



CBES Sustainability Report 2025

Prepared in accordance with the Global Reporting Initiative (GRI) Standards.

PUBLICATION

CBES Sustainability Report 2025

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1 Jan – 31 Dec 2025

PREPARED BY

CBES Ltd, a City Group company

INTRODUCTION

A Message from Our Managing Director

At CBES, sustainability is fundamental to how we create long-term value for our customers, colleagues, communities and the environment. It is not a standalone initiative, but a continuum, and an integral part of how we operate, make decisions and deliver construction services across the United Kingdom.

I am therefore pleased to introduce CBES's first Sustainability Report prepared in accordance with the Global Reporting Initiative (GRI) Standards. This report represents an important milestone in our sustainability journey, providing a transparent account of our performance, the progress we have made during 2025 and the areas where we remain committed to improving.

This year has been one of significant progress. We completed our first formal materiality assessment, enabling us to better understand the environmental, social and governance issues that matter most to our business and our stakeholders. Those insights have shaped both our sustainability strategy and the structure of this report, ensuring we remain focused on the areas where we can create the greatest positive impact.

Climate action remains one of our highest priorities. We continued to reduce the carbon intensity of our direct operations while strengthening the accuracy and transparency of our greenhouse gas reporting. We enhanced our approach to measuring supply chain emissions through greater use of supplier-specific emissions data where available, improving our understanding of emissions across our value chain and supporting more informed carbon reduction planning.

Alongside this, we invested in practical initiatives to reduce our environmental impact, including the successful transition of our company car fleet to hybrid vehicles and the continued use of renewable electricity at our Head Office. These achievements support our wider ambition of significantly reducing Scope 1 and Scope 2 emissions by 50% by 2030 and achieving Net Zero emissions by 2040.

While environmental performance is critical, sustainability is equally about people.

Throughout 2025, we invested in the development of our colleagues using accredited training, apprenticeships, leadership development and wellbeing initiatives. Our City Grow leadership programme continues to develop future leaders from within the business, while our apprenticeship programme helps create opportunities for the next generation of construction and engineering professionals. These investments reflect our belief that our colleagues are key to our success, our greatest strength, and that developing talent today is essential to building a resilient business for the future.

Beyond our own operations, we remain committed to creating positive outcomes within the communities we serve. During the year, we generated almost £124 million in social value, contributed almost 600 hours of employee volunteering and supported education, charitable organisations and community initiatives across the United Kingdom. These activities demonstrate the important role our colleagues play in creating lasting value far beyond the projects we deliver.

Strong governance underpins everything we do. We strengthened our sustainability governance by introducing a Supplier Code of Conduct, enhancing ESG due diligence across our supply chain and further embedding responsible business practices throughout the organisation. We also maintained high standards of ethical business conduct, achieving a 90% ethics training completion rate while recording no whistleblowing reports and no reportable personal data breaches.

Although we are proud of the progress made during 2025, we know that sustainability is a journey of progress rather than a destination. This report establishes a strong foundation for future reporting, enabling us to measure progress, strengthen accountability and respond to the evolving expectations of our stakeholders.

Looking ahead, our priorities remain clear. We will continue reducing our environmental impact, investing in our people, enhancing responsible procurement, protecting human rights across our operations and supply chain, and delivering lasting social value within the communities where we live and work.

None of this would be possible without the dedication, professionalism and commitment of our colleagues, customers, suppliers and partners. I would like to thank everyone who has contributed to the progress outlined in this report.

We remain committed to working collaboratively, acting responsibly, and continuously improving our performance as we build a more sustainable future for CBES and the communities we serve.

Fraser Allan

Managing Director

NAVIGATE THIS REPORT

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01 · INTRODUCTION

About This Report

This Sustainability Report presents CBES's environmental, social and governance (ESG) performance for the period 1 January 2025 to 31 December 2025.

This report has been prepared using the Global Reporting Initiative (GRI) Standards as the basis for reporting and reflects the Company's most significant environmental, social and governance impacts identified by its 2025 materiality assessment. It provides a transparent overview of our sustainability strategy, governance, performance and future commitments while supporting our commitment to continual improvement and responsible business practices.

Unless otherwise stated, the information contained within this report relates to the operations of CBES Ltd across the United Kingdom. This is CBES's first Sustainability Report prepared in accordance with the GRI Standards. As this is the inaugural report, no restatements of previously reported sustainability information have been made.

Reporting Scope

This report covers CBES's activities within the reporting period and includes performance relating to our environmental management, climate change, occupational health and safety, people, ethics, human rights, responsible procurement, information security and community impact.

Where relevant, the report also references activities undertaken in collaboration with our customers, suppliers and wider City Group to support shared sustainability objectives.

Materiality

The content of this report has been informed by CBES's first formal materiality assessment.

The assessment considered the significance of environmental, social and governance topics to both the business and our stakeholders, helping ensure this report focuses on the issues where we can create the greatest positive impact.

Further information on our materiality assessment can be found in the Materiality Assessment section of this report.

Data & Assurance

The information presented within this report has been compiled using data provided by internal business functions together with externally verified environmental data where applicable. Our greenhouse gas emissions have been independently verified in accordance with ISO 14064, proving the accuracy and transparency of our environmental reporting. This report has not been externally assured.

Reporting Frequency

CBES intends to publish this Sustainability Report annually, enabling stakeholders to monitor our progress against our sustainability objectives and long-term commitments.

Restatements

Unless otherwise stated, no material restatements of previously reported information have been made.

02 · INTRODUCTION

Who We Are

Our Business

CBES (City Building Engineering Services) is an award-winning building and construction services provider and a key division of the City Group. A wholly owned subsidiary of City Facilities Management Holdings Ltd, headquartered in Glasgow, Scotland, operating across the United Kingdom through six regional offices, we deliver integrated engineering, construction and facilities solutions that support the safe, efficient and sustainable operation of buildings and critical infrastructure.

With 892 employees throughout the UK, our people are at the heart of our business. Their expertise, professionalism and commitment enable us to deliver complex construction projects and responsive maintenance services nationwide.

As part of the City Group, CBES is committed to embedding sustainability throughout the way we operate and deliver services. The built environment has a critical role to play in addressing climate change, improving resource efficiency, and creating healthier, more resilient communities. Through our expertise and collaborative approach we aim to minimise environmental impacts, support our customers' decarbonisation journeys and create consistent value for our employees, customers, suppliers and the communities in which we operate.

ORGANISATIONAL PROFILE

Legal name	City Building Engineering Services (CBES)
Parent company	City Facilities Management Holdings (UK) Ltd
Registered office	Caledonia House, Lawmoor Street, G5 0US
Company registration	SC288763
Countries of operation	United Kingdom
Industry	Construction and Engineering Services
Employees	892

Our Services

Our end-to-end service offering spans procurement, design, project management, installation, commissioning, maintenance and lifecycle support. This integrated approach enables us to work collaboratively with our customers throughout the entire project lifecycle, delivering innovative solutions tailored to their operational and sustainability objectives.

Our technical expertise covers a broad range of specialist disciplines, including:

- Construction and Refurbishment
- Fire and Security Systems
- Food Systems
- Mechanical and electrical engineering
- Refrigeration and HVAC
- Risk management and compliance services

Our Customers

We support customers across a diverse range of sectors, including retail, healthcare, education, government and the wider public sector. By combining technical excellence with long-term partnerships, we help organisations maintain safe, compliant and energy-efficient buildings while supporting their own sustainability objectives.

Our collaborative approach enables us to manage quality, safety and sustainability along the value chain while helping customers in achieving reliable, efficient and resilient building performance.

