. We work in partnership with both our customers and supply chain partners on their sustainability initiatives. Currently, we employ 20 people across the UK of which 95% are full-time, 5% are part-time, 15% are female, and 85% are male. In addition to industry accredited training, we upskill our teams through the ILM training platform leveraging core management techniques to drive better results, develop the ability to lead, motivate and inspire. This helps support strategic leadership as well as day-to-day management techniques.



Workplace & Compliance Services

Our technology asset management platform Concerto was built from best practice across the property and asset management sectors. We apply our experience and Concerto to manage operational activity via the interactions between the properties, assets, suppliers, and our customers' internal stakeholders to create the optimal hard and soft FM business model via a transparent presentation of data analytics which demostartes the value of the Bellrock operating model.

A key service line, is in helping our customers transparently mitigate and manage compliance risk by ensuring full conformity to statutory regulations and industry standards such as SFG20 and HTMs. We help our customers provide healthy and safe environments through effective Soft FM delivery, employing sensors to understand the environmental performance of the buildings which is essential for their businesses to operate efficiently.

Hard FM

We develop bespoke planned preventative maintenance regimes that take account of the criticality of our customers' assets and their critical room and spatial availability requirements to meet the compliance regime that the customers requires. Using Concerto, we manage key process flows for planned, reactive, remedial, quoted and even project works and provide access to our 24/7/365 helpdesk for emergencies. This can be operated via multiple media source, call helpdesk, tablet or mobile phone.

Soft FM

We work with our customers to build the right solutions that meet their organisational priorities. Effective Soft FM delivery happens when all building user interactions are positive; from receiving a warm welcome as you enter the building, to a clean desk and hygienic well-stocked toilets. Our multi-skilled team approach focuses on the overall customer experience through a multitude of feedback mechanisms that consider the environment, well being and all round feel of the facility. Where possible we will employ technology to enable clients to deliver quick and easy feedback, eg QR codes, reception area tablets.

Helpdesk

The helpdesk is the nerve-centre for deploying, tracking, and analysing planned preventative maintenance and customer-reported requests. Our 24/7/365 facilities based at our Leicester Head Office and our support office in India use a combination of media and pre-agreed procedures to communicate with customers tailored entirely to the organisational needs of our clients. We handle over 400,000 calls and up to 1.3m emails and requests from our self-service online portals and mobile apps every year that enables responses to meet requirements from immediate emergencies through to planned services.



Workplace & Compliance Services

Our professionally qualified team advises local authorities, healthcare, retail and leisure organisations and schools on maximising their assets by disposing of property or land to generate receipts. We collect data about the assets, suppliers, and how the buildings are used. We provide our customers with a roadmap for reducing costs, optimising supply chain, ensuring statutory compliance, and unlocking improvements to the workplace environment that improve productivity and customer experience.

Mobilisation

We are uniquely placed to implement intelligent service delivery plans and can move swiftly due to our experience in mobilising contracts in short time scales. We continually improve the features of our technology platform Concerto for our customers, via our in-house development team, where our development solution has been specifically designed to manage mobilisation end-to-end in highly complex environments. This enables us to deploy solutions comprising of processes that are tailored to support a seamless Service Continuity Plans. Indeed, we have delivered significant results most recently for numerous clients including, HMRC, Royal Borough of Kensington & Chelsea and Legal & General.

Strategic Procurement

Our procurement and supply chain management team has experience and knowledge of over 1000 carefully selected national supply chain partners across the range of hard and soft facilities services delivered on a planned and reactive basis. Wherever possible we aim to boost social value by providing sustainable local jobs for local people and companies through sourcing our supply chain as locally as possible to the contract. We deliver significant costs savings, ensuring a competent, safe, and compliant supply chain.

Public Sector

Just over half of our revenue comes from the public sector, education, health care, and local and central government. This success is the direct result of our insight into the industry. We have created a business analytics module that provides us and our customers with the assurance that we are providing value for money services, meeting KPIs and delivering optimal business working environments, tailored to the sector. The key challenges facing the public sector are currently the associated impacts of COVID on operations, the uncertainty of Brexit, and the Climate Crisis that affects all our lives. Public expectation and legislation will require action to reduce carbon emissions and improve the environmental efficiency of commercial and residential buildings, for all points we already have programmes in design or delivery to meet these future strategic challenges.



Retail & Leisure

The Retail and Leisure industries cover shopping for both food and non-food via bricks and mortar stores and online, as well as pubs, restaurants, hotels, and other leisure activities. We provide strategic advice into the management and maintenance of a range of estates and analyse asset condition.

Commercial

The commercial sector comprises of private sector companies trading within the UK but excludes retail and leisure. Sectors such as financial and professional, transport and logistics, manufacturing, technology and communications, and corporate offices have a specific focus within Bellrock.

Property Management

The Commercial Property Management industry covers self-managing property owners and managing agent entities. We are a direct provider of property management services and supply both hard and soft FM services to the sector.

Sustainability

We have a strong focus on the health and wellbeing of our people and our customers. We are committed to environmental stewardship, utilising fit for purpose products and no harsh chemicals in our cleaning products. We work in partnership with both our customers and supply chain partners on their sustainability initiatives.

Currently, we employ 558 people across the UK of which 72% are full-time, 28% are part-time, 47% are female, and 53% are male. In addition to industry accredited training, we upskill our teams through the ILM training platform leveraging core management techniques to drive better results, develop the ability to lead, motivate and inspire. This helps support strategic leadership as well as day-to-day management techniques.



Maintenance & Engineering Services

All our activities are managed through our Concerto platform to improve efficiencies and create a transparent comprehensive database of our customers' assets.

Our maintenance and engineering (M&E) services are delivered by industry experts increasing quality, reducing cost, and mitigating risk through our comprehensive and integrated engineering services. Our highly skilled and professional engineering teams deliver expert planned and reactive maintenance services throughout the UK, underpinned by a range of industry-recognised quality accreditations.

Mechanical & Electrical

Our authorised engineers and NICEIC approved contractors are trained to the highest industry standards to provide a range of key services for critical assets that range from planned preventive maintenance, including condition-based and business focused, reactive maintenance, statutory inspections and building compliance. The robust safe system of working processes is underpinned by our engineering policy and procedure's structure and establishes a framework for working to the appropriate regulations and industry best practice. Our specialist expertise covers a wide range of electrical and mechanical systems, including the installation and maintenance of high and low voltage systems, pressure systems, generators and LTHW chilled water installations, gas, and HVAC.

Energy Management & Sustainability

Our energy management solutions are directly linked to our maintenance and engineering services delivery model. Our engineers ensure maximum whole-life benefits of the assets we manage for our customers' property portfolios. Our energy service is focused on increasing efficiency, reducing emissions and costs whether that is for initial feasibility studies, installation, project management or verification. Our energy, engineering and controls team works in partnership with our customers to identify opportunities for efficiency improvements using bespoke energy service models.



Building Fabric

The maintenance of the fabric of a building plays a significant role in the safety and security of the built environment. We consult closely with our customers, including relevant technical experts so our service delivery integrates seamlessly with their operational requirements

M&E Installations

Costing, planning, and managing installations of critical mechanical and electrical assets require knowledge and experience. Our team provide specialist installation and project management services that include turnkey solutions for HVAC (Heating, Ventilation and Air Conditioning), mechanical and electrical systems, lighting, and control systems. Every project is undertaken in line with legislation and the appropriate standards to ensure the assets have their lifecycle maximised and building installation optimised.

Sustainability

We are in the process of reducing our transportation footprint and we aim to be fully electric by 2035. Where possible we reduce the use of embodied carbon in our building materials and advise our clients on the use of sustainable materials. We work in partnership with both our customers and supply chain partners on their sustainability initiatives. We are advising some of our customers on various renewable initiatives such as solar panel installation, wind turbines, and biomass.

Currently, we employ 208 people across the UK of which 99% are full-time, 1% are part-time, 13% are female, and 87% are male. We provide positive learning experiences alongside high-quality hands-on training an approach that has led to a long history of apprenticeship success and above average continued-employment rates.

In addition to industry accredited training, we upskill our teams through the ILM training platform leveraging core management techniques to drive better results, develop the ability to lead, motivate and inspire. This helps support strategic leadership as well as day-to-day management techniques.



Technical & Real Estate Services

We deliver our projects through our state-of-the-art Concerto system that is also used for our CAFM, IWMS and Estates Management. We pride ourselves on establishing long term relationships with our customers, based on trust, understanding and collaboration.

Our Technical Services

We provide over 40 services across six business Units: Asset Surveys, Construction & Project Management, Building Consultancy and PFI, M&E Consultancy and Property Compliance (Fire and H&S). With over 180 professionals throughout the UK, we can service the entire asset life cycle providing design, integrated asset management, risk, and business assurance services. We deliver the best solution in the most cost-efficient way.

