

ESG Impact Report 2021



BELLROCK — ESG IMPACT REPORT 2021

We are proud to introduce Bellrock’s second Environmental, Social, and Corporate Governance (ESG) Impact Report for 2021, following our inaugural report in 2020. Our approach to sustainability is interwoven with our operational processes and is fundamental to ensuring that we have a positive impact, both within the business and with our stakeholders. These are our clients, the communities within which we operate, our suppliers, and the environment.

CONTENTS

Welcome	3	Elevating Hearts and Minds	22
About this Report	4	Our Approach	23
About Us	5	New People Strategy	23
Navigating our Changing World	6	Staying in Touch	24
Our Key Achievements in 2021	7	Health and Wellbeing: Where’s Your Head At?	25
Supporting the UN Sustainable Development Goals	8	Caring for Mental Health	25
Our 12 Sustainability Pledges	9	Diversity, Inclusion, and Equality	26
Interview: Dr John Hamilton, People, Safety, and Sustainability Director	10	Celebrating Our Talent	27
Welcome from our New ESG and Sustainability Manager	12	Our Culture of Community	30
Rethinking Our Footprint	13	Our Social Value Pledges	31
A Carbon Neutral Business	14	Supporting Our Communities	32
Driving Energy Efficiency	16	Leading the Way	35
Cutting Waste, Boosting Recycling	17	ESG Committee	36
New Chapter for Water	18	Digital Forerunners	36
Greening Our Transport Fleet	19	Staying Safe	39
Fresh Approach to Biodiversity	20	Learning the Digital Ropes	40
Green Moments	21	Curating a New Era with Suppliers	42
		Focusing on ESG Materiality	45
		Health and Safety	48



Welcome

INTRODUCTION

ABOUT THIS REPORT

The information disclosed in this report relates to the operations of the Bellrock Group and its subsidiaries for our financial year-end in December 2021. This report has been compiled in accordance with our Environmental, Social, and Corporate Governance (ESG) Policy. Our policy is aligned to statutory regulations, industry standards, and trends. It also supports national and international policies, agendas, and recommendations. We are a member of the Institute of Workplace and Facilities Management (IWFM) whose Professional Standards Framework underpins the workplace and facilities management profession. Consistent with the broader national and international Sustainable Development Agenda, our ESG Policy is fully aligned with the Climate Change Act (2008); the Government's Nationally Determined Contribution (2020) under the Paris Agreement (2015); the Government's Social Value Model (2012); and the 2030 Agenda for Sustainable Development. Our Greenhouse Gas (GHG) emissions data has been prepared in accordance with the statutory Streamlined Energy and Carbon Reporting (SECR) published in our SECR 2021 Report. 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

INNOVATIVE. TRANSPARENT. COMPLIANT

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.

Our unique utilisation of technology, notably Concerto, is a deeply influential part of our approach. Harnessing the emerging world of the intelligent workplace, robotics, and artificial intelligence (AI) sets us apart by giving clients a rich data landscape to realise the true value of their estate. Our tailor-made solutions save clients' money, simplify processes, and ensure statutory compliance. We also improve productivity, customers' experience, and very importantly, reduce risk.

Our Sectors

We work with a wide range of organisations in the public and private sectors, where the quality of the workplace and compliance are essential.

Our six core areas are:

- Education
- Healthcare
- Local and Central Government
- Retail and Leisure
- Commercial
- Property Management

In Numbers

1,544

employees work at Bellrock.

75

is the number of sites we work on across the United Kingdom.

2,000+

carefully selected supply chain partners.

NAVIGATING OUR CHANGING WORLD

Paul Bean, CEO, Bellrock



Pinning down win-win solutions in an industry that is ever flexing is part of our DNA — and our ESG journey is no different. We are very proud of the achievements detailed throughout our second ESG Report, especially considering the ongoing global impact of the COVID-19 pandemic.

We put our spotlight on smart growth, which means commercially thriving while meeting ESG targets — our ambitious ethos which continues to serve us very well. It is why we are already a carbon neutral company and why we were able to cut our absolute CO₂ emissions by 7.2% and our intensity CO₂ emissions by 22.6% last year, among many other targets across the spectrum of ESG.

We also welcomed an exciting change last November with our new ownership and backing from Sun European Partners, LLP. I am delighted by the teams' seamless transition and am confident that we will benefit greatly from the leading private investment advisory firm's excellent track record of driving sustainable growth.

Surging Ahead

Our successes do not mean we are resting on our laurels — the complete opposite, in fact. This year, we have set so many new ESG targets that the whole list is too long to share at the beginning of this annual report. Instead, we have revealed them across the chapters, which speaks volumes about our appetite for positive disruption in the decade ahead.