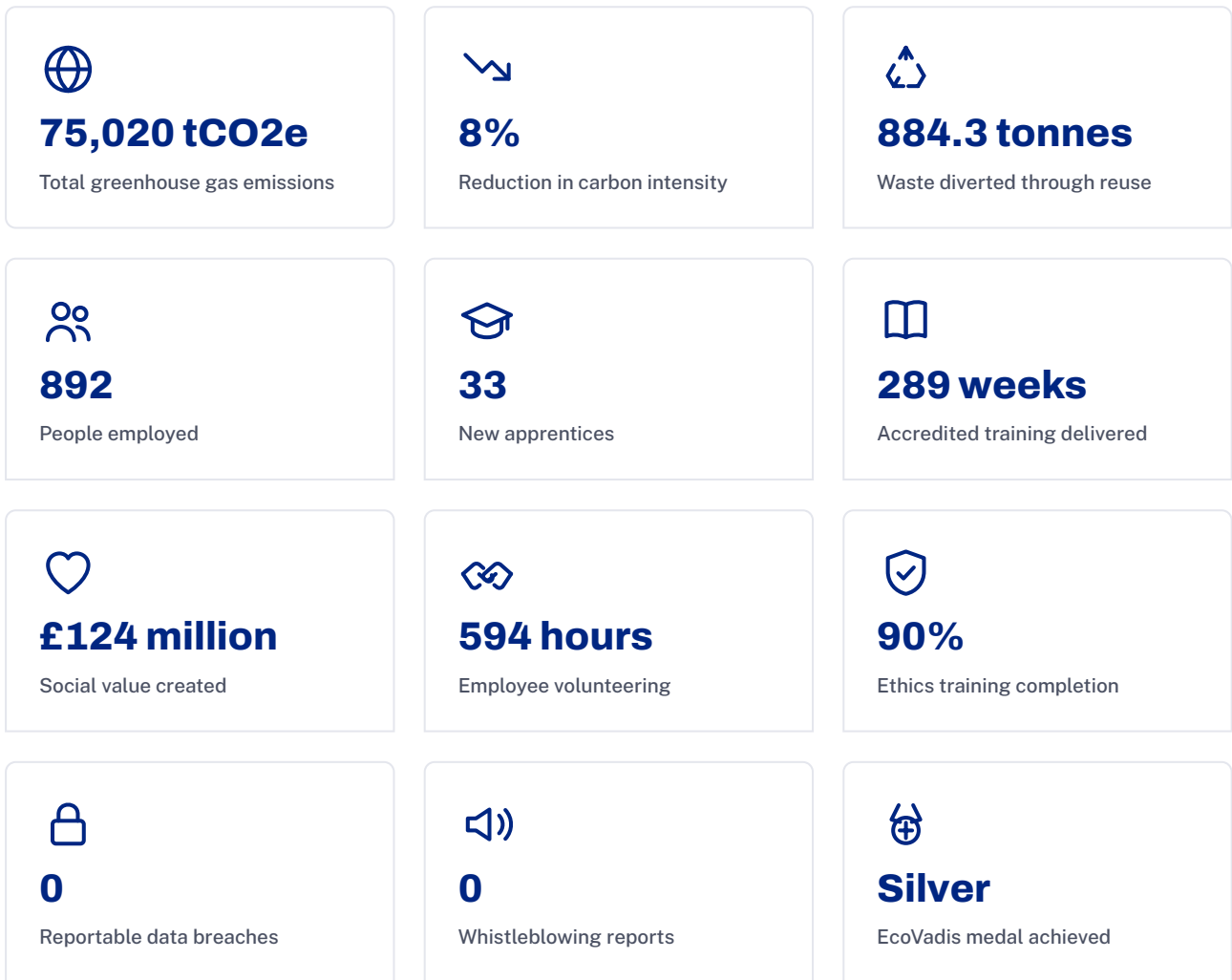
Our Value Chain

Our value chain includes procurement of goods and services from a diverse supply base, collaboration with subcontractors and specialist delivery partners, and the provision of services to customers across the public and private sectors. Sustainability considerations are integrated throughout these business relationships via supplier engagement, responsible procurement and ongoing performance monitoring.

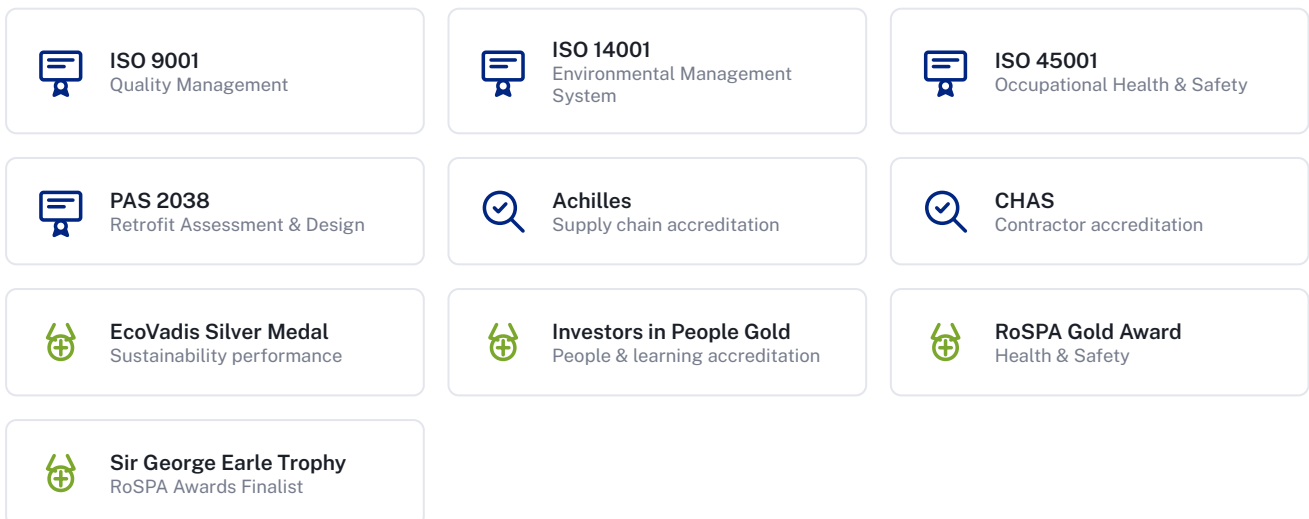
03 · INTRODUCTION

Sustainability at a Glance

Our materiality assessment identified ten environmental, social and governance (ESG) topics that are most significant to us and our stakeholders. This page provides a snapshot of our sustainability performance during the 2025 reporting period, highlighting key achievements and performance indicators across those material topics.



ACCREDITATIONS & RECOGNITION



04 · GOVERNANCE

Governance & Sustainability Management

Our Governance Approach

At CBES, sustainability is embedded within our corporate governance framework and integrated into business strategy, operational planning and day-to-day decision-making. Environmental, social and governance (ESG) considerations are incorporated into risk management, procurement, people management, compliance and operational delivery, ensuring sustainability is managed as a core business priority rather than a standalone initiative.

Sustainability performance is reviewed alongside operational and commercial performance through established governance processes, ensuring alignment with organisational objectives, customer expectations and regulatory requirements.

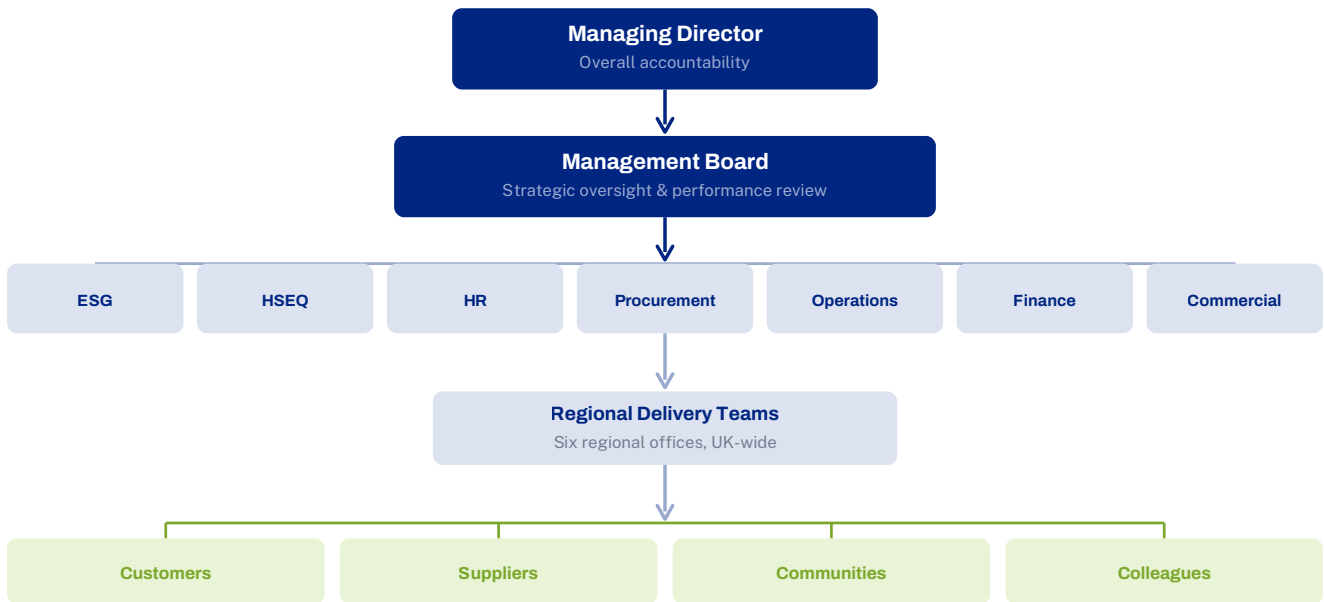
Responsibility for implementation is shared across specialist business functions, including ESG, Health, Safety, Environment & Quality (HSEQ), Human Resources, Procurement, Operations, Finance, Commercial and regional delivery teams. This collaborative approach ensures sustainability is embedded across the organisation, supported by clear ownership and accountability at every level.

Governance Structure

Overall accountability for sustainability rests with the Managing Director, while strategic oversight is provided by the Management Board through regular business performance reviews.

Senior leaders receive regular updates on sustainability performance, legislative developments and emerging ESG risks, and review progress against environmental, social and governance objectives as part of the Company's wider business planning and performance management processes, supported where appropriate by specialist internal expertise and external advisers. The Management Board reviewed and approved the publication of this Sustainability Report prior to issue.

The appointment of Directors is governed by the Company's corporate governance arrangements and applicable legal requirements. Governance arrangements are reviewed periodically to ensure they remain effective and continue to support the Company's strategic objectives.



Roles & Responsibilities

The successful delivery of our sustainability strategy relies on clear responsibilities across the organisation, as per organogram.

FUNCTION	KEY RESPONSIBILITIES
Managing Director & Management Board	Strategic direction, governance, performance oversight and risk management
ESG & HSEQ	Environmental performance, health & safety, compliance and continual improvement
Human Resources	Workforce development, wellbeing, engagement, diversity and inclusion
Procurement	Responsible sourcing, supplier engagement and sustainable procurement
Risk & Compliance	Legal compliance, ethics, governance and information security
Operational Teams	Delivery of sustainability commitments across projects and regional operations

Policies, Risk Management & Compliance

CBES maintains a comprehensive framework of policies, management systems and internal controls that support responsible business practices.

These include policies covering health, safety and wellbeing, environmental management, ethical business conduct, anti-bribery and corruption, data protection and information security, human rights and responsible procurement.

Sustainability-related risks are managed through established enterprise risk management processes, incorporating operational, environmental, health and safety, regulatory and reputational risks. Performance is monitored using defined objectives, key performance indicators and regular management reporting, enabling progress to be reviewed throughout the year and corrective actions implemented where required.

Where appropriate, performance is supported by recognised management systems, external verification and independent assessment, reinforcing confidence in the integrity of our sustainability programme.

Colleagues are required to declare any actual or potential conflicts of interest in accordance with the Company's Code of Conduct and associated policies. Established reporting mechanisms, including the Company's whistleblowing arrangements, enable colleagues and external stakeholders to raise concerns confidentially, with all reports investigated and managed via appropriate governance processes.