Asset Surveys

We provide strategic advice on the management and maintenance of a range of estates. The Asset Survey team is perfectly placed to meet the needs of our customers. We use a combination of industry-standard survey methods and documents to tailor surveys to suit the requirements of our customers. Key survey types include planned maintenance surveys, six-facet Surveys (NHS), asset validation surveys, life cycle advice and stock condition surveys.

Construction & Project Management

Our technical and highly experienced team deliver full turnkey projects. We support in-house teams with expert services from design and procurement to preparing tender specifications and validating responses as well as appointing contractors to deliver construction works. We deliver complex and high-value new build and refurbishment projects and change management programmes.

Building Consultancy & PFI

Our building consultancy team has experience in all sectors, including conservation and historic buildings. Based across the UK, our chartered surveyors offer technical advice and guidance when acquiring or disposing of assets, advice to PFI providers and offer a full range of surveys. In addition, we have significant experience in delivering refurbishment or alteration of existing buildings.

Mechanical & Electrical Consulting Services

Building on 65 years' experience in analysing and understanding energy use and complex M&E systems, we craft technically proficient and economically effective solutions to a vast range of challenges. We have industry-leading experts in all forms of mechanical and electrical services working within energy centres, CHP, steam, district heating, renewables, and high-voltage distribution.



Real Estate Services

For many organisations, property costs are one of their greatest financial commitments, incurred through investment, acquisition or occupation. Property costs are variable and unpredictable influenced by extraneous factors or third parties. We mitigate the risk of ownership or occupation through our effective service charge, insurance, and property management consultancy services, as well as advising landlords on strategic property matters, which span the full asset cycle from acquisition, through occupancy to disposal. Our state-of-the-art Concerto platform provides our experts with live analytics for service charge and insurance management.

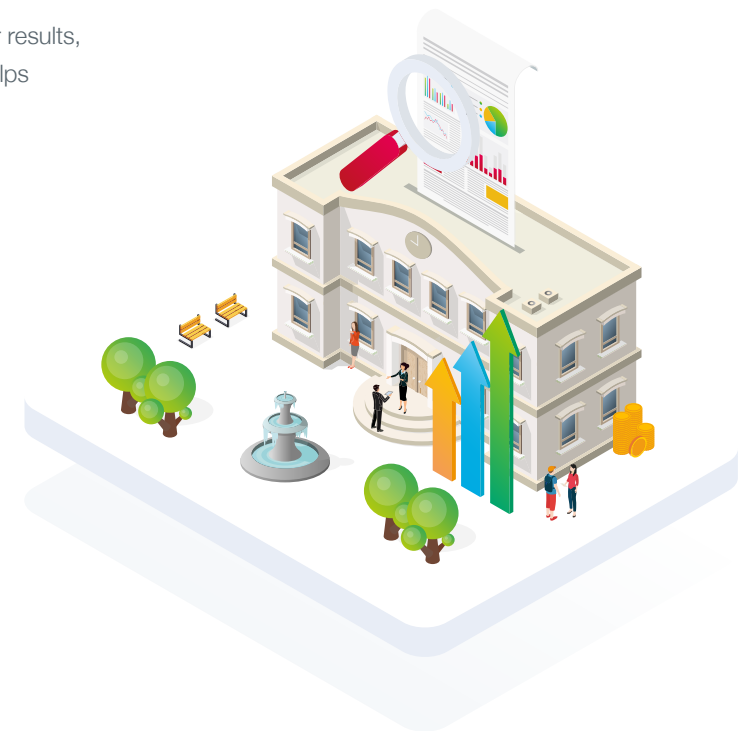
Property Compliance

Property Compliance is an essential part of an organisation. Our team of trusted compliance professionals help our customers to meet their health and safety obligations in line with the current building legislation. We provide property compliance services for some of the UK's biggest estate portfolios to ensure that their buildings remain compliant and risk-free. Following the Grenfell disaster, our Fire Compliance teams are in high demand to provide FRA, Compartmentation, EWS1 and Fire Consultancy services.

Sustainability

We are in the process of reducing our transportation footprint, our fleet has 27 hybrid vehicles, and we aim to be fully electric by 2035. Where possible we reduce the use of embodied carbon in our building materials and advise our clients on the use of sustainable materials. We work in partnership with both our customers and supply chain partners on their sustainability initiatives.

Currently, we employ 183 people across the UK of which 89% are full-time, 11% are part-time, 27% are female, and 73% are male. In addition to industry accredited training, we upskill our teams through the ILM training platform leveraging core management techniques to drive better results, develop the ability to lead, motivate and inspire. This helps support strategic leadership as well as day-to-day management techniques.





Environment

We are committed to operating responsibly to safeguard the environment for present and future generations.

Environment

The environmental principles of our sustainability policy and strategy ensure that our operations have minimal impact on the environment. Our Environmental Stewardship Goals are underpinned by several key Sustainability Pledges. We have set 12 performance indicators to reach our 18 environmental objectives and measure our progress.

We deliver suitable training to our employees on our environmental policies, to improve their environmental awareness, and allocate clear environmental responsibilities. Where we do not have direct control over our energy and waste management, we will endeavour to work with our landlords and other third-party agents to meet our environmental goals.

Environmental Stewardship Goals

1. Energy Efficiency & Carbon Reduction
2. Waste Reduction & Recycling
3. Water Preservation
4. Partnering with our Supply Chain on Sustainability
5. Partnering with our Customers

Sustainable Development Goals

Through both our operations and carbon offsetting projects, we are contributing to the following UN Sustainable Development Goals (SDGs):



Environmental Performance Indicators

Targets for these measures will be set in accordance with our 5 year Sustainability Action Plan.

Vehicle Transport	Carbon emissions from company-owned vehicles (tonnes)
Business Flights	Carbon emissions from business flights (tonnes)
Personal Transport	Carbon emissions from business mileage in personal vehicles (tonnes)
Electricity Consumption	Carbon emissions from electricity consumption in company buildings (tonnes)
Gas Consumption	Carbon emissions from gas consumption in company buildings (tonnes)
Embodied Carbon	Carbon emissions from materials used in construction projects in company buildings (tonnes)
Landfill Diversion	Waste diverted from landfill (% of total)
Single-Use Plastics	Single-use plastic products eliminated through reusable/recyclable alternatives (£ spend)
Food Waste	Food waste disposed of (tonnes)
Waste Recycling	Waste recycled (% of total)
Water Reduction & Water Preservation	Water usage (m ³)
Supply Chain	The proportion of key suppliers achieving The Carbon Trust Standard (%)

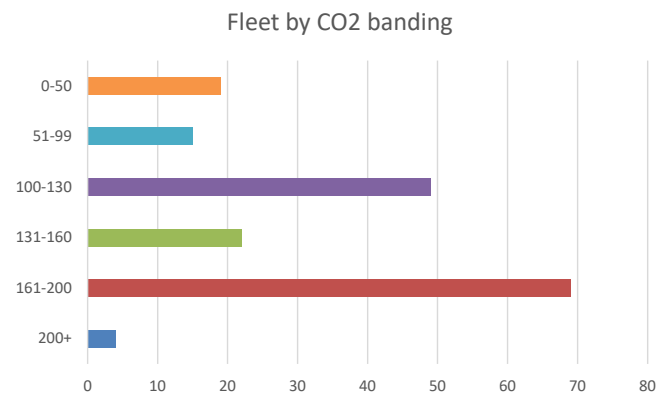


Energy-Efficiency & Carbon Reduction Pledge

According to the Climate Change Committee, the UK's annual temperature has already warmed above 1°C since pre-industrial levels and is estimated to rise by another half a degree by the mid-2050s. To limit the 'most damaging impacts of climate change' serious action must be taken to reduce global GHG emissions¹. In 2019 transportation was the largest emitting sector accounting for 27% of total UK GHG emissions followed by energy supply at 21% and business activities at 17%, with waste management contributing the lowest at 4%². Some progress has been made in reducing total UK GHG emissions from 1990 levels, however, much more needs to be done to reach the Government's net-zero commitment by 2050.

Our Carbon-neutral Pledge

At Bellrock, we have pledged to be carbon neutral by 2040, 10 years ahead of the Paris Agreement. At year-end, our total gross emissions were 1650.tCO₂e, we have established a glidepath to achieve carbon net zero by 2040. Our vision is a business that is powered by sustainably generated energy with carbon-neutral emissions driven primarily through renewables and reduced consumption. We reduce energy consumption by using energy-saving equipment, training operatives to ensure the most efficient use of machinery such as correct use of filters and bags in vacuum cleaners and conducting frequent switch off campaigns. We endeavour to advise our customers on energy consumption reduction strategies through the services we deliver.