The global conversation on sustainability is rapidly evolving and we intend to stay at the front of the curve, striving for Net Zero by 2040 and supporting the UK's goal to be Net Zero by 2050. Such undertakings are positive and challenging in equal measure.

Ever improving our knowledge bank is crucial as the landscape of our industry undergoes significant change, primarily driven by the global push for ESG and the impact of the COVID-19 pandemic. We must keep pace with the rise in estate rationalisation, digital protection, remote working, Net Zero goals, and social value parameters, to name just a few.

Above all, we must celebrate the hearts and minds at Bellrock, for they truly make the company what it is. Our many accomplishments and learning curves in 2021 were only possible due to the determination and creativity of every single one of our employees, our partners, and our customers.

Our ESG journey is not linear nor easy. Have no doubt that it is a marathon effort and right now, there are more questions than answers — a dynamic echoed in every business across the globe. But as illustrated by our myriad of targets, Bellrock is fully invested in the spirit of discovery and problem-solving to help create a better world. This report is testament to our passion to make a difference.

This year, we have set so many new ESG targets that the whole list is too long to share at the beginning of this annual report. This speaks volumes about our appetite for positive disruption in the decade ahead.

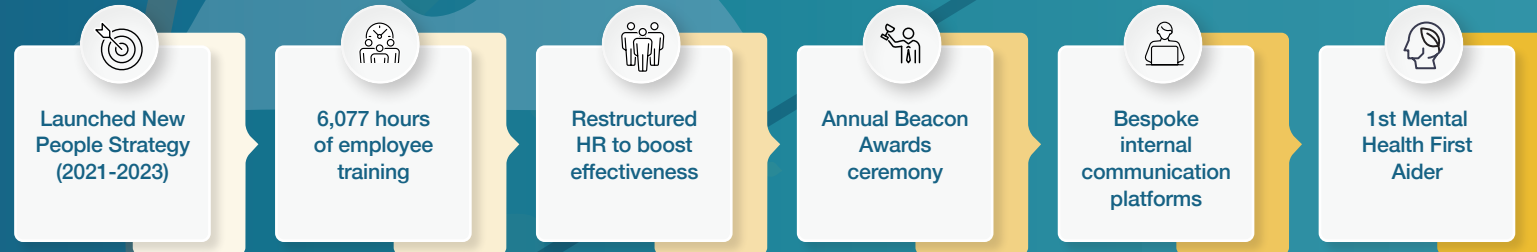
OUR KEY ACHIEVEMENTS IN 2021

Celebrating our achievements is as important as setting new ambitions, as our work so far forms the springboard for future successes. We are confident that our rate of progress will only accelerate, especially following the appointment our first ESG and Sustainability Manager, Bhav Somal, in early 2022.

Environment



Social



Governance



SUPPORTING THE UN 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



COVID-19 Recovery Plan

- Helping our stakeholders' COVID-19 recovery

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



INTERVIEW

Dr John Hamilton, People, Safety, and Sustainability Director



What are the key operational ESG trends shaping Bellrock?

Our drive to achieve Net Zero and the wider importance of social value — these are the two main trends driving our actions every day. As two sides of the same coin, they are equally important. Accordingly, the two programmes work side-by-side as we aim to minimise our impact on the environment and invest in the people we work with and the communities we work within. Mastering this balance is deeply important for us, as a large portion of our business is with public sector clients. They very rightly and routinely evaluate sustainability and social value as part of their tender processes, so keeping pace is vital — and we are.

What role did ESG play in the sale of Bellrock?

Without doubt, the strength of our ESG and sustainability programmes was an important factor in Sun European Partners, LLP buying the Bellrock business at the end of 2021. The growing strength of our ESG programme and agenda played an instrumental role in illustrating how seriously we take sustainability. For one, our data provided Sun European Partners, LLP with extensive information on all aspects of our governance, sustainability, social value, people management, health and safety practices, and much more; therein lies extremely precious transparency.

In this competitive market, how has Bellrock differentiated itself?

We are technology-led in the services we provide to customers, with this unique offering certainly sharpening our competitive edge. This is particularly noticeable via our use of Concerto, our integrated Computer Aided Facilities Management system (CAFM), which works across all areas of our service delivery (see page 37). This is further enhanced as we look at other areas of technology, such as the Internet of Things (IoT), where room and plant sensors can automatically manage building performance and integrate with Concerto.

How do you feel about Bellrock's management of its CO₂ emissions?

The reduction in both our absolute and intensity emissions in 2021 is obviously pleasing, however we are very much at the beginning of our journey to achieve Net Zero by 2040. It will be interesting to observe whether the apparent structural shift in the reduction of our CO₂ emissions, as a result of the COVID-19 pandemic and the growth in hybrid working, is permanent. If so, the profile of our projected emissions to 2040 will change, but the same challenges will remain, particularly around electrifying our commercial fleet.