Stakeholder Engagement & Materiality

Meaningful engagement with stakeholders is vital for effective sustainability management.

We uphold ongoing dialogue with colleagues, customers, suppliers, shareholders, industry bodies and local communities through day-to-day operations, contract management, consultation activities and formal engagement processes.

CBES completed its first formal materiality assessment to identify and prioritise the environmental, social and governance topics most significant to the business and its stakeholders. The outcomes of this assessment directly informed the priorities presented throughout this report and continue to shape our sustainability strategy and reporting.

Monitoring Progress & Continual Improvement

Sustainability is a continual journey of improvement.

Progress against sustainability objectives is reviewed throughout the year using established governance and performance management processes. Annual sustainability reporting provides transparency on achievements, challenges and future priorities, while stakeholder feedback and changing regulatory expectations help inform future improvements.

Through ongoing monitoring, effective governance and regular reporting, CBES will continue building its sustainability programme and embedding responsible business practices across every aspect of the organisation.

05 · MATERIALITY

Determining Our Material Topics

Understanding the sustainability issues that matter most to our business and stakeholders is key to how we manage risk, creates value and delivers responsible services.

At the start of 2026, we completed our first formal materiality assessment to identify and prioritise the ESG topics that are most significant to our organisation. The results of the assessment have informed both our sustainability strategy and the content of this report (utilising 2025 data).

As our sustainability programme continues to mature, we know that materiality is an ongoing process. Future assessments will build on this foundation with broader stakeholder engagement and the ongoing development of our sustainability governance and reporting.

Our Materiality Assessment Process

The materiality assessment was undertaken in alignment with the principles of the Global Reporting Initiative (GRI) 2021 Standards and followed a structured process to identify, assess and prioritise sustainability topics relevant to our business.

An initial long list of sustainability topics was developed using recognised ESG reporting frameworks, industry best practice and issues relevant to the construction services sector.

Input was then gathered from representatives across the business to ensure a balanced view of operational, commercial and strategic priorities. Contributors included:

- Managing Director
- Sustainability Lead
- Head of Human Resources
- Head of Risk & Compliance
- Head Business Analyst
- Commercial Director
- Finance Director
- Operational Division Leads

Together, these stakeholders provided insight into the sustainability issues that have the greatest significance for CBES, our people, our customers and the wider communities in which we operate.

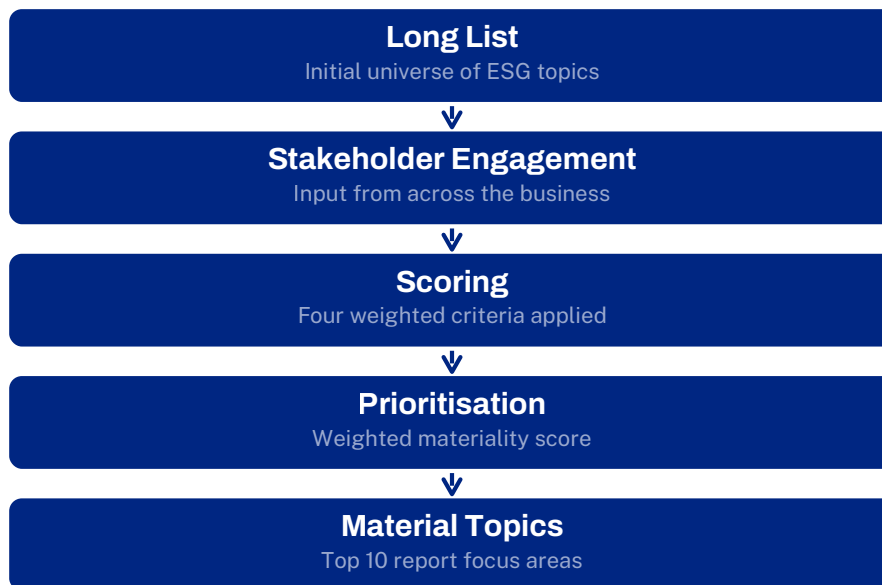
How Topics Were Prioritised

Each sustainability topic was assessed using a structured scoring methodology based on four key criteria:

- **Severity of Impact:** the significance of actual or potential impacts related to each topic, seriousness of the impact; whether impacts could cause harm to people, communities or the environment; the extent to which impacts may be difficult to prevent or mitigate.
- **Scope of Impact:** the scale and extent of those impacts across CBES and the value chain; how many people, locations or stakeholder groups may be affected; whether impacts are localised or extend across multiple operations, customers, suppliers or communities.
- **Stakeholder Concern:** the level of importance assigned to the topic by internal stakeholders, informed by customer expectations, regulatory requirements and wider industry trends.
- **Strategic Importance:** the relevance of the topic to our strategy, operational resilience and commercial success.

Scores across each criterion were combined to produce an overall weighted score, enabling sustainability topics to be prioritised using a consistent and transparent methodology.

Our Materiality Assessment Process



Our Material Topics

Environmental

- Climate Change & Greenhouse Gas Emissions

Social

- Health, Safety & Wellbeing
- Employee Development & Skills
- Employee Engagement & Retention
- Human Rights
- Community & Social Value
- Local Employment & Skills

Governance

- Ethical Business Conduct
- Anti-Bribery & Corruption
- Data Protection & Cyber Security

These material topics have shaped the structure of this report and represent the areas where CBES has the greatest opportunity to manage its impacts, meet stakeholder expectations and support the long-term success of the business.

Looking Ahead

This assessment represents the first stage in our materiality journey. As our sustainability programme evolves, we will continue to strengthen our approach by broadening stakeholder engagement to include customers, suppliers, industry partners and other external stakeholders.

Future assessments will also continue to refine our methodology and improve our understanding of sustainability impacts across our operations and value chain, making sure that our reporting remains relevant, transparent and aligned with emerging best practice.

06 · ENVIRONMENTAL

Climate Change & Greenhouse Gas Emissions

Why This Topic Matters

Climate change and greenhouse gas emissions were identified as one of our ten material sustainability topics in our materiality assessment. The built environment has a significant influence on the UK's transition to a low-carbon economy. As a national construction and building services provider, we acknowledge both the environmental impact of its own operations and the important role it plays in helping customers to improve the performance, efficiency and resilience of their buildings.

Every day, our teams design, install, maintain and optimise building systems across thousands of properties throughout the UK. This places CBES in a unique position to support the transition to a lower-carbon built environment by improving energy efficiency, reducing operational emissions and extending the lifecycle of building assets.

Our approach is founded on whole-life thinking. By working collaboratively with customers, design teams, suppliers and delivery partners, we seek to embed environmental responsibility throughout the lifecycle of every project, from design and procurement to installation, maintenance and ongoing asset optimisation. Alongside reducing our own environmental impacts, we aim to deliver practical construction solutions that help customers achieve their decarbonisation ambitions.

Our Approach

Our environmental management approach is underpinned by our ISO 14001-certified Environmental Management System (EMS), which provides a structured framework for identifying environmental risks, setting objectives, monitoring performance and driving improvement across our operations. Environmental considerations are integrated into operational planning, project delivery and business decision-

making, ensuring compliance with legal requirements while promoting resource efficiency and emissions reduction.

CBES is committed to reducing greenhouse gas emissions across its operations and value chain while supporting the UK's transition towards a net zero economy. Our climate strategy focuses on improving the accuracy of our emissions reporting, reducing operational emissions, engaging suppliers and embedding carbon considerations into business decision-making.

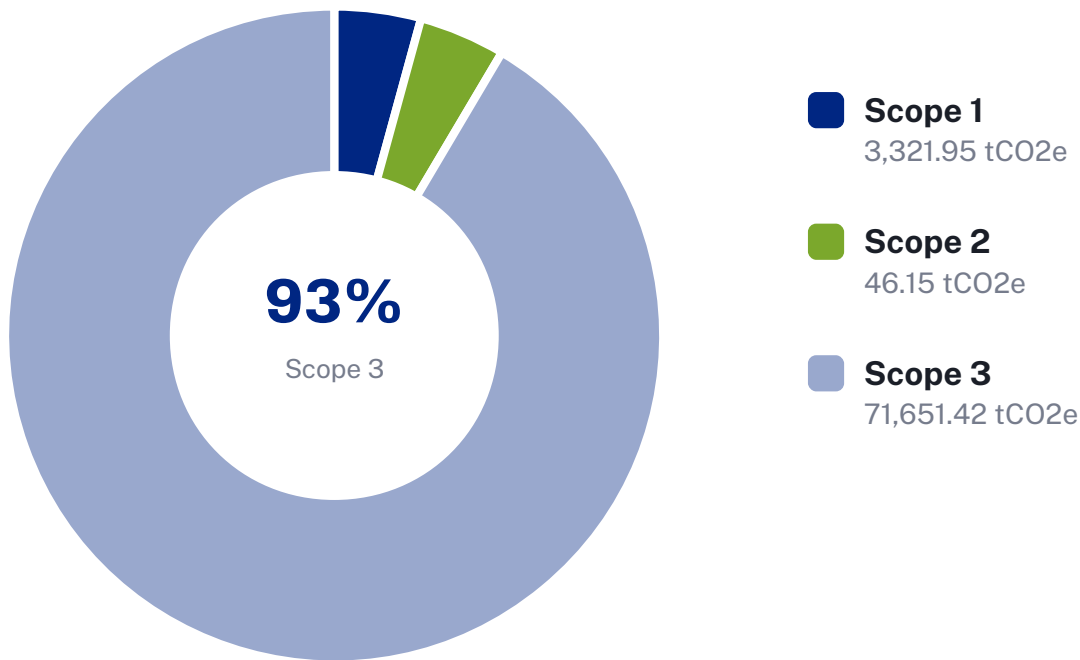
Greenhouse gas emissions are calculated annually in accordance with the Greenhouse Gas Protocol using UK Government greenhouse gas conversion factors. Emissions data is independently verified in accordance with ISO14064, providing confidence in the accuracy and robustness of our reported environmental performance.