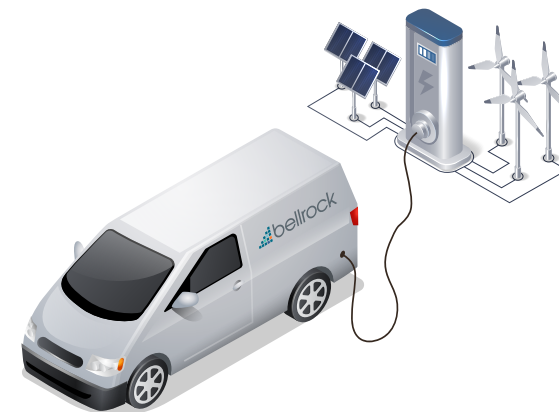


Our Transportation Footprint

In the UK road transportation by all industries and households account for one-fifth of total GHG emissions³. To reduce our emissions, we schedule each site visit based on the geographic proximity of our mobile workforce, to ensure our engineers travel the shortest possible distance between locations. Currently, our average fleet emissions are at 130 g/km a slight reduction of 3% since the start of the period April 20. Two-thirds of our fleet are Low Carbon Vehicles (LCVs) which typically have much lower emissions and 10% are Ultra Low Emission Vehicles (ULEVs). At year-end, our total emissions from our fleet and employee-owned vehicles were 1,594.7tCO₂e. Where personal cars are grey, we are exploring potential carbon reduction options such as club cars, hire cars, and carpooling using ULEVs for shorter journeys.

We are also proactively encouraging our employees where feasible to cycle to work, we have introduced a Cycle to Work scheme to help spread the cost of the bike with significant savings between 32% and 47% of the purchase price. We are also exploring the option to partner with the Green Commute Initiative (GCI) a social enterprise that looks to deliver a more flexible, cost-effective bike buying experience via more than 1,500 bike shops and direct sales brands while still providing the tax-saving benefits of Cycle to Work. We will transition to a fully electrified fleet and incentivise our employees to do the same by 2035.

To further reduce our transportation footprint and meet our carbon neutral pledge, we aim to minimise our business flights and offset our residual carbon. Air travel is responsible for 54% of all GHG emissions emitted by the transport sector in the UK².



Rationalising Our Office Space

The integration of IT equipment for communications and shift towards flexible work has led to the rationalisation of our office space, the head office at Leicester has been reduced from 2 floors to 1. We anticipate a dramatic reduction in company travel to and from both the office and external meetings and an overall reduction in energy usage at our offices.

Year	Milestone
2023	10% of company cars are Electric Vehicles
2024	33% reduction in carbon emissions from construction materials
2024	10% of commercial vehicle fleet are Electric Vehicles
2025	100% of electricity consumption generated from renewables
2026	Business flights reduced by 50%
2030	66% of company cars are Electric Vehicles
2030	50% of commercial vehicle fleet are Electric Vehicles
2035	Entire company car fleet are Electric Vehicles 50% of employees using private cars for business switched to Electric
2040	All employees using private cars for business switched to Electric Vehicles
2040	66% reduction in carbon emissions from construction materials
2040	66% reduction in carbon emissions from business flights
2040	50% reduction in carbon emissions from natural gas

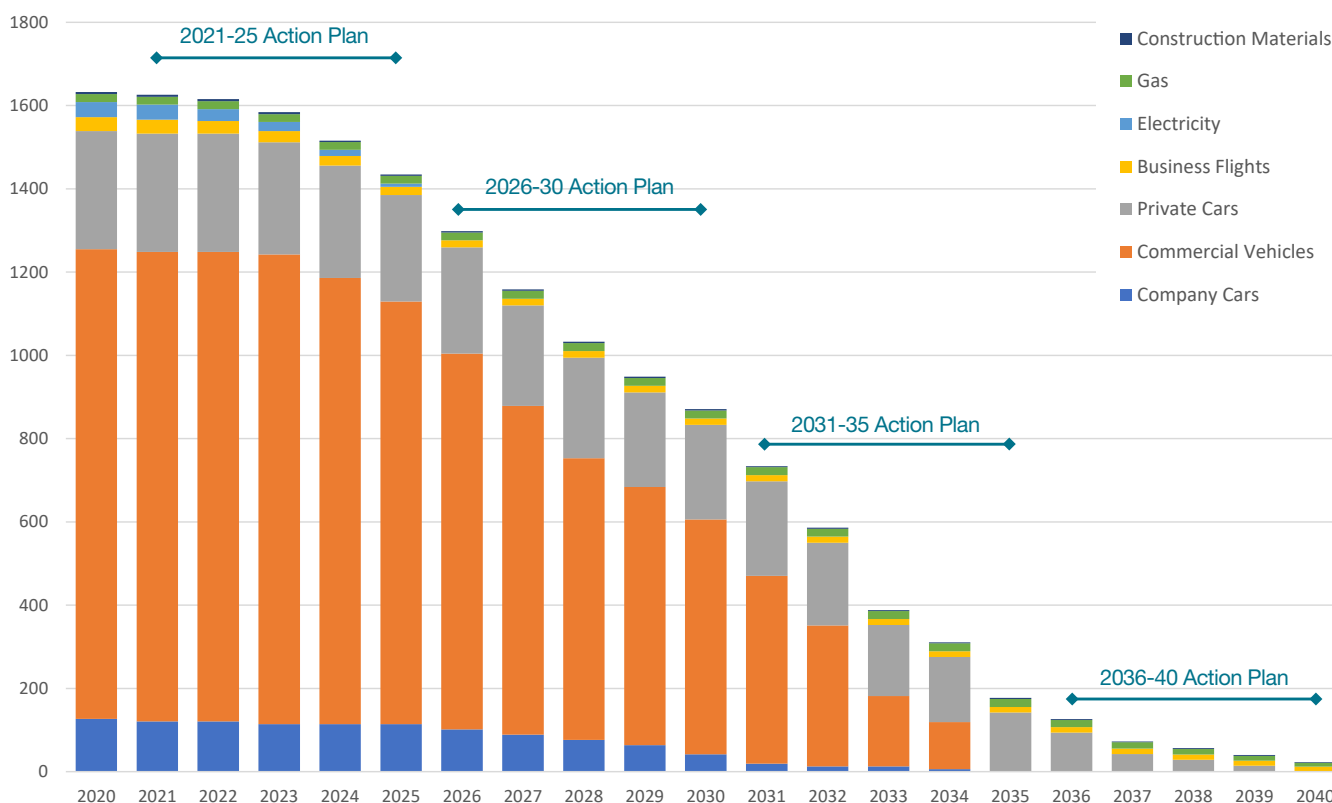
Moving to Renewable Energy

At year-end, our total emissions for combustion of gas were 19 tCO₂e and emissions from purchased electricity was 36.3t CO₂e all of which was brown. We will transfer the power and heat generation in our corporate offices to renewables, and work with third parties such as landlords and agents where this is outside our direct control. By 2026 100% of our electricity will be generated from renewable sources.

Reducing Embodied Carbon

Although our building work is low, we are committed to the reduction of embodied carbon used in construction materials and carbon offset the residual requirement.

2040 Net Zero Glidepath



A Carbon Neutral Business

To achieve the Government’s carbon-neutral target by 2050, as a country we need to reach a balance between the total amount of GHG emissions produced and the total amount removed from the atmosphere. The carbon-neutral target acknowledges that it is not possible to reduce all emissions to zero, therefore, the residual emissions must be fully offset against accredited carbon offset schemes – predominately through carbon sinks like forests and rainforests. Carbon neutral status is achieved when the total amount of emissions produced are offset by the total amount of emissions removed, therefore, lower emissions make achieving carbon neutral status less challenging⁴.

Our Carbon Offsetting Initiatives

To achieve carbon neutral status for FY20 we offset 1650. tCO₂e. We selected several potential offsetting projects and asked our staff to vote on the three initiatives they would like us to support. Including our staff in the selection process provided an opportunity for them to have their say on the issues that are important to them. The 3 projects selected were: the Topaiyo Forest Conservation in Papua New Guinea; Kariba Forest Protection in Zimbabwe; and Alto Huayabamba Conservation in Peru.



Topaiyo Forest Conservation in Papua New Guinea

The project works in collaboration with the indigenous landowners of New Ireland to protect the Topaiyo rainforest from deforestation. The project aims to recover the rich biodiversity of the land and revitalise its natural carbon stocks to enhance the social and economic development of one of the poorest regions in the country and combat global climate change.

