



ESG

Impact report

2022



A carbon neutral
business since 2020





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About this report

We are proud to introduce Bellrock's third Environmental, Social and Corporate Governance (ESG) Impact Report for 2022. We strive to conduct business in a way that is both ethical and professional and supports our customers' strategic ESG goals. We believe in weaving ESG into the very core of our business approach to make a positive impact with all our stakeholders, including our clients, the communities within which we operate, our suppliers and the environment.

The information disclosed in this report relates to the operations of the Bellrock Group and its subsidiaries for our financial year-end in December 2022. This report has been compiled in accordance with our views and actions on ESG and its goals are aligned to statutory regulations, industry standards and

trends and support 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, we support 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. We are ISO 9001 (Quality Management), 14001 (Environmental Management), 45001 (Occupational Health and Safety Management), and ISO/IEC 27001 (Information Security Management) accredited.

Frameworks and accreditations



About us

More than 200 years ago, the Bell Rock Lighthouse was built off the eastern coast of Scotland – the birthplace of our namesake centuries later. The design for the lighthouse, the world's first at sea, was originally shelved because it was considered too radical. Today, it is the world's oldest working sea-washed lighthouse, a historic beacon from 1811 of what can be achieved with perseverance and ingenuity. Indeed, it is a feat that inspires the very ethos of our company. At Bellrock Property and Facilities Management, we too look at things with a new perspective, challenging the industry and the status quo.

Our vision is to provide peace of mind through compliant facilities and property management services delivered by our technology-led professional expertise.

6

core areas underpin our strategic vision: Education, Healthcare, Local and Central Government, Retail and Leisure, Commercial and Property Management.

5%

year-on-year increase in the number of employees at Bellrock, reaching 1,625 people this year.

15%

year-on-year growth in the number of sites where Bellrock operates, climbing to 86.

4,000+

partners are in Bellrock's supply chain this year, more than doubling on 2021.

≈ 50%

of the partners in our supply chain are Safe Contractor Accredited and the remaining are suppliers for smaller and more specific jobs.

Innovative.

Transparent.

Compliant.



Paul Bean, CEO, Bellrock

“Net Zero is a rallying cry for us to leverage ESG to make a resoundingly positive impact by 2025 – one we certainly intend to heed.”

Reinforcing our North Star

More than ever, collaboration is the ultimate ingredient to success in ESG. Each member of our team underpins the goals discussed throughout our third annual ESG report. We do not manufacture or build anything, so people are our engine of growth – and have been for decades.

We deliver our services through our employees and the supply chain partners we engage with, as well as our customers and communities. All are deeply valued links in the evolution of our ESG. Without their collective dedication, creativity and action, the words on the pages in this report would remain just that.

The past three years of data collection, in-depth analyses, goal setting and teamwork

across the business have guided our efforts for maximum impact. Our investment in time and cost is a strong indication of our strategic and emotional commitment. We pledge to work hard to ensure the targets detailed in this report result in real action up to 2025 and beyond.

The journey to Net Zero is undeniably the greatest challenge modern civilization has ever faced. This is true for every country and every company, including us. Whilst there may be many more questions than answers right now, we must all leverage Net Zero to create a robust ESG ecosystem which propels real change in the next two years.



Jennifer Winslade, Head of Group Safety and Sustainability

Harnessing our fresh momentum

We are at a unique juncture in Bellrock's long history. Instilling ESG across every facet of our business is – and will continue to be – a challenge but it is a positive step which will fundamentally improve our offering. It also enables us to keep pace with rapid global developments and strengthen the long-term relevance of all our operations whilst pursuing a preliminary target of Net Zero by 2040.

Our journey, like many others, started amidst the impact of Covid-19. Inevitably, this altered some of our business processes, the effect of which we still felt this year. However, it also enabled us to accelerate our sustainability performance in some areas, such as improving energy efficiency by reducing office space, providing flexible working conditions for employees, consolidating our recent

acquisitions and streamlining the relationships with our 4,000-plus suppliers.

Looking ahead, we are keen to capitalise on this momentum. At Bellrock, our three years' worth of detailed ESG Reports means we have a well-equipped toolbox to reach our full potential. We must keep moving forward – faster, smarter and more dedicated than ever.

“ESG is how we create a more commercially resilient and socially valuable future for everything we do at Bellrock.”

A carbon neutral business

Carbon emissions are the primary cause of global warming and climate change. As such, we fully support the UK Government's target to be Net Zero by 2050 and here at Bellrock, we have set a preliminary target of Net Zero by 2040.

Once we have completed our Scope 3 emissions in 2023, following our recent acquisition of Carbon Architecture, we will be able to confirm our 2040 target. Setting a Net Zero goal involves calculating a comprehensive carbon emissions footprint that goes beyond Scope 1 and 2 (emissions from gas usage, owned and leased vehicles, as well as our electricity usage) to include Scope 3 (upstream and downstream) emissions. The latter typically accounts for 80-90% of overall emissions. It is an in-depth and detailed process, which we are committed to doing as transparently and as comprehensively as possible.