Recognising that the majority of our emissions arise within our supply chain, we have enhanced our Scope 3 reporting methodology. During 2025, supplier-specific emissions data under the hybrid assessment method was incorporated where available, improving the accuracy of emissions associated with purchased goods and services and reducing reliance on industry-average spend-based emissions factors.

Climate performance is overseen using our sustainability governance framework, with progress monitored against defined objectives, carbon reduction initiatives and decarbonisation commitments. CBES contributes towards the delivery of Science Based Targets, validated through its parent company, reinforcing the organisation's commitment to emissions reduction and Net Zero.

In addition to reducing emissions from our own operations, we help customers in improving the environmental performance of their estates by utilising construction innovation, preventative maintenance, lifecycle asset management and energy-efficient building solutions. This dual focus enables us to reduce our direct environmental impact while contributing to wider decarbonisation across the built environment. Our approach aligns with Construct Zero, the Construction Leadership Council's industry-wide initiative to accelerate the UK construction sector's transition to net zero.

2025 Emissions by Scope



2025 Performance

During the reporting period, CBES recorded total greenhouse gas emissions of 75,019.52 tCO₂e, comprising Scope 1, Scope 2 and Scope 3 emissions. Purchased Goods & Services accounted for the majority of total reported greenhouse gas emissions, reinforcing the importance of supplier engagement and responsible procurement in achieving meaningful emissions reductions.

Excluding supply chain emissions, we achieved an 8% reduction in carbon intensity vs 2024, reducing operational emissions to 26.99 tCO₂e per £m turnover. This demonstrates progress in improving operational efficiency while growing the business.

Alongside improvements in emissions reporting, we continued to implement practical carbon reduction initiatives across the business, including completing the transition of the company car fleet to hybrid vehicles, increasing the use of supplier specific emissions data and enhancing carbon management processes through externally verified greenhouse gas reporting. Furthermore, our head office maintained supply by a zero-carbon electricity tariff.

Key Initiatives Delivered in 2025

- ✓ Transition to 100% hybrid company car fleet: Complete
- ✓ Head office supplied by zero-carbon electricity: Operational
- ✓ Scope 3 methodology enhanced using hybrid assessment method: Implemented
- ✓ Greenhouse gas emissions externally verified to ISO14064: Completed

Performance Data

INDICATOR	2025 PERFORMANCE
Scope 1 Emissions	3,321.95 tCO2e
Scope 2 Emissions	46.15 tCO2e
Scope 3 Emissions	71,651.42
Total Greenhouse Gas Emissions	75,019.52
Carbon Intensity (excl. supply chain)	26.99 tCO2 per £m turnover
Change in Carbon Intensity	8% reduction

CBES in Action

CBES strengthened the maturity of its greenhouse gas reporting by moving towards a hybrid scope 3 accounting methodology. Rather than relying solely on spend-based emissions factors, supplier-specific emissions data were incorporated where available for key suppliers. This approach provides a more representative assessment of supply chain emissions and establishes a stronger foundation for supplier engagement and future emissions reduction activities.

2026 Commitments & Targets

COMMITMENT	TARGET
Operational Emissions	Achieve a 10% reduction in operational carbon intensity (excluding supply chain emissions)
Scope 1 & 2 Emissions	Achieve a 49.7% reduction against the 2019 baseline by 2030 (in line with SBTi)
Renewable Electricity	Source 100% renewable electricity across all premises under our direct operational control by 2027.
Carbon Reporting	Continue annual independent verification of greenhouse gas emissions in accordance with ISO 14064.
Supplier Engagement	Increase the proportion of procurement spend covered by supplier-specific emissions data and continue engagement with strategic suppliers to improve Scope 3 reporting.

Our Carbon Reduction Journey



07 · SOCIAL

Health, Safety & Wellbeing

Why This Topic Matters

Health, Safety & Wellbeing was identified as CBES's highest priority material topic in our 2025 materiality assessment, reflecting its importance to our colleagues, contractors, customers and the communities in which we operate.

As a national construction and building services provider, we undertake work across a diverse range of operational environments, many of which present complex health and safety risks. Protecting people is therefore not simply a legal obligation; it underpins our values, our operational excellence and the continued success of our business.

Our ambition is simple: everyone goes home safely, every day. By embedding health, safety and wellbeing into every stage of project delivery, we seek to prevent harm, promote positive wellbeing and create a culture where everyone feels empowered to identify risks, challenge unsafe behaviours and contribute to ongoing improvement.

Governance & Management Approach

Health, safety and wellbeing are managed through our Integrated Management System (IMS), which provides a structured framework for managing operational risk, maintaining legal compliance and driving continual improvement across the business. The IMS is independently certified to ISO 9001, ISO 14001 and ISO 45001, providing external assurance that our management systems meet internationally recognised standards.

Strategic oversight is provided by the Management Board with an annual Management Review and quarterly HSEQ reporting. Responsibility for implementation sits with the Head of Risk & Compliance, supported by operational management teams across the business. Performance is reviewed using internal audits, site inspections, customer assurance activities, external certification audits and management review meetings, ensuring that emerging risks are identified and addressed proactively.

Health and safety is embedded within everyday decision-making rather than treated as a standalone function. We measure both lagging indicators, such as accidents and injuries, and leading indicators,

including near miss reporting, site inspections, audit findings, competency and workforce engagement, enabling us to take preventative action before incidents occur.

Safety Culture

At CBES, we believe that an effective safety culture depends upon leadership, engagement and personal responsibility.

Our approach is underpinned by four core principles that guide behaviours across the business:

- Call it Out
- Do the Right Thing
- Don't Compromise
- Send Everyone Home Safely Every Day

Throughout 2025, colleagues participated in a wide range of health, safety and wellbeing initiatives designed to strengthen awareness, encourage proactive reporting and support both physical and mental wellbeing. These included regular safety bulletins, webinars, behavioural safety campaigns and targeted awareness initiatives delivered across our operational divisions.

Employee wellbeing remains a key component of our approach. During the year, we continued our partnership with Mates in Mind, promoted mental health awareness through the Stop: Make a Change campaign and provided colleagues with access to occupational health services and an Employee Assistance Programme (EAP), recognising that positive wellbeing is integral to creating a safe and resilient workforce.

Occupational Health & Health Surveillance

Protecting the health of our colleagues is a key element of our Health, Safety & Wellbeing approach.

330 colleagues participated in our occupational health surveillance programme, delivered by an independent specialist provider. The programme included assessments appropriate to each colleague's role and potential workplace exposures, helping to identify health concerns at an early stage and making certain that appropriate support could be provided where required.

Of those assessed:

- 245 colleagues (74%) required no further action.
- 85 colleagues (26%) were referred to their GP as part of the Company's proactive duty of care, primarily relating to blood pressure, lung function, hearing and vision assessments.

Importantly, no workplace health impacts were identified through the programme. The findings continue to inform our occupational health arrangements and support our commitment to protecting colleague wellbeing with early intervention and preventative healthcare.

Assurance & Continuous Improvement

Independent assurance provides confidence that our management systems remain effective and continue to meet the expectations of our customers and other stakeholders.

We successfully retained certification to ISO 9001, ISO 14001 and ISO 45001 following a rigorous external audit programme. The business also maintained a wide range of industry accreditations, including

Achilles, CHAS, SafeContractor, Avetta and EcoVadis, demonstrating our commitment to maintaining high operational standards.

Performance is monitored through an extensive programme of site inspections, customer audits and compliance assurance activities. During the reporting period:

- 312 site inspections were completed across 172 operational sites.
- Average site inspection score of 96.4%.
- 48 customer audits achieved an average score of 96.8%.
- HSE non-conformances reduced by 16% compared with the five-year average.
- More than 24,000 planned compliance activities were completed across Service and Maintenance operations.

Findings from audits, inspections and incident investigations are reviewed with management processes and used to identify trends, and strengthen controls across the organisation.

2025 Performance

CBES delivered a strong health and safety performance throughout 2025 while supporting more than 2.6 million working hours across construction and facilities management activities.

During the reporting period, the business recorded zero RIDDOR-reportable incidents, achieving an Injury Incidence Rate of zero across both construction and service activities. A total of 1,125 near miss and potential incident reports were submitted during the year, demonstrating a proactive reporting culture in which hazards are identified and addressed before incidents occur.

Investment in workforce competence also remained a priority. During the year, the HSE team delivered 112 health and safety training courses attended by 951 delegates, supported by 554 e-learning modules covering a wide range of health, safety and wellbeing topics.

The business's commitment to health and safety excellence once again received external recognition in 2025, including RoSPA awards recognising excellence in occupational health and safety management and fleet safety performance. CBES was named a finalist for the Sir George Earle Trophy, RoSPA's premier overall award, having won an Industry Sector Award and the Scotland Trophy at the RoSPA Health & Safety Awards.



INDICATOR	2025 PERFORMANCE
RIDDOR-reportable incidents	0
Working hours supported	2.6 million +
Near miss/potential incident reports	1,125
Site inspections completed	312
Average site inspection score	96.4%
Customer audits completed	48
Average customer audit score	96.8%
Reduction in non-conformances	16%
HSE training courses delivered	112
Delegates trained	951
HSE e-learning modules completed	554

Looking Ahead: 2026 Commitments & Targets

We are committed to continually improving health, safety and wellbeing performance through effective governance, proactive risk management and a culture of continuous improvement. During 2026, we will focus on delivering the following performance commitments:

- Achieve the RoSPA Order of Distinction Award.
- Maintain an Accident Frequency Rate (AFR) below 0.5 throughout 2026.
- Maintain zero RIDDOR-reportable incidents.
- Reduce HSE non-conformances by 10% against the five-year average baseline.
- Deliver 10,201 hours of health, safety and wellbeing training.
- Reduce road speeding events by 20% compared with the 2025 baseline.
- Deliver the annual health surveillance programme to 500 colleagues

08 · GOVERNANCE

Ethical Business Conduct

Why This Topic Matters

Ethical Business Conduct and Anti-Bribery & Corruption were identified as two of the most significant material topics, reflecting the importance of maintaining trust with our customers, colleagues, suppliers and wider stakeholders.