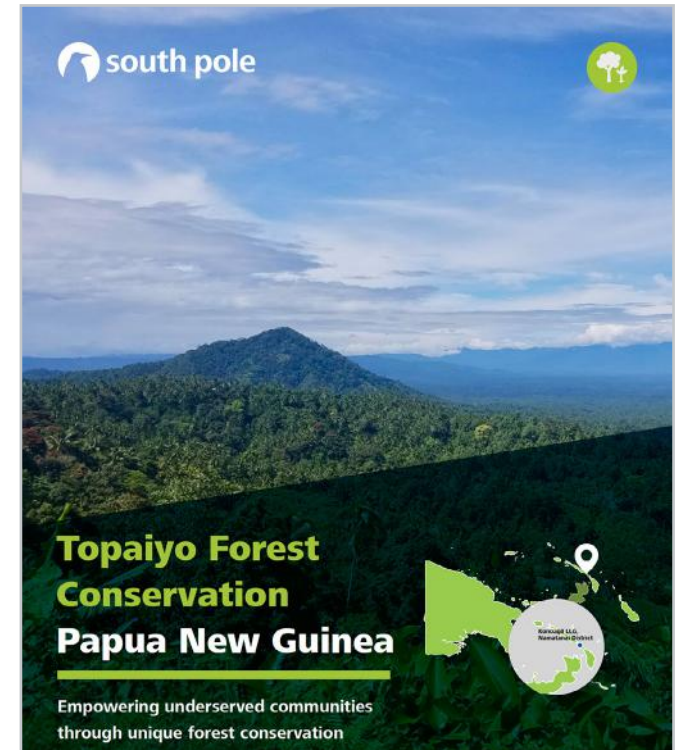
The Context

As the world’s largest exporter of tropical timber Papua New Guinea loses approximately 1.4% of forestland per year. The forest is a natural carbon sink essential for mitigating global carbon emissions and home to 5% of the world’s biodiversity including 250 species of mammals, 1,500 species of trees and 750 species of birds of which half are indigenous to the island. However, the rainforest is under serious threat through unsustainable logging.

The Project

Carbon finance initiatives provide the local communities with alternative income opportunities through conservation and sustainable management projects, thereby, reducing their reliance on timber production and avoiding deforestation. This project addresses local social and environmental challenges by providing economic opportunities for the communities to conserve their land. It also protects the forest’s fragile ecosystems and indigenous wildlife and mitigates global carbon emissions by conserving this vital carbon sink.

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Sustainable Development Goals

Through this carbon offsetting project, we are contributing to the following UN Sustainable Development Goals (SDGs):



Project Karabi in Zimbabwe

The community-based Kariba project in Zimbabwe launched in 2011 is one of the largest registered REDD+ projects worldwide and has protected nearly 785,000 hectares of land from deforestation and degradation, preventing more than 3.5 million tonnes of carbon dioxide from being released into the atmosphere every year. The project supports regional sustainable development and the independence and wellbeing of local communities.

The Context

The political and economic unrest in Zimbabwe in recent decades has reduced the economic opportunities for many communities in the region thereby, increasing their reliance on unsustainable subsistence farming practices. More than a third of the country's majestic forests have been lost to clearing creating further instability for these vulnerable communities.

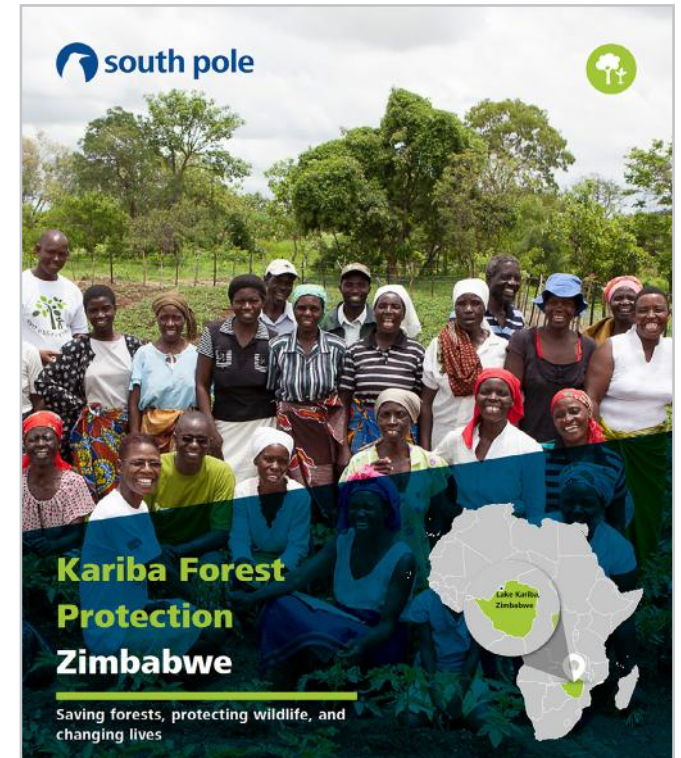
The Project

Located on the southern shores of Lake Kariba, the project forms a giant wildlife corridor connecting four national parks: the Chizarira, Matusadona, Mana Pools National Parks (a World Heritage Site), and Zambia's Lower Zambezi National Park, with eight safari reserves. The area is home to numerous vulnerable and endangered species – including the African elephant, lion, hippo, lappet-faced vulture, and southern ground hornbill. The project implements numerous community-focused initiatives is one of the largest registered REDD+ projects worldwide.

Benefits to the Community

The project is administered by four local Rural District Councils (RDCs) Binga, Nyaminyami, Hurungwe, and Mbire to provide the communities with support on self-identified problems in the region. Investments in the project go towards a range of activities that promote the independence and wellbeing of these communities, such as, improved health clinics; infrastructure development of new roads, boreholes and biodigesters; and school subsidies to the poorest quartile of the population. The activities of the project focus on conservation agriculture, community gardens, beekeeping training, fire management, and ecotourism creating jobs and facilitating sustainable incomes that benefit the entire region.

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Sustainable Development Goals

Through this carbon offsetting project, we are contributing to the following UN Sustainable Development Goals (SDGs):



Alto Huayabamba Project

The Alto Huayabamba Project spans over 53,000ha and two distinct ecosystems, the Paramos of the central Cordillera and the Peruvian Yungas in San Martín, Mariscal Cáceres Province central-north Peru. The area once heavily threatened by deforestation is now a strategic connection between national parks and conservation corridors for endangered animals like the jaguar. The project has been developed in conjunction with 40 local families to improve their livelihoods and protect the environment.

The Context

The project is situated within a corridor of two ecoregions of significant global importance: the tropical Andes on the eastern foothills and the Great Wild Area of the Amazon in the lowland areas of the Amazonian Andes. The main drivers of deforestation in this area include clearing forested land for pasture, industrial crops, illicit coca plantations and mining. These have been prevalent due to the lack of alternative economic opportunities in the region.

The Project

The protected area forms part of a vast wildlife corridor, the Abiseo-Cóndor-Kutukú Corridor, that extends from Sangay National Park in Ecuador to the Cordillera Azul National Park in Perú. The project aims to reduce emissions associated with deforestation and land degradation by implementing sustainable productive activities, effective land management, environmental education and strengthening governance. The project works in collaboration with the local communities to develop and implement these joint environmental initiatives. Further the project aims project to maintain the water balance of the upper basin of the Huayabamba River, which supplies water to many people located further downriver.

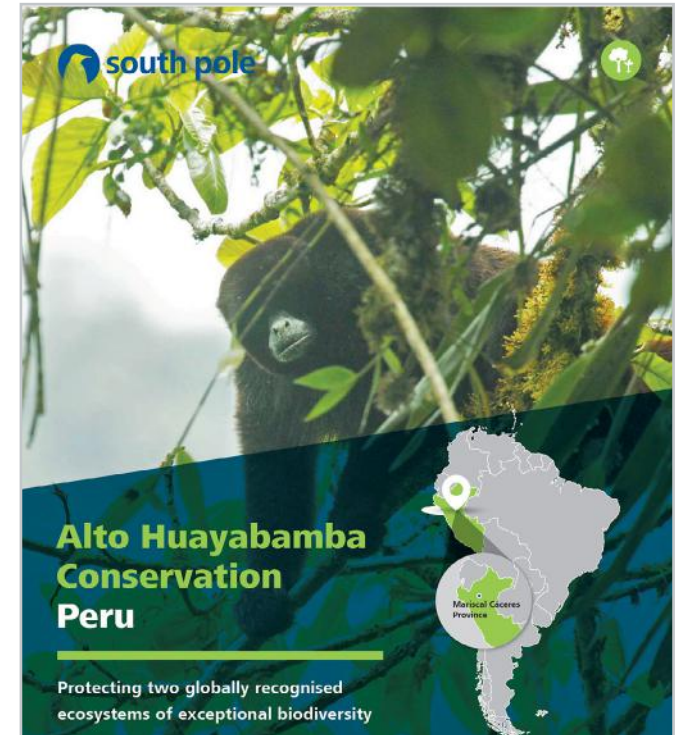
The Benefits

The project reduces greenhouse gases in the atmosphere by preventing deforestation and protecting the natural ecosystem to increase carbon sequestration. By protecting the Alto Huayabamba area, the project protects endemic and threatened species and the ecosystems filtering freshwater from the Huayabamba River. The project includes several social and economic initiatives to benefit families living in the project area, 24 families have had their kitchens improved, access to state environmental education has increased, and the project has offered many job opportunities.