Tackling our rise

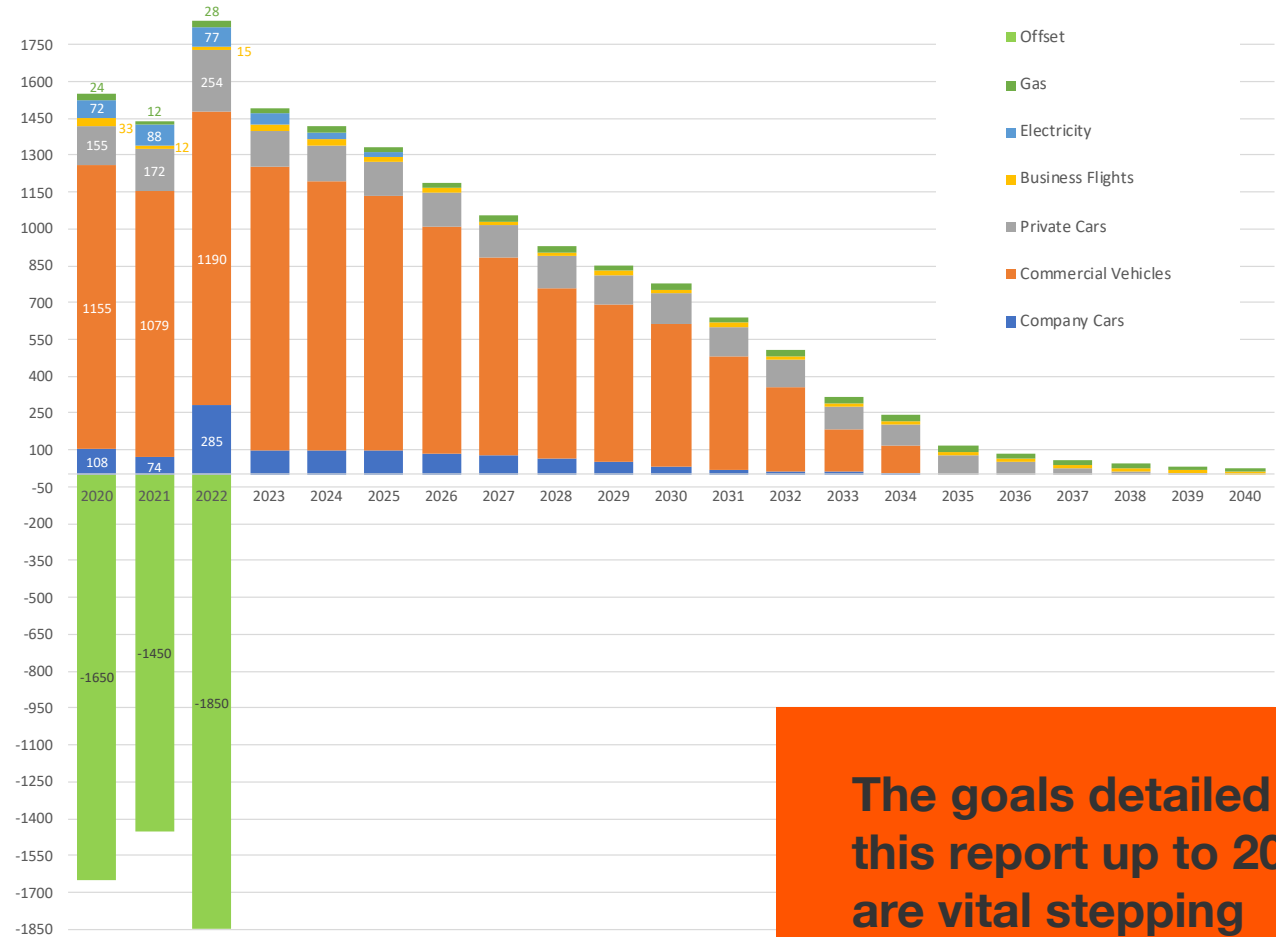
Our carbon footprint increased in 2022 in line with the company's growth, including acquisitions and an increase in employee headcount. While flexible working has enabled us to reduce overall office space, we are still focused on how to reduce the carbon impact derived from employees' work-related travel. Tracking intensity ratios is key to understanding if our efforts are having the desired effect. So far, it is encouraging to report a decrease in gross CO₂ emissions per employee, despite a 5% year-on-year rise in staff numbers.

The ongoing impact of the Covid-19 pandemic was also greater than we anticipated in terms of CO₂ emissions, especially regarding supply chains. For example, our plans to increase the number of electric vehicles (EVs) in our commercial fleet – currently accounting for

82% of the company's total carbon footprint – has been delayed by availability issues. Plus, we needed more vans as Bellrock's business and services expanded with recent acquisitions. This means the anticipated reduction in CO₂ emissions from transport has not yet been fully achieved.



Net Zero Glidepath



The goals detailed in this report up to 2025 are vital stepping stones in our journey to becoming Net Zero.

Our carbon offsets

We offset 1,850 tCO₂e through high quality programmes to maintain our carbon neutral status, which is a 20% year-on-year increase in offsetting for the reasons detailed above. Nevertheless, we are dedicated to meeting the clear goals detailed in this report to make strong inroads towards reducing our carbon footprint by 2025.