“Without doubt, the strength of our ESG was an important factor in Sun European Partners, LLP buying Bellrock.”

What strategic steps are helping Bellrock electrify its fleet?

The CO₂ emissions from our vehicles equate to approximately 90% of the company's direct carbon impact, so finding a sustainable solution to our business-related and commercial travel needs is critical, especially as we strive for Net Zero by 2040. Our initial work on developing a detailed understanding of our commercial fleet, our company car fleet, and our grey fleet shows that major advances in electric vehicle (EV) technology and charging infrastructure are required in the broader market before we can make big advances in-house. This is the case for many, many companies. To ensure we remain as proactive as possible while the broader economics of EVs improves, we are currently collecting and analysing data to understand the intricacies of changing our fleet. We are also implementing several schemes to install EV chargers at all group sites and to introduce EV vehicles for site-based contracts, where vehicle range and charging are less crucial.



Our EV charging pilot programme is underway.

How would you characterise Bellrock's approach to people; its team, its customers, its communities, and its shareholders?

Bellrock is all about people. We do not manufacture or build anything. We deliver our services through our employees and the supply chain partners we engage with, as well as our customers and communities. As such, investing in our people, helping them feel valued for the work they do, employing a diverse and inclusive workforce, and being a responsible organisation to work for, and do business with, is imperative for us. This means having an ever-evolving range of activities across our strategies for people, procurement, supply chains, and sustainability overall. As you will see in this report, we are always ramping up our ambition to ensure we stay at the forefront of the global push for a greener, cleaner, and healthier world.

In Numbers

2

major trends driving our business are Net Zero and social value.

19

years is the time we have left to reach Net Zero, by 2040. A goal we are fully committed to.

WELCOME FROM OUR NEW ESG AND SUSTAINABILITY MANAGER

Bhav Somal



I feel privileged to have been welcomed into a team with such dedication and enthusiasm to drive our common goals, as well as having some fun along the way! ESG has never been more important in the workplace and beyond — something we fully appreciate at Bellrock.

Contact me at netzero@bellrockgroup.co.uk

Our ESG journey is exciting and challenging in equal measure, which creates a healthy balance and will ensure we keep hitting our goals. This year, we have set many new targets across the board for 2022. We will not only see immediate progress, but also the rewards of building a robust foundation for the 2030s, 2040s, 2050s, and beyond.

It is clear that the entire company — from the CEO to the technicians — are passionate about driving our ESG agenda. Every single employee has an ESG goal that speaks to them personally, ranging from climate change, social equality, modern slavery to real living wages, and so much more. We at Bellrock aim to nurture this passion and campaign for the improvements we all desire in our company, our communities, and ultimately, in ourselves.