CONEXIÓN JAGUAR | isa



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Sustainable Development Goals

Through this carbon offsetting project, we are contributing to the following UN Sustainable Development Goals (SDGs):



Waste Reduction & Recycling Pledge

Waste management accounts for around 4% of total GHG emissions in the UK with most emissions released from landfill sites. The most prominent gas emitted is methane accounting for around 90% of emissions⁵. The Government has estimated that 5 million tonnes of plastic are used every year⁶. We recognise that reducing waste and increasing our rate of reuse and recycling is essential to becoming a sustainable business. To achieve this, we aim to divert 100% of waste from landfill across all our sites by improving recycling streams until we are left with non-recyclable waste which will be sent to energy recovery facilities to produce power for the benefit of local communities. The adoption of food waste recycling and the elimination of single-use plastics across our operations will be key to this goal.

At our Leicester Head Office, individual waste bins have been replaced by shredders, bins for general waste, and bins for recycling located in central areas of the office. Everyone has been issued with mugs to use in the vending machines and paper cups are only available for takeaway drinks. If we need to print, we have a policy of printing and photocopying using both sides of the paper. The photocopier requires a code so that teams and individuals can track their copying by costs and quantity. We have introduced E-payslips for all direct employees. Not only is this cost-effective for the company but has eliminated the need for paper and reduces the use of ink. Where we are responsible for managing our waste streams 100% is diverted from landfill and sent to recycling, energy recovery and incineration.

Our Goals

To achieve our goals, we are working in collaboration with our landlords and have set the following annual waste reduction targets across all our sites: total landfill diversion target of 5% per year and will reach 100% diversion by 2030; food waste recycling target of 5% per year and will reach 100% recycling by 2030, and an annual reduction target of 5% of single-use plastics and will 100% eliminate single-use plastics by 2025. We endeavour to advise our customers on their waste reduction and recycling strategies through the services we deliver.



Water Stewardship Pledge

The World Economic Forum has listed the water crisis among the top 5 global risks for the last 9 consecutive years, addressing the water crisis presents some of the most critical challenges for sustainable development⁷. In the UK climate change, population growth and changes in land use are increasing the demands on available freshwater supplies. We recognise that water is an important natural resource that must be safeguarded. We will review how water is used in our facilities, introducing water-saving technology, such as rainwater and greywater harvesting systems.

Reducing Water Pollution

We recognise that cleaning methods and materials contribute to water pollution. To reduce our impact on water all our cleaning materials are provided from a range of suitable and fit for purpose products and conform to the highest quality and environmental standards in line with the current COSHH regulations.

The cleaning systems we use are Johnson Diversey ph. neutral solutions applied with microfibre cloths with no harsh chemicals used as part of the daily cleaning regime. All chemicals are sold as Super concentrates to keep distribution and storage space to a minimum and lower the carbon footprint of transportation. Our goal to eliminate single-use plastics is key to reducing water pollution in our facilities.

Our cleaning products

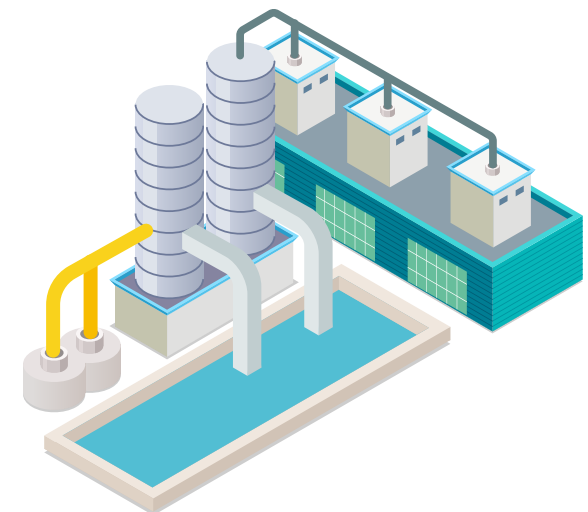
- Simple 3 chemical system that covers 85% of daily cleaning tasks. This cuts down on the number of chemicals needed on-site, cost, and training.
- Completely Non-Hazardous.
- All packaging is either re-useable or recyclable.
- All chemicals supplied are biodegradable.

Supply Chain Partnerships

We work with our supply chain partners to mirror our sustainability strategy, vision, and pledges. We share information with them on sustainability best practice and innovation, work in partnership with them on joint carbon and waste reduction initiatives, influence their practices and behaviours through incentivisation, and measure and monitor their sustainability performance.

Tracking Progress

We have embedded our policies of sustainability and environmental obligations in our supplier contracts. Our suppliers within reason endeavour to comply with the objectives of our sustainability and environmental management practices and are required to provide us with an annual sustainability report on the following: recycling initiatives and deliverables; records of environmental conditions and confirmation of achievement of best practice; energy consumption; and achievement of sustainability targets.



Partnering With Our Customers

We believe in working with our customers to share best practice and innovation, and partner with them on sustainability initiatives where the opportunity arises. The Hive is a great example of one of our successful customer partnerships.

The Hive

The Hive is the UK's first integrated building bringing together the University of Worcester, the County Council library and archive service, and the County Council Archaeological Service. Built under PFI Bellrock has been the total facilities management provider since it opened in 2012 delivering a range of services from a 24/7/365 service centre to maintenance, cleaning, reading café and coffee bar and grounds maintenance services. The Hive's award-winning, innovative passive building design and our proactive management services have led the way in environmental efficiency. Our bespoke Concerto operating platform and dedicated on-site facilities team work seamlessly with our customer to constantly measure performance levels, making The Hive the first of its kind.



Carbon Reduction & Energy Conservation

The energy demands of the building adapt to the changing climate significantly reducing carbon emissions. The amount of artificial lighting the building uses adjusts according to the available ambient light passing through the skylights. The daylight dimming controls reduce electricity consumption with artificial lighting accounting for about 30% of total energy use. The building uses a combined heating method of biomass and natural gas to meet the heating and hot water demands. The River Severn is used as a heat sink where the water is pumped from the river to the building through a heat exchanger and returned to the river. The water-cooling method circulates water around the building in embedded pipes to cool the concrete slabs and in winter allows for free cooling instead of chiller placed loads.

The building's natural ventilation system uses the roof turrets to induce convective flow drawing air in through the automated windows on the floors below. A central air duct running under the building collects south-westerly air which has been cooled by its passage over the river seven and the hives garden meadows. Night-time purging utilises the cooler air of the twilights hours to cool the thermal mass of the building for the following day.

Water Stewardship

Rainwater is harvested from the roof and used on irrigation, cleaning of archaeological artefacts, and WC flushing thereby reducing the demand on mains water.

Biodiversity & Climate Change Resilience

We are responsible for creating and maintaining a sustainable landscape with carefully selected perennials and annuals that ensure an ecologically rich and biodiverse landscape. The water meadows act as flood attenuation improving the grounds resilience to climate change, we have witnessed a significant increase in flooding over the years. The water meadows have been planted with a selection of native wildflowers and Worcestershire's County flower – the cowslip. The soft landscape is for enhancing the biodiversity of the site, complemented with innovative wildlife features to provide bird nesting, bat roosting, and stag beetle hibernacula habitats.

Achieving Our Sustainable Partnership Goals

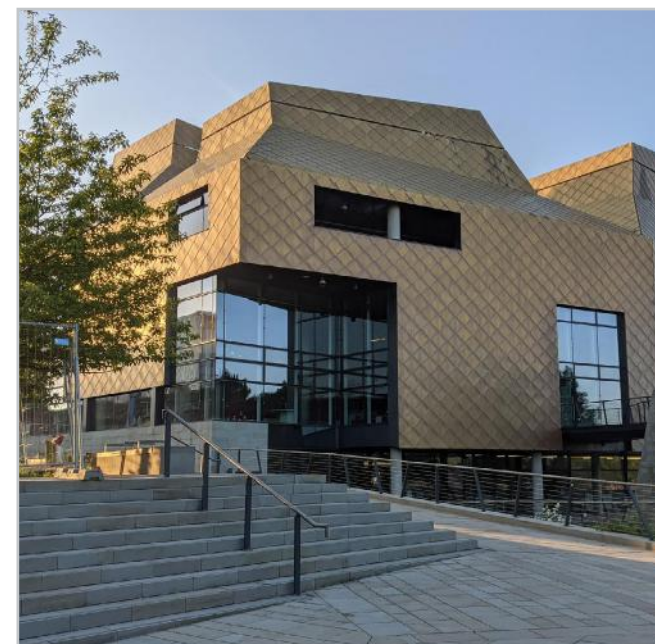
To meet the environmental goals and targets of the Hive regular meetings are conducted with the client and targets are benchmarked annually. By working together, we have created better ways to operate the building, optimising opening hours and staffing levels, whilst efficiencies have been delivered by multi-skilling the on-site teams, delivering a world-class learning environment for the students and the residents of Worcester.