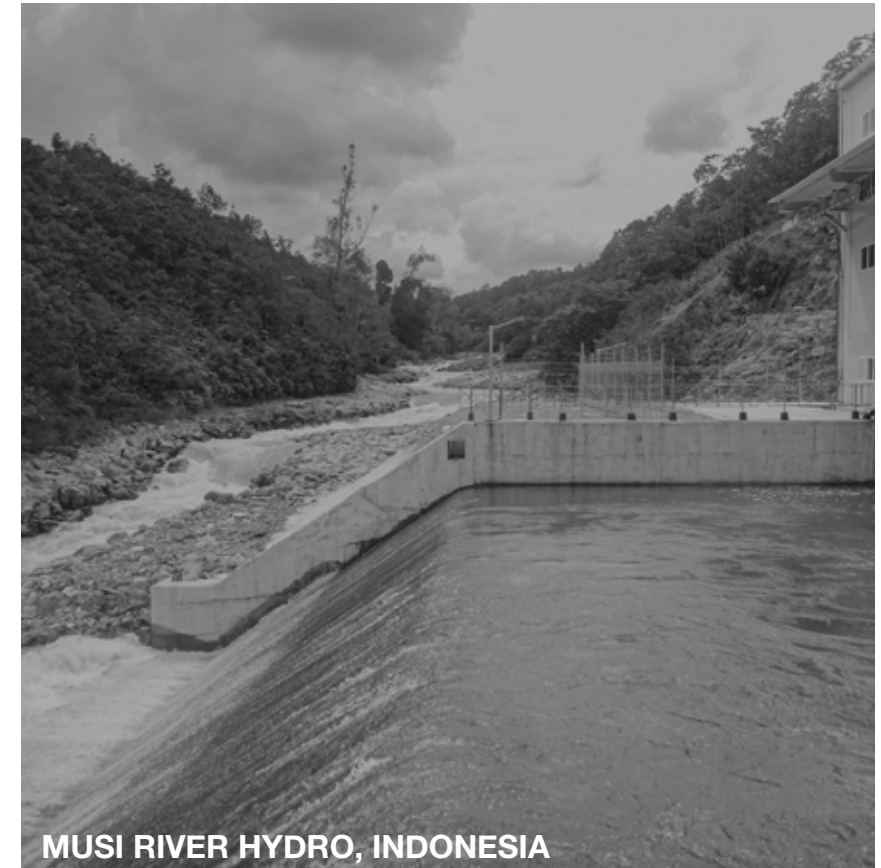


GYAPA COOKSTOVES PROJECT, GHANA

740 tCO₂e

Image source: Gold Standard

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



MUSI RIVER HYDRO, INDONESIA

500 tCO₂e

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





BRASCARBON METHANE RECOVERY PROJECT, BRAZIL

340 tCO₂e

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



3 GOOD HEALTH AND WELL-BEING



8 DECENT WORK AND ECONOMIC GROWTH



13 CLIMATE ACTION



BOREHOLE PROEJCT, WESTERN ZAMBIA

250 tCO₂e

Image source: CO₂Balance

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



3 GOOD HEALTH AND WELL-BEING



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



13 CLIMATE ACTION

Supporting the United Nations Sustainable Development Goals

In September 2015, the 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) resulted from an international multi-stakeholder engagement process involving governments, businesses, civil society and citizens. The business community play an integral role in achieving these global development ambitions. 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.



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



Sustainable Supply Chain Partnerships

- Sharing sustainability best practice principles
- Promote ethical procurement



Sustainable Customer Partnerships

- Sharing sustainability best practice principles

Water Conservation

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



Environmental Stewardship

- Minimise our impact on the environment
- Sustainable procurement practices
- Technology driven innovation
- Improving the operation of our customers' estates through smart technology



Our People

- Diversity, Inclusion and Wellbeing
- Learning and Growth
- Health and Safety



Reduce inequality within and among countries

Safety and Wellbeing

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

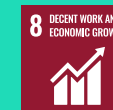


Community Growth

- Promote growth and development opportunities for everyone within our community

Business Responsibility

- Ethical business practices



Explaining the United Nations Sustainable Development Goals



3. Good health and well-being

Ensure healthy lives and promote well-being for all at all ages.

Despite great strides in improving people's health in recent years, inequalities in health care access still persist. The Covid-19 pandemic is throwing progress even further off track. More than five million children die before their fifth birthday every year. 16,000 children die each day from preventable diseases such as measles and tuberculosis. Every day, hundreds of women die during pregnancy or from child-birth related complications.

These deaths can be avoided through prevention and treatment, education, immunization campaigns, and sexual and reproductive healthcare.

The Sustainable Development Goals (SDGs) make a bold commitment to end the epidemics of AIDS, tuberculosis, malaria and other communicable diseases by 2030. The aim is to achieve universal health coverage, and provide access to safe and affordable medicines and vaccines for all.

4. Quality education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Enormous progress has been made in achieving the target of universal primary education with 91% enrollment in 2015. However, 258 million children and youth of age 6 to 17 were still out of school in 2018 and more than half of children and adolescents are not meeting minimum proficiency standards in reading and mathematics. In 2020, as schools closed due to Covid-19, an estimated 90% of all students were out of school, with at least 500 million of those left without access to distance learning options.

In addition to free primary and secondary schooling for all boys and girls by 2030, the aim is to provide equal access to affordable vocational training, eliminate gender and wealth disparities, and achieve universal access to quality higher education.

Education is the key that will allow many other Sustainable Development Goals (SDGs) to be achieved. When people are able to get quality education they can break from the cycle of poverty.

Education helps to reduce inequalities and to reach gender equality. It also empowers people everywhere to live more healthy and sustainable lives. Education is also crucial to fostering tolerance between people and contributes to more peaceful societies.

5. Gender equality

Women and girls represent half of the world's population and therefore also half of its potential. But gender inequality persists everywhere and stagnates social progress.

On average, women in the labor market still earn 23% less than men globally. On average, women spend about three times as many hours in unpaid domestic and care work as men.

Sexual violence and exploitation, the unequal division of unpaid care and domestic work, and discrimination in public office, all remain huge barriers. All these areas of inequality have been exacerbated by the Covid-19 pandemic: there has been a surge in reports of sexual violence, women have taken on more care work due to school closures, and 70% of health and social workers globally are women.

As of 2014, 143 countries have guaranteed equality between men and women in their constitutions, but 52 have yet to take this step.

Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.

6. Clean water and sanitation

Ensure availability and sustainable management of water and sanitation for all.

Access to water, sanitation and hygiene is a human right. Yet billions are still faced with daily challenges accessing even the most basic of services.

Water scarcity affects more than 40% of the world population and is projected to increase with the rise of global temperatures as a result of climate change.

Globally, 3 in 10 people lack access to safely managed drinking water services. And 6 in 10 people lack access to safely managed sanitation facilities, leaving an estimated 3 billion people without basic handwashing facilities at home, a critical need to prevent infection and contain the spread of Covid-19.

Investments in infrastructure and sanitation facilities; protection and restoration of water-related ecosystems; and hygiene education are among the steps necessary to ensure universal access to safe and affordable drinking water for all by 2030.

Explaining the United Nations Sustainable Development Goals



8. Decent work and economic growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Multiple crises are placing the global economy under serious threat. Global real GDP per capita growth is forecast to slow down in 2023 and with ever increasing challenging economic conditions, more workers are turning to informal employment.