Operating across the construction and facilities management sectors requires the highest standards of integrity, transparency and accountability. We see that responsible business conduct is central to protecting our reputation, maintaining customer confidence and creating value for our stakeholders.

Our commitment extends beyond legal compliance. We seek to foster a culture where ethical behaviour is embedded across our decision-making, supported by clear governance, effective policies and individual accountability.

Governance & Management Approach

The organisation maintains an integrated ethics and compliance framework designed to promote responsible business practices throughout our operations and supply chain. The framework establishes clear expectations for employees and suppliers.

Responsibility for ethical business conduct sits with the CBES Board, supported by operational leads, HR and the Risk & Compliance function. The effectiveness of the ethics programme is monitored using a combination of policy reviews, training compliance, incident and concern reporting, supplier due diligence, internal audits and management review processes. Ethics-related performance indicators are reviewed periodically to identify emerging risks, monitor compliance and drive progress across the business.

Where concerns, breaches or non-conformities are identified, appropriate investigation and corrective actions are implemented to address issues promptly and strengthen future controls. The Business Ethics Report is reviewed annually to evaluate programme performance, monitor progress against objectives and support alignment with legal requirements, stakeholder expectations and our commitment to responsible business practices.

Embedding An Ethical Culture

Creating an ethical culture requires more than policies alone. At CBES, ethical behaviour is supported through mandatory training, leadership engagement, clear reporting mechanisms and regular communication to reinforce expected standards of conduct.

Our ethics framework is underpinned by policies covering:

- Code of Conduct
- Modern Slavery
- Anti-Bribery & Corruption

- Whistleblowing
- Equality, Diversity & Inclusion
- Data Protection
- Working Environment
- Ethical Trading Policy

Together, these policies establish consistent standards of behaviour across the organisation while providing colleagues with clear guidance on recognising, preventing and reporting ethical concerns.

Employees are encouraged to raise concerns through confidential reporting mechanisms without fear of retaliation, including via the Company's NM/PI (Near Miss/Potential Incident) reporting system. Concerns relating to fraud, corruption, legal compliance, health and safety, environmental issues or other unethical conduct are investigated appropriately, with lessons learned incorporated into ongoing improvements in governance and risk management. The volume of near miss and potential incident reports submitted through this system, 1,125 during 2025, demonstrates a healthy and proactive reporting culture within the organisation, giving confidence that colleagues are willing to speak up and lending credibility to the fact that no whistleblowing concerns were reported during the year.

We require colleagues to declare actual or potential conflicts of interest in accordance with its Code of Conduct and associated policies.

Modern Slavery & Human Rights

CBES acknowledges modern slavery as a significant human rights issue and is committed to preventing forced labour, human trafficking and exploitation in both its direct operations and supply chain.

Robust pre-employment checks are undertaken to verify colleagues' identity, right to work and employment documentation. Recruitment agency suppliers are required to comply with our modern slavery commitments, while suppliers and subcontractors are expected to uphold equivalent standards through contractual requirements and our Supplier Code of Conduct. Established escalation procedures makes certain that any suspected cases are investigated promptly and managed appropriately.

Modern Slavery awareness forms part of the employee induction process, supported by ongoing training to strengthen awareness and ensure colleagues understand how to recognise and report potential indicators of exploitation. 90% of colleagues completed Modern Slavery training, exceeding the business's minimum training target.

Anti-Bribery & Corruption

We maintain a zero-tolerance approach to bribery, corruption and other forms of unethical business conduct.

Our Anti-Bribery & Corruption Policy establishes clear expectations regarding gifts, hospitality, conflicts of interest and interactions with customers, suppliers and public officials. Anti-bribery awareness forms part of the induction process for relevant employees and is supported using regular compliance training to reinforce expected behaviours and legislative requirements.

During 2025, 89% of applicable employees completed Anti-Bribery & Corruption training, increasing awareness of ethical responsibilities in the whole the organisation.

Responsible Supply Chain

We recognise that responsible business conduct extends beyond our own operations.

CBES has introduced its Supplier Code of Conduct, establishing clear expectations for suppliers relating to business ethics, human rights, labour standards, health and safety, environmental management and data protection. The Code forms part of our broader approach to supplier due diligence and sustainable procurement, with consistent ethical standards throughout our supply chain.

Supplier assurance activities include onboarding due diligence, periodic supplier assessments and risk-based ESG reviews. Where opportunities for improvement are identified, corrective actions are agreed, monitored and reviewed to completion. Serious or repeated non-compliance may result in escalation or review of the supplier relationship.

We are proud members of the Supply Chain Sustainability School, a free learning resource supporting the construction industry and its supply chain in building sustainability knowledge and capability. Through the School, our colleagues and suppliers can access training, e-learning modules and resources covering topics from ethics and human rights to carbon reduction, helping to raise standards and share good practice across our supply chain.

Further information on our responsible sourcing programme is provided in the Sustainable Procurement section of this report.

2025 PERFORMANCE DATA	
Modern Slavery Training Completion	90%
Anti-Bribery & Corruption Training Completion	89%
Whistleblowing Reports Received	0
Reportable Data Breaches	0
Supplier Code of Conduct	Implemented
Risk-based Supplier ESG Audits	Commenced
Annual Business Ethics Report	Completed

During the 2025 reporting period, we recorded no significant fines, sanctions or non-compliance with applicable environmental, employment, health and safety or other legislation.

Looking Ahead

Over the coming year CBES will focus on building on its ethics and compliance framework to promote responsible business conduct and maintain stakeholder confidence across our operations and supply chain. During 2026, we will focus on:

- Achieving a minimum 85% completion rate for ethics-related compliance training.

- Completing ESG audits for the top 10% of suppliers by spend.
- Continuing the phased rollout of the Supplier Code of Conduct across priority suppliers.
- Maintaining accessible and confidential whistleblowing arrangements for employees and external stakeholders.
- Maintaining zero reportable data breaches via effective information security controls.
- Reviewing and updating ethics-related policies to ensure alignment with legislative requirements and recognised best practice.

09 · GOVERNANCE

Sustainable Procurement

Why This Topic Matters

Sustainable Procurement was identified as one of the priority material topics in our 2025 materiality assessment, reflecting the significant influence our supply chain has on our environmental, social and governance performance.

As a national construction and building services provider, we work with a diverse network of suppliers, manufacturers, subcontractors and service providers who play a critical role in delivery. The decisions we make when selecting, engaging and managing suppliers influence not only the quality and resilience of our operations, but also our ability to uphold ethical standards, protect human rights, minimise environmental impacts and support the transition to a lower-carbon economy.

Our supply chain also represents the largest source of our greenhouse gas emissions, with purchased goods and services accounting for the majority of our organisational carbon footprint. Responsible procurement is therefore central to achieving our sustainability objectives and creating value for our customers, colleagues and wider stakeholders.

Governance and Management Approach

CBES is committed to integrating environmental, social and governance (ESG) considerations in our procurement processes. We strengthened our responsible sourcing framework through the introduction of a structured Supplier Code of Conduct, a Supplier ESG Due Diligence Procedure and a risk-based Supplier ESG Audit Programme. Together, these initiatives provide a consistent framework for assessing supplier performance, identifying ESG risks and ongoing improvement across our supply chain.

Our due diligence programme applies a proportionate, risk-based approach to supplier assessment. Prospective suppliers are evaluated during onboarding, with consideration given to legal compliance, management systems, environmental performance, labour standards, ethical business practices, health and safety arrangements and wider ESG risks. Suppliers are assigned an appropriate risk rating, enabling resources to be focused where the greatest potential risks and opportunities exist.

Oversight of the programme is shared between Procurement, ESG and HSEQ teams, with supplier performance monitored via ongoing engagement, documented assessments, corrective action plans and periodic management review.

Responsible Supplier Management

Responsible sourcing begins before a supplier is approved.

Prospective suppliers complete a structured onboarding process supported by due diligence questionnaires and supporting evidence. Depending on the nature, scale and risk profile of the supplier, additional ESG assessments or supply chain audits may be undertaken before approval is granted. Suppliers are categorised as Low, Medium or High Risk, enabling us to prioritise follow-up activities and allocate assurance resources proportionately.

Where opportunities for improvement are identified, suppliers are expected to develop and implement corrective action plans within agreed timescales. Progress is monitored through follow-up reviews and ongoing engagement, helping suppliers strengthen their own ESG maturity while reducing potential risks to us and our customers.

Supplier Code of Conduct

CBES introduced its first Supplier Code of Conduct, establishing a clear set of minimum expectations for suppliers, contractors and business partners. The Code reflects internationally recognised principles, including the UN Global Compact, the UN Guiding Principles on Business and Human Rights, OECD Guidelines for Multinational Enterprises and relevant UK legislation.

The Code is structured around four core themes:

- Ethical Business Conduct
- Labour & Human Rights
- Health & Safety
- Climate & Environment

Suppliers are expected to embed these principles within their own operations and, where appropriate, in their supply chains. Compliance is assessed using self-declarations, documentation, information requests and risk-based audits, with corrective actions agreed where improvements are required.

Recognising that suppliers vary in size and sustainability maturity, we adopt a collaborative approach, while maintaining clear expectations for responsible business conduct.

Supplier ESG Audits

To support implementation of our responsible sourcing programme, our existing HSEQ supplier audit was combined with a structured Supplier ESG Audit, updated and integrated to assess supplier performance across a broad range of environmental, social and governance topics alongside established health, safety, environmental and quality criteria. Audit areas include governance arrangements, management systems, environmental management, greenhouse gas emissions, labour practices, health and safety, ethical business conduct and legal compliance.