2013 BCI Sustainability Award

2013 RIBA Regional Sustainability Award

2013 CIBSE Building Performance Awards: Winner

The CIBSE Award-winning building



The Hive is an innovative and sustainable social space connecting people, promoting curiosity and exploration.





Social

We believe that by investing in these mutually beneficial relationships our organisation will meet the needs of our employees, customers, and local communities.

Social

The social principles of our sustainability policy and strategy ensure that our operations impact positively on the lives of our stakeholder. We have set out socially responsible objectives in our People Strategy and Social Value Model to measure our progress.

Our People

We care for our people, we believe that our people are our most important asset, their dedication, innovation, and creativity make our business what it is. We recognise that we need to invest in them, nurture their talent, keep them safe, protect their health and wellbeing, and provide opportunities for them to grow and fulfill their potential. Our People Strategy is an integrated approach to ensure that we become and remain an employer of choice, a destination that people seek out to further their career, characterised by high levels of job satisfaction, staff retention, employee engagement and diversity.

Our Communities & Supply Chains

We recognise that the relationships we have with our communities and our supply chains are crucial both to our business and the future prosperity, growth, and sustainability of those communities. In short, their success will be our success. We actively recruit new members of the Bellrock team and supply chain as locally as possible to the contract. We believe this strengthens the local economy and reduces the environmental impacts of travel. Where possible we aim to boost social value by providing sustainable local jobs for local people and companies under our Social Value Framework.

Community Engagement

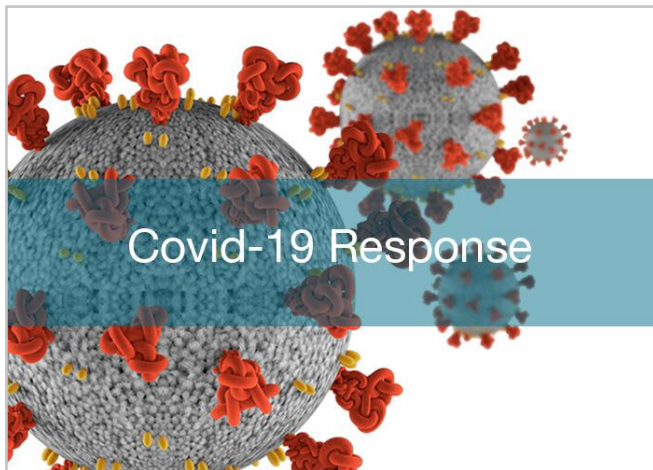
We proactively engage with our community partners, groups and individuals including helping local community groups with Bellrock employee volunteer days. Supporting charities is an integral part of our business and the charities we choose are close to our hearts. Some of our employees are truly passionate about their communities going over and beyond to improve the well-being of their community.

Sustainable Development Goals

Through both our operations and the activities of our employees, we are contributing to the following UN Sustainable Development Goals (SDGs):



Our COVID-19 Response



Like other organisations, COVID-19 has challenged conventional ways of engaging and supporting our colleagues. We have focused our attention on safeguarding as many jobs as possible and enhancing the support and communication to our people, helping them stay in touch, and looking after their mental health and wellbeing.

As a technology-enhanced business, we have leant hard on technological solutions to replace conventional approaches. Our virtual social catchups and coffee mornings help us to check in on how colleagues are feeling. To capture the effect of COVID on our colleagues we included several COVID specific questions in our 2020 Your Voice Counts employee survey. Further, we are in the process of developing our Safe Virtual Space Policy to provide our staff with guidance on remote work safety, cybersecurity, and virtual working best practice.

Our Employee Well-being App

In March we introduced our mobile app, Employee Well-being solution to our 150 engineers who provide vital maintenance service to our public sector customers. In June we rolled the app out to all our 950 employees helping us track their health and well-being. The system enables our colleagues to use their mobile devices to provide regular updates on their mental and physical health. This includes recording their mood, if they are displaying any Coronavirus symptoms and if they have been required to self-isolate and are unable to work. The app provides our people with immediate access to approved guidance documents, contacts, and support networks. The information captured provides HR and operation teams with real-time data that monitor app use and actions, thereby, enabling timely interventions and track key metrics using analytics tools.

- 30% of colleagues are concerned about the impact of COVID and lock-down
- 61% of colleagues now working remotely
- Social isolation identified as the biggest area of concern
- 82% of colleagues feel safe working in our COVID-secure environment
- 83% of colleagues feel our COVID communications have been effective



Our People Strategy

Our Vision

Our vision is to be an organisation that people choose to join and be part of the Bellrock family for a long time. We fulfill our vision by going beyond the boundaries of the employment contract we have with our people, investing in the psychological contract we have between us building a sense of fairness and trust. We recognise that fairness and trust are built around several key aspects, the strong relationship our people have with their manager, how they perceive their career prospects and job security, the opportunities they have for training and development, and how fairly we treat them at work. A founding principle of our People Strategy is that it applies equally to everybody at Bellrock, creating equal opportunity for progression, recognition, and support.

Our Values

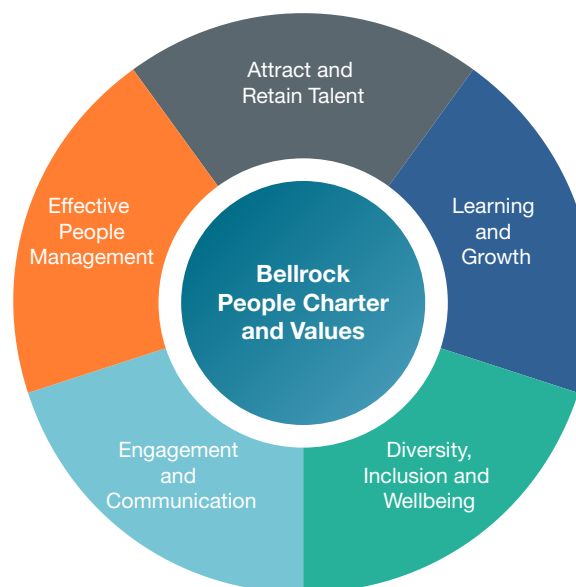
Our people values are built on teamwork, integrity, respect, accountability, efficiency, commitment, and innovation. Our values are reflected in the way we work and how we work with others.

Our Purpose

The purpose of our People Strategy is to deliver on the commitments set out in our People Charter concerning employee support, openness and honesty, safety, good working relationships, excellence, and smart ways of working.

Our Strategy

Our People Strategy has our Charter and Values at its centre, coordinating programmes of work to attract, retain and develop our talented people, provide opportunities for learning and growth, manage people effectively, engage and communicate with everyone, and ensure our workplace is diverse, healthy and fair.



Your Voice Counts Employee Survey Informs Our People Strategy

Employee satisfaction improving year on year

- Job satisfaction ↑ 13%
- Understanding our Visions and Values ↑ 26%
- Opportunity to progress ↑ 23%
- Recommend Bellrock as an employer ↑ 26%
- Understand job role and objectives ↑ 8%
- Feel supported in the job ↑ 15%
- The right level of training for the job ↑ 20%
- Effective communication ↑ 35%

Our Workforce

	Workplace & Compliance Services	Maintenance & Engineering Services	Technical and Real Estate	Software Services	Group Functions	Overall
Headcount	558	208	183	20	101	1070
FTE	493.3	203.9	168.7	19.6	99.3	984.8
Full-time	400	205	162	19	99	885
Part-time	158	3	21	1	2	185
Female	263	27	50	3	42	385
Male	295	181	133	14	59	682
BAME*	71	31	15	1	17	135
Average Age	46	43	44	41	38	44
Average Service	6.9	5.4	5.9	4.8	5.7	6.3

Excludes B38

*Where disclosed



Attract & Retain Talent

We strive to be an employer of choice, attracting, retaining, and rewarding the best talent across the Group. We do this by building a positive employer brand supported by world-class innovative recruitment processes to attract talented people from the communities where we operate. We take care to welcome our new starters into the Bellrock family, our onboarding processes ensure that they are well equipped to build their careers with us. Our reward and recognition policies ensure our people feel rewarded for their work. We celebrate individual and team achievements that contribute to the overall success of our organisation. We measure our success in attracting and retaining talent by a range of metrics: application numbers; staff turnover; staff recognition nominations; and job satisfaction surveys.