Globally, labour productivity has increased and the unemployment rate has decreased. However, more progress is needed to increase employment opportunities, especially for young people, reduce informal employment and labour market inequality (particularly in terms of the gender pay gap), promote safe and secure working environments, and improve access to financial services to ensure sustained and inclusive economic growth.

The global unemployment rate declined significantly in 2022, falling to 5.4% from a peak of 6.6% in 2020 as economies began recovering from the shock of the Covid-19 pandemic. This rate was lower than the pre-pandemic level of 5.5% in 2019.

A persistent lack of decent work opportunities, insufficient investments and under-consumption contribute to the erosion of the basic social contract: that all must share in progress. The creation of quality jobs remain a major challenge for almost all economies.

9. Industry, innovation and infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

The manufacturing industry's recovery from Covid-19 is incomplete and uneven. Global manufacturing growth slowed down to 3.3 per cent in 2022, from 7.4% in 2021.

The share of manufacturing in Least Developed Countries (LDCs) remains low, posing a serious challenge to the target of doubling industry's share of GDP by 2030. However, medium-high and high-technology industries demonstrated robust growth rates.

As of 2022, 95% of the world's population was within reach of a mobile broadband network, but some areas remain underserved.

Investments in infrastructure – transport, irrigation, energy and information and communication technology – are crucial to achieving sustainable development and empowering communities in many countries.

To achieve Goal 9 by 2030, it is also essential to support LDCs, invest in advanced technologies, lower carbon emissions and increase mobile broadband access.

11. Sustainable cities and communities

Make cities and human settlements inclusive, safe, resilient and sustainable.

Half of the world's population live in cities. This is projected to reach 70% by 2050.

In the developing world, the rapid growth of cities, along with the increasing rural to urban migration, has led to a boom in mega-cities. In 1990, there were ten mega-cities with 10 million inhabitants or more. In 2014, there are 28 mega-cities, home to a total of 453 million people.

This rapid urbanisation outpaces the development of housing, infrastructure and services, which led to a rise in slums or slum-like conditions. In 2020, an estimated 1.1 billion urban residents lived in slums or slum-like conditions. Over the next 30 years, an additional 2 billion people are expected to live in such settlements.

Sustainable development cannot be achieved without significantly transforming the way urban spaces are built and managed.

Making cities safe and sustainable means ensuring access to safe and affordable housing, upgrading slum settlements, investing in public transport, creating green spaces, and improving urban planning and management in a way that is both participatory and inclusive.

12. Responsible consumption and production

Ensure sustainable consumption and production patterns.

If the global population reaches 9.8 billion by 2050, the equivalent of almost three planets will be required to provide the natural resources needed to sustain current lifestyles.

Global crises triggered a resurgence in fossil fuel subsidies, nearly doubling from 2020 to 2021.

In 2021, governments spent an estimated \$732 billion on subsidies for coal, oil and gas, nearly doubling the \$375 billion spent in 2020.

In 2021, although 828 million people were facing hunger, 13.2% of the world's food was lost after harvest along the supply chain from farm to consumer.

The trend towards sustainability reporting is on the rise, with around 70% of monitored companies publishing sustainability reports in 2021.

In 2022, 67 national governments reported to the United Nations Environment Programme on the implementation of sustainable public procurement policies and action plans, a 50% increase from 2020.

Support should be provided to developing countries to move towards more sustainable patterns of consumption by 2030.

Explaining the United Nations Sustainable Development Goals



13. Climate action

Take urgent action to combat climate change and its impacts.

Climate change affects every country on every continent. It is caused by human activities and threatens the future of our planet. With rising greenhouse gas emissions, climate change is occurring at rates much faster than anticipated and its effects are clearly felt world-wide.

The impacts include changing weather patterns, rising sea level, and more extreme weather events. If left unchecked, climate change will undo a lot of the progress made over the past years in development. It will also provoke mass migrations that will lead to instability and wars.

Between 2010 and 2020, highly vulnerable regions, home to approximately 3.3–3.6 billion people, experienced 15 times higher human mortality rates from floods, droughts and storms compared to regions with very low vulnerability.

Sea levels continued to rise in 2022, reaching a new record since satellite measurements in 1993.

Affordable, scalable solutions are now available to enable countries to leapfrog to cleaner, more resilient, and low-carbon economies.

Climate change is a global challenge that requires coordinated international cooperation.



14. Life below water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

Oceans cover three-quarters of the Earth's surface, contain 97% of the Earth's water, and represent 99% of the living space on the planet by volume.

The world's oceans provide key natural resources including food, medicines, biofuels and other products; help with the breakdown and removal of waste and pollution; and their coastal ecosystems act as buffers to reduce damage from storms.

However, marine pollution is reaching alarming levels, with over 17 million metric tons clogging the ocean in 2021, a figure set to double or triple by 2040.

Currently, the ocean's average pH is 8.1, about 30% more acidic than in pre-industrial times. Ocean acidification threatens the survival of marine life, disrupts the food web, and undermines vital services provided by the ocean and our own food security.

Careful management of this essential global resource is a key feature of a sustainable future. This includes increasing funding for ocean science, intensifying conservation efforts, and urgently turning the tide on climate change to safeguard the planet's largest ecosystem.



17. Partnerships for the goals

Strengthen the means of implementation and revitalise the global partnership for sustainable development.

The 2030 Agenda for Sustainable Development is universal and calls for action by all countries – developed and developing – to ensure no one is left behind. It requires partnerships between governments, the private sector, and civil society.

The Sustainable Development Goals can only be realised with a strong commitment to global partnership and cooperation.

The total external debt of low- and middle-income countries reached \$9 trillion in 2021, recording a 5.6% increase from 2020.

In 2022, global exports increased sharply by 12.3%, and global trade reached a record \$32 trillion.

In 2022, net ODA flows by member countries of the Development Assistance Committee (DAC) reached \$206 billion.