Assessment findings are categorised according to risk, enabling suppliers requiring additional support or corrective action to be identified. Where significant issues are identified, enhanced monitoring, reas-

assessment or escalation processes may be implemented to make sure risks are managed and improvements are sustained.

Supply Chain Decarbonisation

CBES also strengthened its approach to measuring supply chain greenhouse gas emissions by increasing the use of supplier-specific emissions data where available. This represents an important step towards improving the accuracy of Scope 3 emissions reporting and provides a stronger evidence base for future carbon reduction initiatives.

By working collaboratively with suppliers to improve emissions reporting, environmental performance and ESG maturity, we aim to reduce value chain impacts and help transition to a more sustainable built environment.

Our Supplier Journey



2025 Performance

We made significant progress in strengthening responsible procurement across the business. Key milestones included the introduction of our Supplier Code of Conduct, implementation of a formal Supplier ESG Due Diligence Procedure, development of a structured Supplier ESG Audit Programme and commencement of a phased rollout targeting suppliers representing the highest levels of spend and operational activity. These initiatives establish a robust framework for identifying ESG risks, supplier improvement and improving governance across our supply chain.

2025 PERFORMANCE DATA	
Supplier Code of Conduct	Implemented
Supplier ESG Due Diligence	Implemented
Supplier ESG Audit Programme	Implemented
Risk-based Supplier ESG Audits	Commenced
Priority Supplier Engagement	Top 10% by activity & spend
Supplier-specific Carbon Reporting	Expanded for key suppliers

Looking Ahead

Evolving responsible procurement by embedding ESG considerations across supplier selection, onboarding and performance management, during 2026 we will focus on:

- Completing ESG audits for the top 10% of suppliers by spend.

- Expanding the rollout of the Supplier Code of Conduct, to cover 15% of suppliers by activity and spend.
- Increasing the use of supplier-specific emissions data to improve Scope 3 greenhouse gas reporting, covering the top 15 suppliers by spend.
- Completing an annual review of the Supplier ESG Due Diligence Programme.
- Strengthening supplier engagement to improve ESG maturity, transparency and resilience across the supply chain.

10 · SOCIAL

Communities & Social Value

Why This Topic Matters

Communities and Social Value was identified as a material issue in our 2025 materiality assessment, recognising the important role our business plays in the communities in which we live and work.



Our impact extends beyond the projects we deliver. By investing in local communities, creating employment opportunities in education and skills development, and working with customers, charities and voluntary organisations, we seek to create lasting social impact wherever we operate.

Our approach is founded on the belief that responsible businesses should leave a positive legacy. Whether through volunteering, charitable partnerships, local procurement, apprenticeship programmes or practical construction expertise, we aim to create meaningful outcomes that strengthen communities and contribute to social, environmental and economic wellbeing.

Our Approach

Creating positive social value is wholly embedded in the way we operate. We work collaboratively with our customers, colleagues, suppliers and community partners to identify opportunities where our people skills and resources can make the greatest difference.

Our approach focuses on four key areas:

 <p>Education & Future Skills</p>	 <p>Volunteering</p>	 <p>Charitable Giving</p>	 <p>Local Procurement</p>
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By combining technical expertise with community engagement, we seek to deliver benefits that extend well beyond our contractual obligations.

Education & Future Skills

Developing future talent is an important part of our commitment to creating lasting social value.

During 2025, senior leaders and technical specialists shared their knowledge with schools and universities to inspire future professionals and support the next generation of engineers and construction leaders.

Managing Director Fraser Allan delivered a guest presentation on leadership and organisational culture to students at Glasgow Caledonian University, while the Head of Risk & Compliance delivered specialist training on Working at Height as part of the MSc International Project Management programme's Safety & Health in Construction module.

Our colleagues also continued supporting young people through the MCR Pathways mentoring programme. Four volunteers contributed a combined 222.4 hours of mentoring during the year, providing weekly one-to-one support to students and helping improve confidence, aspirations and future employment opportunities.

CBES continued to support the education sector by delivering a wide range of construction, maintenance and refurbishment projects across higher and further education institutions, including Fife College, The University of Edinburgh, The University of Aberdeen and Ullswater Community College. Working in live educational environments, our teams completed projects designed to improve the safety, reliability, energy performance and functionality of teaching facilities, helping to create high-quality learning environments for students, staff and visitors. By delivering works efficiently and with minimal disruption to day-to-day operations, we supported our customers in maintaining safe, modern and sustainable campuses while contributing to positive educational outcomes for local communities.

CBES in Action: Investing in Future Talent

In 2025, colleagues worked directly with schools and universities by delivering guest lectures, sharing industry expertise and mentoring young people. By combining practical construction experience with leadership development, we are helping to inspire the next generation of professionals while building links between education and industry.

Strengthening Communities

Colleagues helped local communities through volunteering, practical improvement projects and charitable initiatives across the UK.

Examples included improving accessibility at the Wester Hailes Community Wellbeing Collective, renovating a home for an economically disadvantaged family with a disabled child, refurbishing community facilities and gardens, clearing overgrown public pathways and carrying out environmental improvement works that enhanced community spaces.

Our construction expertise also delivered direct environmental and social benefits. At Ullswater College, repairs to a faulty hot water system eliminated unnecessary energy and water consumption while a new study room created an additional learning space for students.

Through these initiatives, colleagues applied their professional skills to deliver lasting improvements that benefit local people long after the work has been completed.

CBES in Action: Construction for Good

By applying our technical expertise to community projects, we are able to deliver practical improvements that create lasting value, from improving accessibility and reducing energy waste to renovating community facilities and helping vulnerable families.

Giving Back

Support for local charities and voluntary organisations remains an important part of our approach to social value.

Colleagues participated in fundraising events, volunteering activities and charitable initiatives with organisations including Macmillian, Barnardo's, the National Autistic Society, Young Minds, the Salvation Army, Middleton Central Foodbank, Eaglesham Scouts and the Tynecastle Youth Community Pipe Band.

Activities ranged from charity fundraising events and car washes to food bank donations, Christmas toy appeals and community sponsorships. Colleagues also supported the annual Community Pensioners' Christmas Lunch through volunteering and financial contributions, helping provide a festive celebration for older members of the local community.

Beyond volunteering, employees contributed their professional expertise in governance roles within the voluntary sector, including serving as trustees for charitable organisations and facilitating strategic development.

Supporting Local Economies

Responsible procurement plays an important role in creating wider economic value.

CBES supported local businesses, by spending over £93 million with micro, small and medium-sized enterprises (MSMEs), helping strengthen regional supply chains while creating employment and economic growth across the communities in which we operate.

This commitment complements our wider responsible sourcing programme and demonstrates how procurement decisions can contribute to sustainable economic development alongside environmental and social objectives.

2025 Performance

We strengthened our contribution to communities with volunteering, charitable partnerships, education, apprenticeships and responsible procurement. Working with colleagues, customers and community organisations, we generated significant social value and helped to improve education, wellbeing, employability and community resilience.



£124 million

Social value created



593.88 hours

Employee volunteering



222.4 hours

MCR Pathways mentoring



33

New apprentices recruited



1,435 weeks

Apprenticeship training delivered



£93 million

Spend with MSMEs

Looking Ahead

During 2026, we are committed to:

- Supporting at least 55 community projects across the UK, in partnership with our customers, charities and local organisations.
- Delivering a minimum of 2,102 employee volunteering hours to support community initiatives and charitable organisations.
- Increasing community sponsorship investment by 15% compared with 2025.
- At least 35 apprentices through our apprenticeship programme, helping to develop the next generation of skilled professionals.
- Maintaining at least 69% of procurement spend with MSMEs to strengthen local economies and supply chain resilience.
- Increasing procurement spend with VCSEs to 0.03% of total organisational spend, building inclusive economic growth and social impact.

Our People

Why This Topic Matters

Our people are the foundation of our success. The expertise, commitment and professionalism of our colleagues enable us to deliver safe, high-quality construction and building services across the United Kingdom.

Our 2025 materiality assessment identified Employee Development & Skills and Employee Engagement & Retention were identified as priority sustainability topics, reflecting the importance our stakeholders place on attracting, developing and retaining a skilled, engaged and diverse workforce.

Investing in our people strengthens not only our business but also the wider industry. By providing opportunities to learn, develop and progress, we aim to create rewarding careers while ensuring colleagues have the knowledge, skills and support needed to meet the changing needs of our customers and the built environment.

Our Approach

CBES's people strategy is centred on attracting, developing and retaining talented colleagues while creating an engaging, inclusive and supportive working environment. Our approach spans recruitment, onboarding, learning and development, leadership, succession planning, colleague engagement, health and wellbeing, equality, diversity and inclusion, and performance management.

Through regular strategy reviews, colleague engagement, performance monitoring and annual objective setting, we continually evaluate our people practices and identify opportunities for improvement, and by embedding continuous learning, leadership development and employee wellbeing across the organisation, we aim to develop a resilient workforce capable of supporting both current operations and future growth.

In addition to directly employed colleagues, we engage specialist subcontractors and agency workers where appropriate to support operational requirements. These workers are expected to comply with policies and standards relevant to their work, including health and safety and ethical business conduct.

Attracting & Welcoming Talent

Attracting and retaining talented colleagues begins with providing a positive recruitment and onboarding experience.

CBES reviewed recruitment practices and benchmark employment terms to ensure they remain competitive within the industries in which we operate. Our Welcome & Introduction programme was enhanced through updated induction content and preparations for transition to the Group's Evolve learning platform.

Feedback from new starters continues to inform improvements to the onboarding process, helping colleagues receive the knowledge, support and practical information required to integrate successfully into the business from their first day.

Learning & Development

Continuous learning is the key to maintaining the technical competence, professionalism and adaptability expected by our customers.

Learning at CBES is aligned with both individual development needs and wider business objectives. Alongside technical and compliance training, colleagues are supported with structured learning pathways designed to build professional capability, prepare future leaders and enable career progression.

We delivered 289 weeks of accredited training for colleagues across technical, operational, leadership and professional disciplines while reinforcing our culture of continuous learning and lifelong development.