Community Outreach

We look for our future talent from the communities where we work, however, our career days targeting school leavers, graduates, and junior surveyors into TRE has been postponed for 2021-22. We endeavour to attract and retain local talent to support our growth.

- We have a staff turnover rate of 19.4%
- 70% of our staff are paid the Living Wage
- an increase of 13% in job satisfaction since 2019

“
Having passed my A levels, I decided to seek growth and development through a vocational route, joining Bellrock as a helpdesk agent. I have since progressed through a variety of job roles and have had opportunities to grow and develop both professionally and personally
 Lawrence Furniss Account Manager
 ”



Engagement & Communication

We empower our people through two-way communication, consultation, and engagement to ensure everyone feels part of the Bellrock family proactively engaging our colleagues through a variety of communications channels and media such as engagement surveys, employee forums, online community, town halls, and Bellrock Buzz.

We measure our people engagement and communication success by a range of metrics: participation rates, intranet web traffic, engagement survey response rates, external accreditations and staff view on communication levels.

“
Our people are our best asset and regular engagement, and communication is important. We actively encourage feedback from our staff and encourage them to pay tribute to their colleagues by sending E-Cards and nominating them for Employee of The Month
 Lisa March Head of Human Resources
 ”



Learning & Growth

We provide the opportunity for individuals and teams to learn, develop and grow. We do this by identifying and developing talent at all levels in our organisation, from our future business leaders, our emerging managers, and our apprentices. We have several methods in place that promote lifelong learning and growth. Our annual performance and development review process assess individual performance and identifies developmental needs. We nurture and develop our talented people preparing them for future career progression opportunities through our talent management programme.

Our learning and development training programme provide essential learning and vocational training to support our people in their work. We have 49 people engaged in our apprenticeship programme learning their trade. We have partnered with numerous training providers across the UK to deliver courses to our apprentices, they spend one day per week on training with the typical duration of a course ranging from 18 months up to 3 years.



Some of Our Apprentice's Training Courses...

- Plumbing and Domestic Heating Technician – level 3
- Infrastructure Technician – level 3
- Refrigeration and Air conditioning – level 2
- Data Analyst – level 4
- Facilities Management – level 3 & 4
- Customer service – level 2

Our Future Leaders & Managers

Our leadership and management development programme of experiential learning for new and aspiring managers, established managers, and our current and future business leaders. We identify potential progression opportunities for our talented people through our succession planning initiatives which also improves our resourcing resilience. While developing the individual we also focus on team building to strengthen our working relationships within our teams utilising tools such as MBTI, EQI and PI and team build events. We recognise the value in a holistic approach to learning, our 360-review model provides our managers with the opportunity to learn from feedback from their team, peers, customers, and line manager. Our success in providing our people with opportunities for lifelong learning and growth is measured by a range of metrics: delivered learning and development hours; return on investment; internal promotions; the number of apprenticeships; and staff perception of training and learning opportunities.



My manager has been incredibly supportive, helping me put together a development plan that included personal and work goals. Because of this, I feel more comfortable in my role working in IT, have improved my social skills, and passed my driving test!

Bryn Daniel IT Support Engineer



Effective People Management

Our HR team is paramount to the work we do support our business with pragmatic advice, information and data for effective people management, transformation, workforce planning, and organisational change. The department ensures our policies and processes are aligned to our needs and are adaptable to the nature of our dynamic business. We have dedicated expert HR support embedded in each of our Senior Leadership Teams.

Our people analytics provides accurate and timely analytics to support and facilitate people management decision making. We measure our HR engagement and communication with our people by a range of metrics: HR service satisfaction levels; HR activity levels including recruitment; TUPE transfers; promotions; performance management; grievances; and general enquiries.



Diversity, Inclusion & Wellbeing

We create a healthy working environment and culture that is inclusive, celebrates diversity and provides opportunities for all. We do this by placing diversity and inclusion at the heart of our social value programme, and by actively removing obstacles and barriers to individual progression and growth. Four generations are participating in the UK workforce, we aim to make our workplace an intergenerational inclusive space. Our diversity, inclusion and equality of opportunity policies are embedded in the way we work. We ensure that our initiatives are impact assessed to avoid discrimination and promote an inclusive culture. Our social value programme has diversity and inclusion at its core.

We have a dedicated programme to support the development and progression of people from under-represented groups in our organisation. Our mentoring scheme provides aspiring talent from under-represented groups with mentoring support to help them fulfill their potential.

We operate diversity forums for people to share experiences and identify further opportunities. We work with external organisations to support, guide and advise us on diversity policies and initiatives.



We work closely with our expert HR team to deliver complex change across a fast-moving industry. Many employees don't feel comfortable with change but, managing change at a local level and being transparent at every step of the process helps us build trust and connection with our people.

Jeremy Honor
MD Maintenance and Engineering Services

Employee Well-being

Our comprehensive programme of wellbeing intervention supports our people with life challenges, including an EAP programme and Mental Health First Aid support network. Our occupational health services provide expert advice to help manage the impact of ill-health on work and adapt work to the individual health needs of our people. We measure our success in providing a diverse, inclusive, and healthy workplace by a range of metrics: levels of representation in our workforce; promotions; programme participation levels; external accreditations; and employee perceptions of fairness and equal opportunity.



“
Bellrock were supportive when I returned from my last maternity leave, with keeping-in-touch days and flexible working to fit around my needs. They have been brilliant helping me prepare for my next maternity leave, involving me in planning my maternity cover and ensuring that I understand I have a clear career path ahead of me upon my return.
Jenni Winslade Head of Safety & Sustainability
 ”

Health & Safety

Health and Safety is a core value that is set in context with all other business objectives, to ensure the health, safety, and welfare of all our people and others who may be affected by our activities. In the first half of the year, we had 3 RIDDOR, 48 no Lost Time Accidents, and 2 Lost Time Accidents. By year-end, we were excited to announce the achievement of our health and safety milestone of 1 million hours worked without a lost-time incident for the last 185 days of the year.

Driver Safety

Driving is the most dangerous work activity that most people do, as responsible employer, we provide our employees with safety guidance in our Driver Safety Handbook. Our vehicles are serviced regularly and in accordance with manufacturers recommended service intervals and have annual MOT tests for vehicles over 3 years old. We advise all our colleagues to follow the same vehicle maintenance procedures as our fleet. We recommend that our colleagues have their eyesight checked every year and follow all the safety advice within the handbook.

Creating Social Value in Our Supply Chains

As a leading provider of technology-lead property and facilities management services, we aim to be an ethical business partner engaging local smaller businesses and traders throughout our supply chain. We aim to keep money within the communities where we work. Just over 75% of our supply chain are either Micro or SME companies and over 30% of our suppliers are sourced locally where we operate.

We believe in the principles of improving the lives of our customers, our colleagues, and the communities in which they reside through our business actions and activities.

Our Social Value Policy underpins our business approach and has been developed with the following in mind:

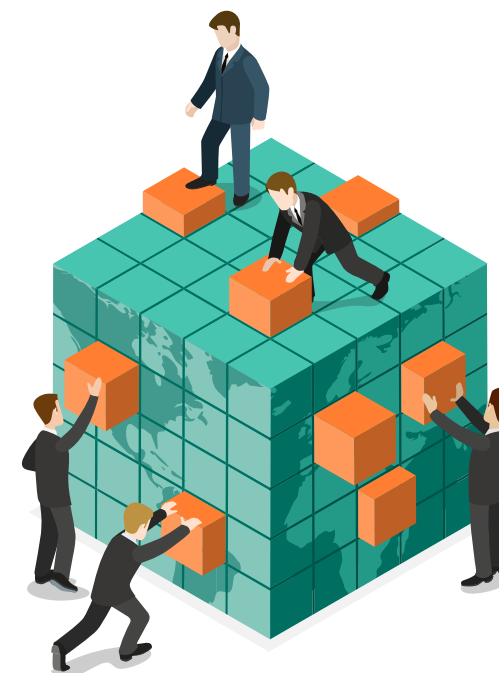
- To deliver long term and sustainable value in relation to the economic prosperity, environmental efficiency, and social wellbeing of the communities in which we operate
- To align to the best practice approach to Social Value set out in the National TOMs Framework and UK Government Social Value Model
- To comply with the requirements set out in the Public Services (Social Value) Act 2012, supporting our customers in meeting their requirements
- Be transparent and consistent in the way we manage, measure and report on the value this Policy and its supporting initiatives add to local communities

Our Vision

We recognise that our relationships with the communities and our supply chain partners are crucial to the future prosperity, growth, and sustainability of the communities where we work. We believe that by investing in these mutually beneficial relationships our organisation will meet the needs of our customers and local communities.