To be successful, everyone will need to mobilise both existing and additional resources, and developed countries will need to fulfill their official development assistance commitments.



Environment: The transition plan

Our Goals to 2025

Highlights

Goals by 2025

SDGs

Status

**Power**

- Appoint ten Energy Champions
- Energy meters in 70% of total client contracts
- Building surveys at our offices; Leicester and Sheffield
- Replace all clients' lights with LEDs



Making progress

**Waste**

- 100% of clients have a recycling segregation bin programme
- 100% of waste streams from our eight offices diverted from landfill
- 33% reduction in carbon emissions from construction materials
- 50% reduction in our single-use plastics
- Educational programmes for employees and clients to reduce waste



Making progress

**Water**

- 25% reduction in our water consumption
- Water saving awareness programme rolled out to our clients

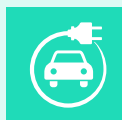


Making progress

Goals by 2025

SDGs

Status

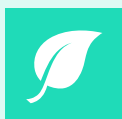


Transport

- 15% of our commercial vehicle fleet are EVs
- 15 EV chargers across our offices



Making progress



Nature

- 75% of tenders have accountable biodiversity goals
- Initiatives to support 100% of green spaces at our offices
- Initiatives to support 30% of green spaces at clients' offices
- 50 bird, bat, bee and insect boxes across our sites
- Youth-based programme to raise awareness of nature



Making progress

Highlights in 2022



 **378,000km**

of driving in a diesel car is the equivalent saving we achieved with our year-on-year carbon saving¹ – **the same distance as a one-way trip to the moon.**



#1

Our monthly Green Moments bulletin **helps keep our employees abreast of key issues**, with the ECEC Electricity Supply emergency code for winter blackouts receiving the most attention last year. Our communication on general preparedness was welcomed amid an environment of sensationalised winter news coverage.

Sources: ¹Crown Oil.



Social: Fostering Inclusive Growth

Our Goals to 2025

Highlights

Goals by 2025

SDGs

Status



Careers

- Embed new People Strategy
- Appoint ten Social Champions
- 50% of Line Managers to receive Leadership and Development Training
- 95% of all in-house training courses to be completed by all employees
- Formal review and actions following biannual staff surveys
- 50% reduction in annual voluntary turnover
- 75 apprentices across business



Making progress



Let's talk

- 95% participation rate in annual Employee Engagement Survey
- 50 mentee-mentor partnerships under an organised framework
- 50% increase in users of Workplace



Making progress



Mental health

- 30 Mental Health First Aiders
- Establish Mental Health First Aider Network
- 20 Health and Wellbeing Champions
- Benefit benchmarking for all employees



Making progress

Goals by 2025

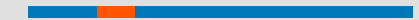
SDGs

Status



Diversity, equality and inclusion (DE&I)

- Appoint two DE&I Champions
- Volunteer-led DE&I Committee
- Annual Gender Pay Gap report
- Ensure full disabled access at all Bellrock's offices
- Ensure full disabled access at all clients' offices
- Improve diversity across recruitment practices
- Impact assessment of employment policies and processes

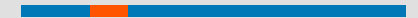


Making progress



Community

- Appoint two Charity Champions
- 30% of staff to utilise their annual Charity Day
- Annual £50,000 donation to chosen charities



Making progress

Highlights in 2022

Let's talk

Connectivity is vital to our ESG journey

#1



As part of our new **People Strategy**, we **launched a career website**. This includes streamlining the process with an applicant tracking system, enabling us to better understand what potential employees need and want.

2

tracks make up our newly-launched Performance and Development Review process – a cornerstone of our future talent development. **PDR Lite** is appropriate for frontline employees at Level 1 and 2 and **PDR** is a fuller version for employees at Level 3+ who have **career aspirations within Bellrock**.

15,000



people viewed our new careers website in November alone – our most recent 2022 data harvest – with 760 applicants. The primary focus was to attract new talent into the business, underpinning the messaging on Bellrock's website and becoming our shop window. This enhanced mode of communication means we have filled many positions in-house, uplifting our employees and reducing the need and cost of recruitment agencies.

7 modules on **soft management skills** were included in the newly launched Managers' Skills Programme.



Boosting ambition

Continually elevating our apprenticeships

6.1%

of our apprentices
are aged 50 and
above.



8.2%

of our apprentices are
under 20 years old.

2027

is when some of **today's
apprentices will
complete their training**,
highlighting the longevity
and in-depth nature of the
training.



15



apprenticeship courses are currently running across Bellrock's business. The most participants are completing the Facilities Management Supervisor Level 3 programme (25%), while 14% are completing the Facilities Manager Level 4. The Operations Departmental Manager Level 5 and the Facilities Management SCQF Level 7 (Scotland) share third place, with 10% of apprentices.

Sources: ¹Crown Oil.

48

apprentices are working in
Bellrock, with **21 joining in
2022 alone.**



**There is no finish line in our learning, which
is why we believe in apprenticeships —
learning widely, broadly and deeply.**



Lucy Webster

Supplier Transitional Lead, Bellrock

Eighteen months of commitment resulted in a real win for my career – achieving the CIPS Level 3 Advanced Certificate in Procurement and Supply. I completed my training in October 2022 and now feel equipped to take the next step professionally. I learned such a vast amount about the procurement and supply chain, all of which has helped me do my day-to-day job more effectively. I found the contracts and tenders side very interesting; so much so that both are now incorporated into my job description. Following my apprenticeship, I am now a Supplier Transitional Lead. I look after a large retail client, which includes developing and managing supplier relationships to ensure everything runs

as smoothly as possible. Minimal disruption is the aim! The apprenticeship has also had a broader impact on my learning, such as how to approach different stakeholders and how to elevate my communication and negotiation skills. Learning outside of work is deeply important, too. Trying to learn around working hours is difficult, but even setting an hour aside one night a week or at the weekend can help during exams. As I look ahead, one of my key goals is to continue doing the CIPS courses...until I have completed them all!