Developing Future Leaders

Developing effective leaders is central to building a resilient and successful organisation.

Our City Grow leadership framework provides structured development pathways for colleagues at every stage of their leadership journey, comprising:



The programme combines self-directed learning, workshops, coaching and practical leadership development to strengthen communication, performance management, strategic thinking and people leadership.

The continued investment in leadership development has contributed to over 60 promotions into supervisory and management positions, alongside more than 20 promotions into middle management roles, demonstrating our commitment to developing talent from within and long-term succession planning.

CBES in Action: Developing Future Leaders

Through City Grow, colleagues are supported all the way through their leadership journey with structured learning, coaching and practical development opportunities. By investing in leadership capability today, we are building the next generation of managers and senior leaders for the future.

Apprenticeships & Early Careers

Developing future talent remains central to our success.

We welcomed 33 new apprentices, delivering a total of 1,435 weeks of apprenticeship training across a wide range of construction and technical disciplines.

Working alongside trusted education and training providers, our apprenticeship programme combines practical workplace experience, mentoring and structured learning to help apprentices gain nationally

recognised qualifications while developing the technical and professional skills required for rewarding careers within the construction sector.

The programme provides clear progression opportunities, with former apprentices continuing to develop into supervisory, management and specialist technical roles across the business, demonstrating our commitment to developing talent from within.

Employee Engagement

Listening to colleagues forms the basis of creating a positive and inclusive workplace.

CBES achieved a 58% response rate to the annual Your Say colleague engagement survey. Feedback was reviewed with senior management across all divisions, with agreed actions incorporated into divisional implementation plans to help improve colleague experience and organisational performance.

Alongside formal engagement surveys, colleague feedback continues to shape business improvements through initiatives such as Play Our Part, encouraging colleagues to contribute ideas that support both the business and the communities in which we operate.

100% of our employees receive regular performance reviews.

CBES does not currently have employees covered by collective bargaining agreements.

Health, Wellbeing & Inclusion

Colleague wellbeing extends beyond the workplace.

We are committed to promoting positive physical and mental wellbeing with a range of initiatives including occupational health support, an Employee Assistance Programme, wellbeing awareness campaigns and our ongoing partnership with Mates in Mind, helping create an environment where colleagues feel supported both inside and outside work.

We are equally committed to fostering an inclusive workplace where everyone is treated with dignity, fairness and respect. We continued working with the Employers Network for Equality & Inclusion (ENEI) to strengthen our equality, diversity and inclusion practices and maintained our commitment as a Menopause Friendly Employer, recognising the importance of helping colleagues in every stage of their careers.

CBES is also a member of the Supply Chain Sustainability School's Wellbeing Group, an industry collaboration bringing together partners, stakeholders and organisations from across the supply chain to provide education and support on workforce wellbeing, whether through signposting or shared training resources. The group works collaboratively to promote a more proactive and preventative approach to wellbeing across the built environment and to drive long-term culture change, helping to promote equality, diversity, inclusion and respect, and to encourage construction as a career choice for the next generation.

Our ongoing diversity initiatives include increasing the representation of women across construction, leadership and management roles while ensuring equal opportunities for learning, development and career progression.

Succession Planning

Developing future leaders remains a strategic priority for CBES.

During 2025, 29 colleagues progressed through formal succession plans, with individual development activities agreed and reviewed alongside line managers to prepare colleagues for future leadership opportunities and support organisational resilience.

This structured approach to succession planning helps make certain that critical knowledge, skills and leadership capability continue to develop in line with the future needs of the business.

2025 Performance

We continued to invest in workforce capability with accredited training, leadership development, apprenticeships, employee engagement and succession planning.

Employee absence was 2.32%, remaining below the UK construction industry average of 2.6% despite an increase in long-term absence during the year. In response, welfare engagement and return-to-work support arrangements were strengthened to help colleagues return safely and sustainably to work.

Voluntary employee attrition reduced from 11.3% in 2024 to 10.7% despite business growth, demonstrating progress towards improving employee retention across the organisation.



INDICATOR	2025 PERFORMANCE
Accredited Training Delivered	289 weeks
New Apprentices	33
Apprenticeship Training	1,435 weeks
Your Say survey response rate	58%
Formal Succession Plans	29 colleagues
Employee Absence	2.32%
Voluntary Attrition	10.7%

Women in Management	14%
Women in Senior & Middle Management	7%

Looking Ahead

Building on our progress, in 2026 we will focus on investing in the attraction, development and wellbeing of our colleagues to ensure we build a skilled, engaged, resilient and capable workforce.

During 2026 we are committed to:

- Maintaining employee absence at 2% or below
- Maintaining voluntary attrition at 10% or below
- Delivery of management and people management training across all divisions
- Achieve 90%+ competency across internal training and mandatory qualifications
- Complete the annual review of talent and succession plans
- Increase women in management positions to 16%
- Increase women in senior/middle management positions to 8%

Human Rights

Why This Topic Matters

Respect for Human Rights is fundamental to responsible business. As a national construction and building services provider employing 892 colleagues and working with a diverse supply chain across the United Kingdom, we have a responsibility to uphold human rights throughout its operations and business relationships.

Human Rights was identified as a priority material topic, demonstrating the importance placed by stakeholders on fair employment practices, equality, worker wellbeing and responsible supply chain management. We are committed to fostering a workplace where all individuals are treated with dignity, fairness and respect, while working with our suppliers to promote equivalent standards across our value chain.

Our Approach

CBES's approach to human rights is embedded throughout our policies, management systems and day-to-day operations. We are committed to preventing discrimination, forced labour, child labour, human

trafficking and all forms of exploitation, while promoting equality, diversity, inclusion and safe working conditions.

Our human rights approach is supported with:

- Modern Slavery Statement
- Equality, Diversity & Inclusion Policy
- Recruitment and Right to Work procedures
- Whistleblowing Policy
- Supplier Code of Conduct
- Supplier ESG Due Diligence Procedure

Together, these frameworks establish clear expectations for colleagues, contractors and suppliers while maintaining compliance with UK legislation and international human rights principles.

Human Rights Due Diligence

Respecting human rights extends beyond our own workforce.

We strengthened our due diligence arrangements by introducing a structured Code of Conduct and a risk-based Supplier ESG Due Diligence Procedure. These processes enable human rights risks to be identified and assessed throughout supplier onboarding, contract management and ongoing supplier engagement.

Potential risks relating to labour standards, modern slavery, equality, health and safety and ethical business conduct are considered during supplier assessments, with higher-risk suppliers subject to enhanced due diligence and, where appropriate, ESG audits. Where areas for improvement are identified, suppliers are expected to implement corrective actions within agreed timescales. Progress is monitored with ongoing engagement and follow-up reviews.



Supporting Our People

Protecting human rights begins with creating a workplace where colleagues feel safe, respected and supported.

We are committed to fair recruitment, equal opportunities and employment practices that promote dignity and respect for every individual. Pre-employment checks, including verification of identity and right to work, making sure we remain compliant with employment legislation while reducing the risk of labour exploitation.

Colleagues are encouraged to raise concerns via confidential reporting mechanisms without fear of retaliation, while mandatory training helps strengthen awareness of modern slavery, ethical conduct and individual responsibilities.

Our commitment to health, safety, wellbeing, learning and professional development is described in greater detail within the Health, Safety & Wellbeing and Our People sections of this report.

2025 Performance

We built on our approach to protecting human rights across both its direct operations and value chain. Key achievements included the implementation of our Supplier Code of Conduct and Supplier ESG Due Diligence Procedure, delivery of Modern Slavery awareness training and ongoing enhancement of supplier risk assessment processes. These initiatives strengthen our ability to identify, prevent and manage potential human rights risks while promoting responsible business practices across our value chain.

2025 PERFORMANCE	
Modern Slavery Training Completed	90%
Supplier Code of Conduct	Implemented
Supplier ESG Due Diligence	Implemented
Human Rights in Supplier Assessments	Yes

Looking Ahead

During 2026, we are committed to:

- Completing ESG audits for the top 10% of suppliers and subcontractors by spend, including assessment of labour standards and human rights risks.
- Continuing the phased rollout of the Supplier Code of Conduct across priority suppliers.
- Maintaining a minimum 85% completion rate for ethics and modern slavery training.
- Reviewing our human rights due diligence arrangements annually.
- Completing a MSAT assessment of its own operations to benchmark modern slavery maturity and identify improvement opportunities.

Data Protection & Cyber Security

Why This Topic Matters

Protecting the information entrusted to us by our colleagues, customers, suppliers and business partners is of paramount importance, and this topic ranked as a priority material issue in our materiality survey outcomes.

CBES possesses a wide range of personal, commercial and operational information. Maintaining the confidentiality, integrity and availability of this information is essential to sustaining customer confidence, protecting business continuity and ensuring compliance with applicable legislation.

Cyber threats continue to evolve and remain committed to improving our information security arrangements with robust governance, effective controls and ongoing employee awareness.

Our Approach

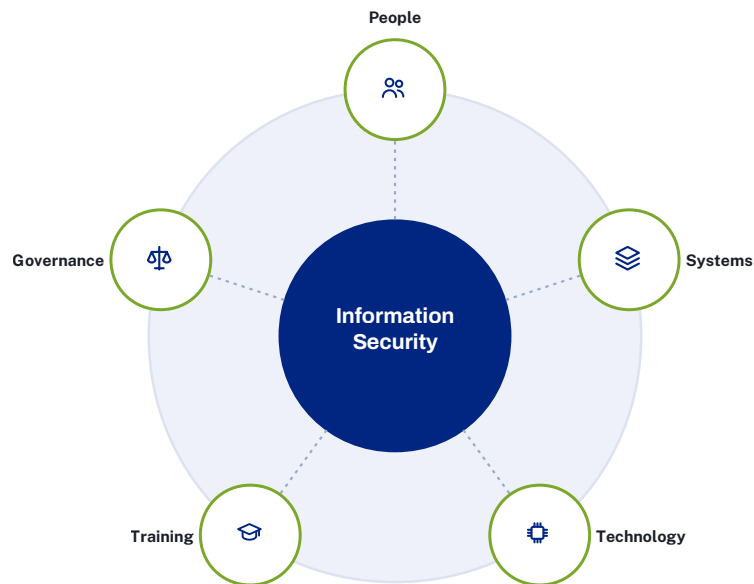
We maintain a structured approach to information security and data protection, supported by policies, procedures and management processes designed to safeguard information throughout its lifecycle.