Our vision is for a community that makes a strong recovery from the impact of COVID-19, that enhances the employment and education opportunities for everyone, that behaves responsibly and ethically, that is safe and healthy to live in, is environmentally sustainable, and makes the best use of technology to enhance daily life. Social Value is critical to each of the three stages of developing and implementing property and facilities management solutions, thus ensuring that the impact of our social value interventions is embedded for the long term.

Our vision will be implemented through our contracts locally and nationally throughout the United Kingdom and Northern Ireland. Our approach will allow us to tailor the delivery of our vision to meet specific needs in consultation with our customers and local communities. We will deliver our social value through our social value framework built around 6 themes, developed into 29 Outcomes and, up to 104 individual measures, to increase value for our customers, our shareholders, our colleagues, and our community. Underpinning our Social Value Framework are our several key social value pledges.



Our Social Value Framework

Theme	Outcome
COVID-19 Recovery	Helping our customers, colleagues and communities recover from the impact of COVID-19
Community Growth	Promote growth and development opportunities for everyone within our community and ensuring that everyone has access to opportunities to develop new skills and gain meaningful employment
Business Responsibility	Acting ethically in our businesses practices and engaging local businesses in our supply chain in the services we provide to customers in the public private sector
Safety & Wellbeing	Working with local communities to create safer, healthier, more resilient places to live, learn, work and play
Environmental Sustainability	Minimising the impact of our activities on the local environment and ensuring environmental performance is embedded in our sustainable procurement practices
Technology Driven Innovation	Improving the operation of our customers estates through smart technological interventions, using innovation to find new solutions to old problems



Our Social Value Pledges

1. Every contract we operate will have in place a bespoke Social Value Action Plan, tailored to the specific needs of the contract and the local community in which it operates.
2. We will partner with a wide range of local SME and VCSE organisations to increase the supply chain delivery of our social value commitments and enhance the communities that they serve.
3. We will strive to promote local employment for local contracts first, provide skills and development opportunities for our colleagues and encourage customers to work with us on giving all staff the national living wage.
4. We will provide volunteering opportunities for our colleagues and supply chain partners to actively participate in the communities, social enterprises, and charities that we support.
5. We will offer professional guidance and advice to all our customers to facilitate a reduction in their carbon, waste, and water impact upon the environment.
6. We will continue to drive a safety-first culture across all the customer estates that we manage.

Monitoring & Reporting on Our Performance

Our performance in delivering our Social Value Framework, including the specific measures, will be monitored, and reported annually, or in accordance with specific contractual requirements. At the organisational level, this will be captured in our existing Environmental, Social and Corporate Governance reporting (ESG), including existing reporting requirements such as SECR.



Supporting Our Communities

We proactively engage with community partners, groups and individuals including helping local community groups through our Bellrock employee volunteer days.

Alzheimer's Research UK

Supporting charities is an integral part of our business. We select causes that are close to our hearts so everyone feels truly passionate about supporting the organisation. In FY20 Bellrock employees chose Alzheimer's Research UK as our charity. Before lock-down, we held various events to collect donations to contribute to the funding of ground-breaking research to vital projects to beat dementia. These events include cake sales, dress down days, volunteering on fundraising days and campaigns.

India Community Support

During the year our colleagues in India used the funds raised by staff to purchase and distribute over 400 meals to the most vulnerable in the local community.



Our Hidden Heroes

I'm Stephen Lawrence; Senior Area Site-Supervisor at Bellrock. Currently in my tenth year with the company, I'd previously worked in the newspaper industry for 23 years – and also enjoyed a few years after that as an owner of a local sweet shop.

Since joining the team at Kaizen Primary in East London, I've never looked back. Having lived in the area all my life, it's been a joy to bring a touch of the countryside to the daily lives of the students.

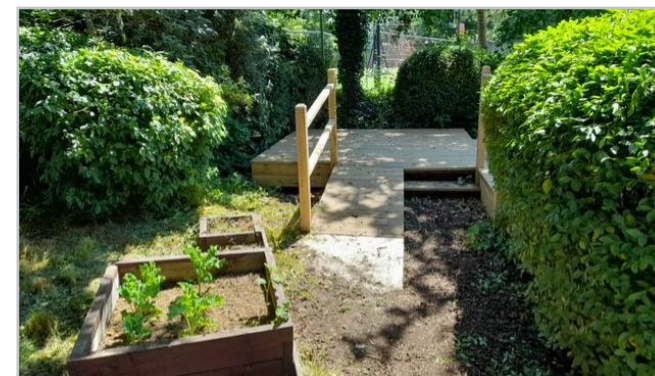
As part of the initiative to invite the natural world into the school grounds, I maintain a pond to a high standard. This serves as an educational aid to children – I'll often wade in myself for show-and-tell, giving the kids a chance to get up close to the wildlife that makes its home at our school. We'll also nurture vegetables and flowers in the planters I've set up for communal use.

Additionally we've created a 'forest-school', featuring pear and apple trees, a greenhouse, and a wildlife den. For foundation-age children I'll bury coins in the mud-pit for them to dig up.

At Plaistow Primary I have encouraged the site supervisors to start the same work with the students. We've had a new pond installed and are hoping that the new plants will become established there. I've also taken some fish, frogspawn, and newts from Kaizen to start the process of growth.

Plaistow has an unused tree trail at the back of the pond which the school are hoping to turn into a mini forest for the students to explore. Also, they have just bought into an edible garden project, which we are all excited about. The site supervisors have taken this project in hand we're all excited to see what we can achieve.

Seeing the children smile and laugh is so rewarding, and I feel I, along with Bellrock, are giving something back.



West Berkshire Community Hospital

We are contracted to maintain the grounds and gardens on site. On the grounds, there is a vast area that is left as meadow and cut just once a year. This has provided a natural habitat for many wildlife. Foxes, deer, rabbits and hares have been captured on CCTV system from time to time.

The Balancing Ponds

We built two balancing ponds to capture the rainwater that would have drained from where the hospital is situated now. They have been left completely alone for the 17 years since the Hospital was opened and consequently has tall reeds and grasses growing in it and is home to many wildlife. Large colourful dragonflies have been spotted about the water and beyond.

The Therapy Garden

The therapy garden was created to provide an area where patients could be taken outside and given therapy treatment by the clinical staff. Unfortunately, the design was very basic and the area was not used to its fullest potential. In 2013 a major

upgrade to the garden was made. A local architect designed a new purposeful layout that the clinicians could use and that would also make the area accessible to staff at lunchtimes. We provided the groundworks at cost and an army of volunteers was found to maintain the garden. In 2014 the garden was officially opened by HRH Princess Royal and today is a thriving and much-loved area of the Hospital. Our Chef/ Manager is often seen picking the herbs, vegetables and fruits for inclusion in the Hospital menus. The patients have remarked that this is a great thing to see from their Hospital beds.

The Inner Courtyards

Since the Hospital was opened in 2004, the Thatcham Women's Institute (WI) have been maintaining the varied plants and shrubs in the inner Courtyards. In 2018, we facilitated the upgrade of the plants along in conjunction with its grounds maintenance contractor and the WI. Today, the inner courtyards provide a welcome haven for both staff and visitors from the hustle and bustle of a busy community hospital.



Future Projects

The NHS Trust is very proud to have been selected as the first NHS site in England to have a tiny forest planted on one of its sites. In November 2021, planting of over 600 saplings will begin in an area no bigger than a tennis court. The location of the forest will be close to our biggest balancing pond which is hoped to be linked in some way to the forest in the foreseeable future. We have committed our help in this project – initially with help from the on-site facilities team and the promise of more once the project is underway. For more information on the Tiny Forests, a good place to start is the Witney Town Council website where their town was one of the first to have one.

Low Maintenance Garden

Plans are afoot to provide a low maintenance, volunteer-led, garden in front of one of the wards of the Hospital. This will provide another accessible area that patients can go to on the grounds. This will also overlook the new Tiny Forest in the future.

Rainbow Garden

An area of unused lawn at the back of the Bellrock Main Kitchen is being converted into a low maintenance garden with a patio and French doors leading from one of the Rainbow Rooms. The Rainbow Rooms are primarily used for palliative care. We have already facilitated the painting of the back of the Kitchen with a sky colour and a lovely mural has been painted on it. Later in 2021 the British Army will be volunteering its help in laying the lawn to artificial turf to enable wheelchair users to access the entire lawn and planters.



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