Mitchell Tudor

Mitchell Tudor, Maintenance Engineer

I'm a few months into my four-year apprenticeship to become a Level 3 Electrician & Maintenance Electrician, so I've just started my journey! I aim to complete my second apprenticeship at Bellrock in September 2026. My inaugural apprenticeship at Bellrock was as a Level 2 Engineering Operative from February 2020-May 2021, for which I achieved a distinction. My current apprenticeship is my next step in progressing as a qualified and competent electrician within the team, which I am very excited to achieve. My

first apprenticeship was instrumental in enabling me to complete this four-year apprenticeship as it meant I could test out each trade and pin down the elements I enjoyed. A four-year apprenticeship is long by any standard, so being highly motivated and focused is essential. I thoroughly enjoy learning from my experienced colleagues and I appreciate all the support they give me. Continually learning is so important, so I have my eye on completing a Testing and Inspection course as well.





What do you think?

Our Employee Engagement Survey



88%

of staff enjoy their work at Bellrock



77%

Nearly all employees are determined to give their very best each day – a resoundingly positive result



80%

said the work they do feels meaningful and worthwhile



85%

have a strong and positive working relationship with their manager



60%

feel praised and recognised for the work they do and believes Bellrock actively engages with its diverse range of employees; a %age we are committed to raising



56%

believe the company is interested in their wellbeing, which is why we have taken immediate steps to improve our wellbeing offering from 2023



85.3%

The highest level of engagement in the survey was from the HR, Safety and Sustainability Team



Beacon Awards

Celebrating the best of the best

More than 350 employees voted in our annual Bellrock Awards, where CEO Paul Bean and the entire company shine a much-deserved spotlight on the nominees and the winners for their excellent work throughout the year.



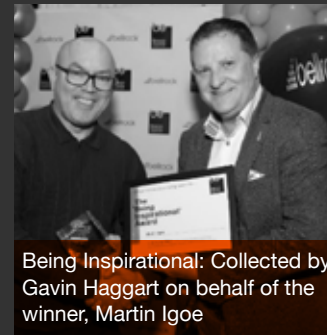
Being Customer Focused:
Winner – Jessica Smith



Being Innovative:
Winner – Chris Holland



Being Safe: Winner – Collected
by Jason Faulkner on behalf of
the winner, Robin Perry



Being Inspirational: Collected by
Gavin Haggart on behalf of the
winner, Martin Igoe



Being One Team:
Winner – His Majesty's Treasury



Being the Future: Winner –
Collected by Greg Robinson on
behalf of the winner, Agne Petrike



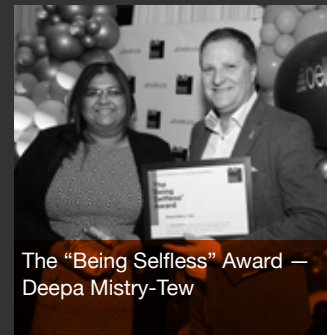
CEO's Award:
Winner — Maureen Kempton



The "Being Selfless" Award —
Jonathan Hartill



The "Being Selfless" Award —
Donna Sidey



The "Being Selfless" Award —
Deepa Mistry-Tew



The "Being Outstanding" Award
— Ashley Barry

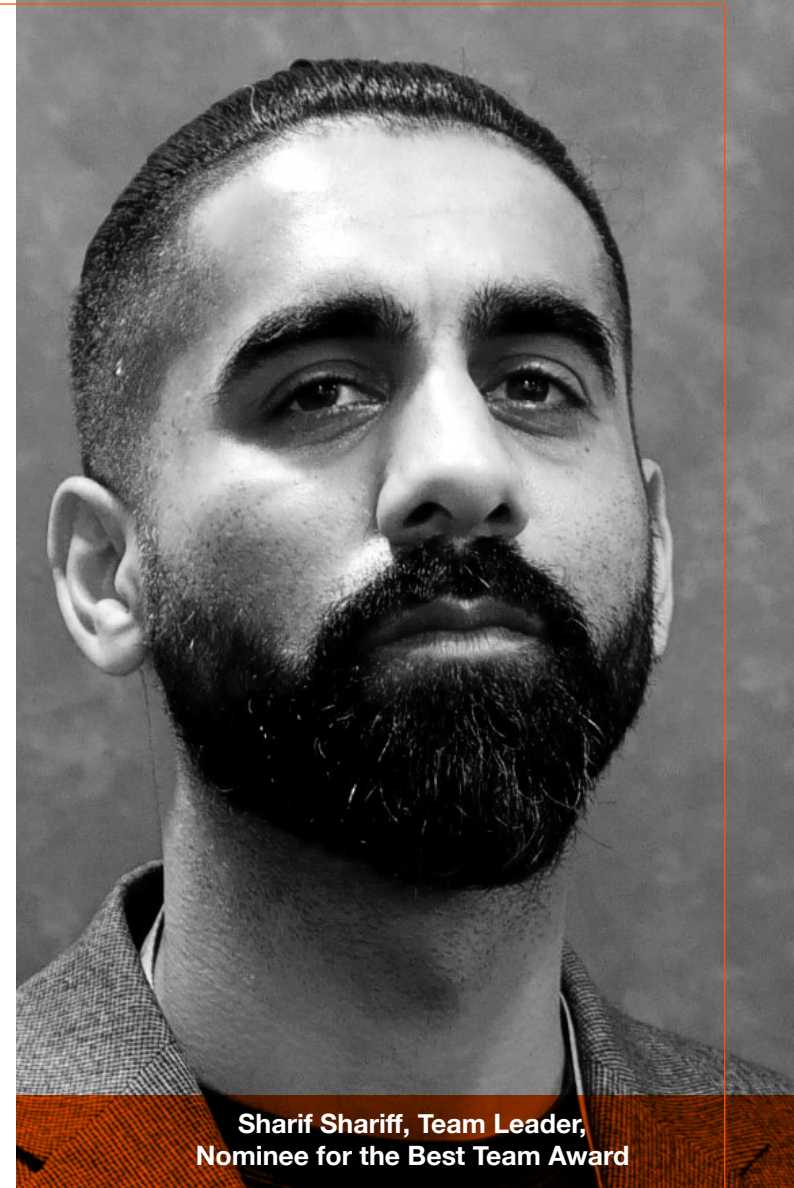


The "Being Outstanding" Award
— Paul Ward

Seamlessly overseeing multiple projects simultaneously to meet maximum efficiency and safety — ranging from office renovations to sustainability initiatives — undeniably comes from more than 15 years' experience as a Facilities Manager. However, I would say it would be impossible without the strength of my team. It is an honour to be part of such an outstanding group.