Our framework includes:

- Data Protection Policy
- Information Security procedures
- GDPR compliance processes
- Incident reporting procedures
- Mandatory employee awareness training
- Access controls and information governance

Together, these arrangements help ensure personal data is processed lawfully, fairly and securely while being compliant with the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018.

Our Framework



Managing Information Security Risks

Information security risks are monitored using established governance processes, with incidents investigated promptly and corrective actions implemented where required.

Employees are encouraged to report suspected information security incidents or personal data breaches immediately through established reporting channels, enabling timely investigation and, where necessary, regulatory notification.

CBES also acknowledges that maintaining strong cyber resilience depends upon continual improvement. Policies and procedures are reviewed periodically to reflect evolving threats, changes in legislation and emerging best practice.

Building Awareness

Technology alone cannot protect information.

We therefore promote a culture of shared responsibility, making sure that colleagues understand their individual responsibilities when handling personal and commercially sensitive information.

Training and awareness activities help reinforce good information security practices while ensuring compliance with organisational policies and legislative requirements.

By embedding secure behaviours we seek to reduce risk and strengthen resilience against cyber threats.

2025 Performance

CBES improved upon its information governance arrangements with policy review, employee awareness activities and ongoing monitoring of information security risks.

CBES also maintained its ISO 27001 accreditation for information security management during the year. No reportable personal data breaches were recorded during the reporting period, reflecting the effectiveness of our governance arrangements while recognising the importance of remaining vigilant against evolving cyber threats.


2025 PERFORMANCE	
Reportable Data Breaches	0
ISO 27001 Accreditation	Maintained
Information Security Governance	Maintained
Data Protection Policy	Reviewed
Information Security Awareness	Ongoing
Training Completion	92%

14 · INDEPENDENT ASSURANCE








Certifications, Accreditations & Memberships

CBES maintains a range of internationally recognised certifications and third-party accreditations that support regulatory compliance and operational excellence. These independent certifications provide assurance that our management systems are regularly assessed against recognised standards and industry best practice.

MANAGEMENT SYSTEMS

 <p>ISO 9001 Quality Management</p>	 <p>ISO 14001 Environmental Management</p>	 <p>ISO 27001 Information Security Management</p>
 <p>ISO 45001 Occupational Health & Safety Management</p>	 <p>FGAS Certification Refrigerant handling competence</p>	 <p>Gas Safe Register Gas installation & maintenance competence</p>
 <p>BAFE Fire Safety Register Fire protection services</p>	 <p>NICEIC Electrical contracting competence</p>	





HEALTH & SAFETY RECOGNITION

 <p>RoSPA President's Award Health & safety recognition</p>	 <p>RoSPA Gold Award Health & safety recognition</p>	 <p>RoSPA Fleet Safety President's Award Fleet safety recognition</p>
 <p>RoSPA Member Professional membership</p>	 <p>SCORSA Scottish Occupational Road Safety Alliance</p>	 <p>IOSH Membership Professional membership</p>
 <p>S.P.A. Passport Safety passport scheme</p>		






SUPPLY CHAIN & CONTRACTOR ACCREDITATIONS

 <p>CHAS Contractor accreditation</p>	 <p>Achilles Supply chain accreditation</p>	 <p>Alcumus SafeContractor Contractor accreditation</p>
 <p>Altius Supply chain accreditation</p>	 <p>Altius CDM Vendor CDM compliance</p>	

PROFESSIONAL MEMBERSHIPS & REGULATORY BODIES

 <p>Fire Industry Association (FIA) Professional membership</p>	 <p>SEPA Waste management & regulated activities</p>	 <p>CIOB Chartered Institute of Building</p>
 <p>FETA Federation of Environmental Trade Associations</p>	 <p>FMB Federation of Master Builders</p>	

TRAINING, EDUCATION & PEOPLE

 <p>IOSH Institution of Occupational Safety & Health Approved Training Organisation</p>	 <p>Investors in People Gold People & learning accreditation</p>	 <p>CITB Construction Industry Training Board Approved Training Organisation</p>
 <p>UKATA UK Asbestos Training Association Approved Training Organisation</p>	 <p>S.P.A. Safety Pass Alliance Approved Training Organisation</p>	

SUSTAINABILITY COMMITMENTS

 <p>Science Based Targets initiative (SBTi) Approved via City Facilities Management Holdings</p>	 <p>Carbon Reduction Code for the Built Environment Pledger status</p>	 <p>EcoVadis Silver Medal Sustainability performance assessment</p>
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APPENDIX A

GRI Content Index

GRI STANDARD	DESCRIPTION	REPORT LOCATION	OMISSION (IF APPLICABLE)
GRI 2 · 2-1	Organisational details	Who We Are	
GRI 2 · 2-2	Entities included in the sustainability reporting	About This Report	
GRI 2 · 2-3	Reporting period, frequency and contact point	About This Report	
GRI 2 · 2-4	Restatements of information	About This Report	
GRI 2 · 2-5	External assurance	About This Report	
GRI 2 · 2-6	Activities, value chain and other business relationships	Who We Are	
GRI 2 · 2-7	Employees	Our People	
GRI 2 · 2-8	Workers who are not employees	Our People	
GRI 2 · 2-9	Governance structure and composition	Governance & Sustainability Management	
GRI 2 · 2-10	Nomination and selection of the highest governance body	N/A	Information unavailable. Managed at Group level and not currently reported by CBES.
GRI 2 · 2-11	Chair of the highest governance body	Governance & Sustainability Management	
GRI 2 · 2-12	Role of the highest governance body in overseeing the management of impacts	Governance & Sustainability Management	
GRI 2 · 2-13	Delegation of responsibility for managing impacts	Governance & Sustainability Management	
GRI 2 · 2-14	Role of the highest governance body in sustainability reporting	Governance & Sustainability Management	
GRI 2 · 2-15	Conflicts of interest	Governance / Ethical Business Conduct	
GRI 2 · 2-16	Communication of critical concerns	Governance / Ethical Business Conduct	
GRI 2 · 2-17	Collective knowledge of the highest governance body	Governance & Sustainability Management	
GRI 2 · 2-18	Evaluation of the performance of the highest governance body	N/A	Information unavailable. Managed at Group level and not currently reported by CBES.
GRI 2 · 2-22	Statement on sustainable development strategy	Managing Director's Statement	
GRI 2 · 2-23	Policy commitments	Ethical Business Conduct	
GRI 2 · 2-24	Embedding policy commitments	Ethical Business Conduct	
GRI 2 · 2-25	Processes to remediate negative impacts	Ethical Business Conduct / Human Rights	
GRI 2 · 2-26	Mechanisms for seeking advice and raising concerns	Ethical Business Conduct	
GRI 2 · 2-27	Compliance with laws and regulations	Ethical Business Conduct	
GRI 2 · 2-28	Membership associations	Certifications, Accreditations & Memberships	
GRI 2 · 2-29	Approach to stakeholder engagement	Determining Our Material Topics	
GRI 2 · 2-30	Collective bargaining agreements	Our People	
GRI 3 · 3-1	Process to determine material topics	Determining Our Material Topics	
GRI 3 · 3-2	List of material topics	Determining Our Material Topics	
GRI 3 · 3-3	Management of material topics	Relevant material topic chapters throughout this report	
GRI 302 · 302-1	Energy consumption within the organisation	Climate Change & GHG Emissions	
GRI 302 · 302-3	Energy intensity	Climate Change & GHG Emissions	
GRI 305 · 305-1	Direct (Scope 1) GHG emissions	Climate Change & GHG Emissions	
GRI 305 · 305-2	Energy indirect (Scope 2) GHG emissions	Climate Change & GHG Emissions	
GRI 305 · 305-3	Other indirect (Scope 3) GHG emissions	Climate Change & GHG Emissions	
GRI 305 · 305-4	GHG emissions intensity	Climate Change & GHG Emissions	
GRI 305 · 305-5	Reduction of GHG emissions	Climate Change & GHG Emissions	
GRI 401 · 401-1	New employee hires and employee turnover	Our People	

GRI 403 · 403-1	Occupational health and safety management system	Health, Safety & Wellbeing
GRI 403 · 403-2	Hazard identification, risk assessment and incident investigation	Health, Safety & Wellbeing
GRI 403 · 403-3	Occupational health services	Health, Safety & Wellbeing
GRI 403 · 403-5	Worker training on occupational health and safety	Health, Safety & Wellbeing
GRI 403 · 403-6	Promotion of worker health	Health, Safety & Wellbeing
GRI 403 · 403-9	Work-related injuries	Health, Safety & Wellbeing
GRI 404 · 404-1	Average hours of training per employee	Our People
GRI 404 · 404-2	Programmes for upgrading employee skills	Our People
GRI 404 · 404-3	Regular performance and career development reviews	Our People
GRI 405 · 405-1	Diversity of governance bodies and employees	Our People
GRI 406 · 406-1	Incidents of discrimination and corrective actions taken	Human Rights
GRI 408 · 408-1	Operations and suppliers at significant risk for incidents of child labour	Human Rights
GRI 409 · 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human Rights
GRI 413 · 413-1	Operations with local community engagement, impact assessments and development programmes	Communities & Social Value
GRI 414 · 414-1	New suppliers screened using social criteria	Sustainable Procurement
GRI 414 · 414-2	Negative social impacts in the supply chain and actions taken	Sustainable Procurement