Our nomination for the Best Team Award is testament to the hard work, dedication and collaboration of our entire unit and it bolsters our collective confidence to tackle new challenges.

For my part, I will continue to work diligently and passionately to support the team in achieving Bellrock's objectives. My belief in the critical need for easy and effective communication means I am grateful to have built and sustained strong relationships with colleagues, contractors and vendors over the years. All these connections are essential to helping operations run as smoothly as possible. I will also keep leveraging my blend of technical, troubleshooting and leadership skills to inspire this brilliant team to keep achieving the best possible results.



**Sharif Shariff, Team Leader,
Nominee for the Best Team Award**



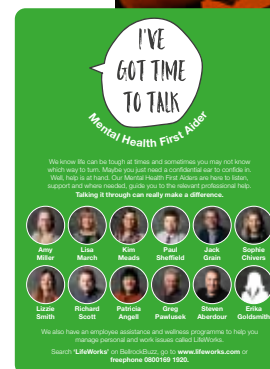
Where's your head at?

Putting Mental Health in the spotlight

Our brains are marvellous creations and they need looking after. Becoming a Mental Health First Aider (MHFA) teaches us about recovery and resiliency – the belief that individuals experiencing challenges can get better and can use their strengths to stay well. It is internationally recognised and in the same way we learn physical first aid, MHFA teaches people how to recognise crucial warning signs and help guide someone to get the right support for them.



MHFA training for Bellrock



12

members of Bellrock's team were trained as MHFAs this year, with many more employees keen to complete the programme in 2023.

5

step action plan lies at the core of the MHFA learning experience, enabling participants to support someone with a mental illness or someone developing symptoms of an emotional crisis.

2

day course is kindly offered by St John Ambulance for free, awarding participants a Level 3 qualification.

25%

of the population in the UK will experience a mental health problem each year. Ensuring they get support if / when they need it in the workplace is imperative.

4

biggest challenges to mental health in most workplaces around the world include workload pressures, tight deadlines, large responsibilities and a lack of managerial support. At Bellrock, we are proactively getting ahead of these strains to create a positive, welcoming and open working environment.

Jack Grain

Safety & Sustainability Advisor

I established Bellrock's MHFA programme, along with Kim Meads, an Executive Assistant at Bellrock. We were overwhelmed with applicants after the launch and we were delighted to gather a diverse group. The

campaign is largely promoted via word of mouth – one of the most effective marketing strategies there is – with awareness highlighted further by staff wearing badges and posters at every site.



Patricia Angell

Mental Health First Aider

Doing right by those in need was the core reason I completed the course in July 2022, especially as I was managing relevant cases in my capacity as HR Business Partner. I wanted reassurance that my approach was correct. I believe the course will help me spot the early signs of a mental health problem and help me intervene as soon as possible. I also wanted to volunteer to show that MHFA is just as important as physical first aid. I strongly encourage others who are interested in the course to follow it through. There could be employees who don't

necessarily want to discuss their issues with HR, but would feel more comfortable speaking with their colleagues. In particular, I'd like to see members of the engineering team come forward to become MHFAs so we can collectively offer support for our male peers, especially across the construction side of the business. Positively managing mental health underpins employees' engagement and benefits the whole ecosystem – employees, employers, customers and the bottom line, to name the key pillars.



Amy Miller

Mental Health First Aider

Understanding the triggers of mental health is very important to me, partly because I've had a team member who struggled and I wanted to feel better equipped to provide valuable support. I completed the MHFA course offered by Bellrock in June 2022; an eye-opening learning experience! Now I have the confidence to help others and hopefully contribute to making a positive difference in somebody's life.

For one, creating a safe and healthy work environment to help people struggling with stress and anxiety helps minimise overall tension and conflict. In turn, this improves work performance and productivity – a positive result for everyone.



All for one, one for all

The importance of Diversity, Equality & Inclusion (DE&I)

Celebrating our differences can unite us as one; therein lies our value system. We understand that supporting DE&I makes ethical and commercial sense. We want to be the best version of Bellrock we can, which means leveraging all the differences that make us special.

In focus: Menopause in the workplace

Women between the ages of 50–64 now represent a significant proportion of the national workforce, which means that approximately 4.4 million working women are perimenopausal, menopausal or post-menopausal. This is a pressing issue when you consider that approximately a third of women will experience severe menopausal symptoms that can impact their quality of life, including their work. At Bellrock, we are trying to support those who need it.

“We know we need to work harder to normalise conversations about menopause and women’s health in the workplace. We need to de-stigmatise these conversations and give managers the tools they need to be empathetic and supportive and help give those affected by menopause the courage to come forward and discuss their issues so that solutions can be found.”

Lisa March, Head of Human Resources, Bellrock



“When Bellrock caught wind of this project, we jumped at the chance to assist.”



Lending a helping hand

Showing up for charities across the nation

£4,160 

was raised by Gavin Haggart, Operations Director (North), as he peddled hard over four days to raise money for Springhill Hospice. In total, he cycled across ten islands on the Outer Hebrides in Scotland.



£460

was raised by Bhavandeep Somal, our ESG and Sustainability Manager, when he swam 15km as part of Swimming Down Dementia in October, in support of Alzheimer's Research UK.



£1,000

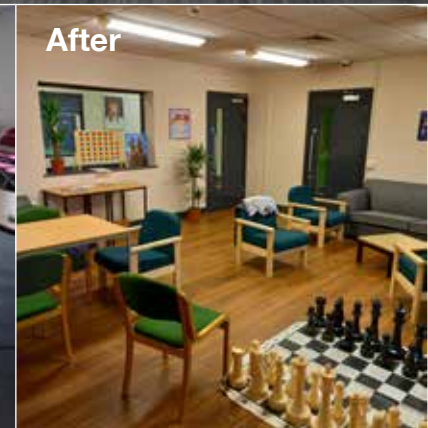
is the donation Bellrock made to Turkey-Syria Earthquake Appeal last February, as well as reminding anyone who may have been affected personally that the Employee Assistance Programme (EAP) is available free of charge, always providing a confidential and professional outlet for any concerns.

In focus: Grab a paintbrush!

We were delighted to support our friends at Kingshurst Academy, part of the Tudor Grange Academies Trust, to create a unique learning environment by transforming a disused area of the school into a space where students are encouraged and excited to learn. The completed project is now known as the Sycamore Centre. We helped provide volunteers, funds to cover the cost of furniture, accessories, paint, books and stationery. We also offered installation, care and maintenance of a planting scheme. We would like to celebrate all those who lent us their DIY skills and their time, be it with a paint brush or a power tool, to create a special zone for the students.

“When Bellrock caught wind of this project, we jumped at the chance to assist. The opportunity to create a safe and welcoming place for the students who just need some extra attention and a chance to express themselves was too good an offer to turn down. Employees from all departments across Bellrock stepped forward and we were very happy to spend two days clearing, cleaning, painting, sorting and lugging to create an environment that we hope the students will love.”

John Williams, Regional Facilities Manager (TGAT), Bellrock



In focus: Run Leicester Festival

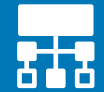


As more than 3,000 runners gave it their all at the Run Leicester Festival, Bellrock's Bhav Somal and Kim Mead donated their time to manage the hundreds of bags and personal items that runners trusted them to store during the event. Most importantly – for the runners, especially – the weather held out!

Governance: Building solid foundations

Our Goals to 2025

Highlights



Goals by 2025

SDGs

Status

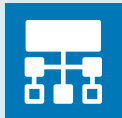
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**ESG**

- Appoint two ESG Champions
- Comprehensive ESG Policy
- ESG Committee with quarterly meetings
- Annual ESG survey to gauge employees' understanding and appetite
- Survey across the supply chain on ESG understanding and appetite



Making progress

**Supply chain**

- An ESG Supplier Roadmap
- Launch of the Allied Partner Programme
- Bi-annual online workshops on ESG for suppliers
- Launch the inaugural Suppliers' Summit
- Audit Bellrock's supply chain to evidence modern slavery



Making progress

**Technology**

- Appoint two Digital Champions
- Formalise training programme with KPIs



Making progress

**Health and safety**

- Reduce accident rate by 30%



Making progress

Highlights

Ever growing, ever collaborating

Bellrock acquired award-winning construction consultancy John Rowan and Partners in July. The company, which is celebrating its 40th anniversary this year, has previously won the Building Magazine Award for Construction Consultancy of the year (under 100 people).

“This acquisition complements our drive to accelerate our growth while adding to our expertise and will provide further enhancements to our service offering within our Technical & Real Estate division to our combined customers.”

Paul Bean, CEO, Bellrock



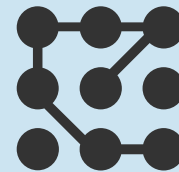
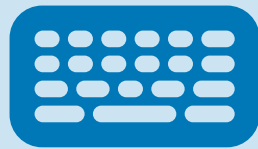
Staying sharp

The importance of digital excellence

Digital efficiency directly feeds into having a sharp competitive edge. It is fundamental to running a safe business in the 21st Century. This is why Bellrock and our flagship technology programme, Concerto, keep abreast of market trends and threats to help keep all our stakeholders — from our employees, to our supply chain, to our partners and more — as safe as digitally possible

11.6m

emails sent throughout the year.



1.3m

data points are checked by the IT team every year.

0

data breaches in 2022.



1,100

work mobile phones for Bellrock's employees now have security software installed.

2nd



year having Cyber Essentials Plus, which continues to pay off. This helps us maintain Bellrock's ISO27001:2013 accreditation, our overall security posture and is a contractual requirement for several customers.



99.9%

uptime since 2017.

1st



deployment of Microsoft Bookings App for customer / building agent to book surveyors online and scheduling appointments this year.

In focus: Safety media

Bellrock provides in-depth information security training and testing for all staff every year, which are supported by cyber security and GDPR training modules. These training modules are accessible via Safety Media, the company's main training portal. We have also upgraded the Barracuda Email Security Gateway to include staff training for spotting SPAM emails and there is a facility to conduct simulated 'Phishing' attempts.

Amidst the price volatility across the UK, we decided to further investigate ways to reduce our full system disaster recovery lead times using Azure and multi-region data centres in the UK. Our critical data is replicated in the data centre at our Leicester office and the Havant Disaster Recovery facility for extra resilience.





Taking the lead

Health and safety



Bellrock was awarded the RoSPA Gold Award for Health and Safety Achievements – the most sought after accolade by organisations across all sectors – for the second year running.

To win the Gold Award demonstrates that we have achieved a very high level of performance, demonstrating well developed occupational health and safety management systems and culture. This includes having outstanding control of risk and very low levels of error, harm and loss.

1st

In addition, we launched our Near Miss Campaign to help evolve the company's near-time approach to improving its health and safety – a central part of our day-to-day.

313

is the number of times the new Near Miss mobile application was used in 2022 – a good start! We are also building awareness across all our sites with a poster campaign.



Working in partnership with



An intelligent approach to energy, waste & sustainability

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