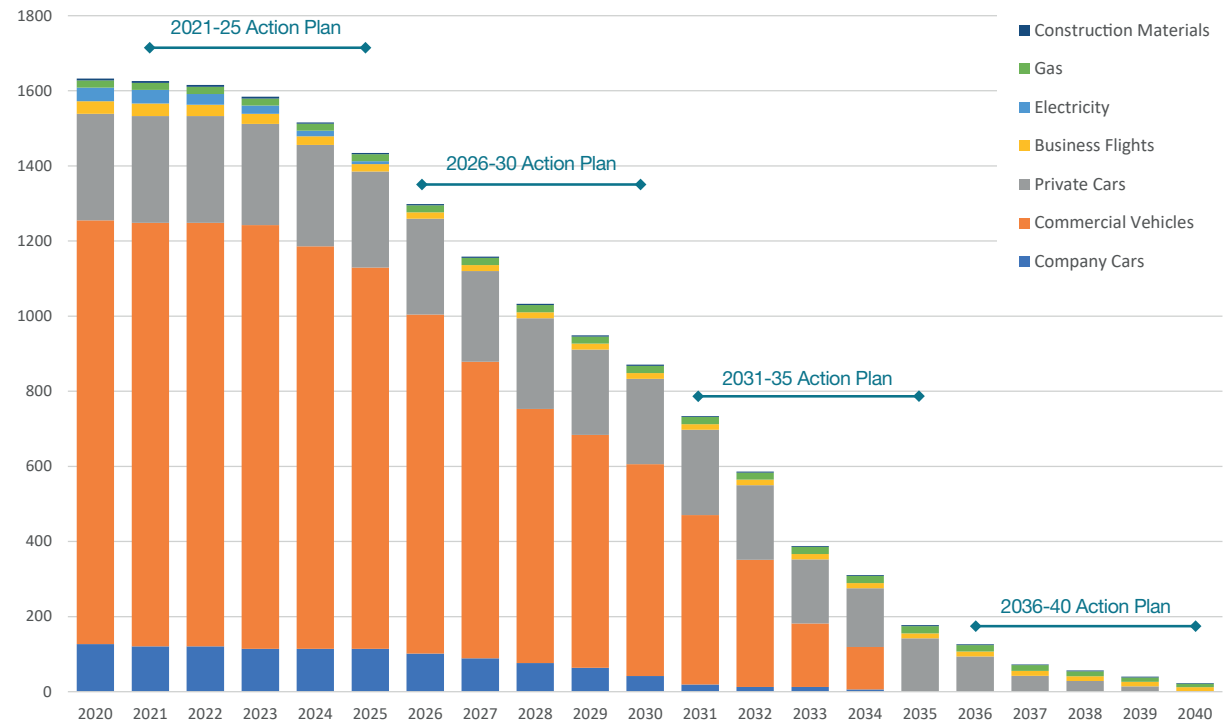
Rethinking Our Footprint

A CARBON NEUTRAL BUSINESS

The world is facing a climate crisis. Carbon emissions are the primary cause of global warming and climate change, the effect of which we are all increasingly experiencing. The UK Government has set a target to be Net Zero by 2050 — a monumental undertaking that we are fully committed to supporting.

In 2020, we set our ambition to reach Net Zero by 2040, ten years ahead of the UK's target date. Becoming Net Zero involves calculating a comprehensive carbon emissions footprint going beyond Scope 1 and 2 (emissions from gas usage, owned and leased vehicles, as well as our electricity usage) and including Scope 3 (upstream and downstream) emissions, which typically account for 80-90% of overall emissions. As part of our Net Zero journey, we have set several objectives and milestones. Importantly, these milestones include absolute emission reduction targets.

2040 Net Zero Glidepath



Making Strong Inroads

Even as the business grew in 2021, we reduced our tonnes of carbon dioxide equivalent (tCO₂e) emissions by 7.2% and our intensity ratio by 22.6%. Overall, we cut our Scope 1 and 2 emissions by 13.6% from 2020 to 2021. Our Scope 1 and 2 emissions for 2021 stood at 1,424.5 tCO₂e and we offset 1,500 tCO₂e from high quality programmes to maintain our carbon neutral status, as listed below.

- Kariba reforestation project in Zimbabwe
- Topaiyo reforestation project in Papua New Guinea
- Katingan Peatland restoration in Indonesia

We continue to focus on our Scope 3 categories, which we can influence (but not control, like Scope 1 and 2).



Kariba reforestation project, Zimbabwe

Sustainable Development Goals

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



Topaiyo reforestation project, Papua New Guinea

Sustainable Development Goals

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



Katingan Peatland restoration, Indonesia

Sustainable Development Goals

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DRIVING ENERGY EFFICIENCY

How can we do more with less? That is the challenging question behind mastering energy efficiency — an answer the entire world is currently pursuing. While tricky, we must make significant headway in this area, for it is a cornerstone of achieving Net Zero by 2040. Our goals below apply to all our sites. Particularly our offices in Leicester and Sheffield as they hold up to 80 employees each, meaning they are more energy intensive. For now, we are not able to install solar panels due to our buildings being leased and the shape and orientation of the site. We will continue to investigate the plausibility of solar. Improving energy efficiency feeds into every part of the business and across our external partnerships, so addressing it is critical to advancing our ESG journey.



In Numbers

9,000 kWh

of energy is saved per month by Bellrock's decision to turn two floors at its Leicester office into one in 2021 — the equivalent to the gas used by twelve small houses per year.¹

GOALS

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LEDs: Making Better Choices

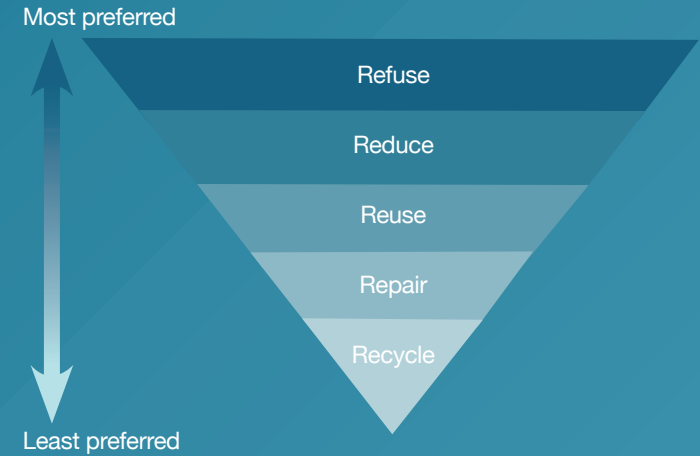
All our leased offices now have LED lighting, but that is just the beginning. We are also encouraging our clients to switch to LED lighting and we are exploring ways to re-use the waste of our old lightbulbs.

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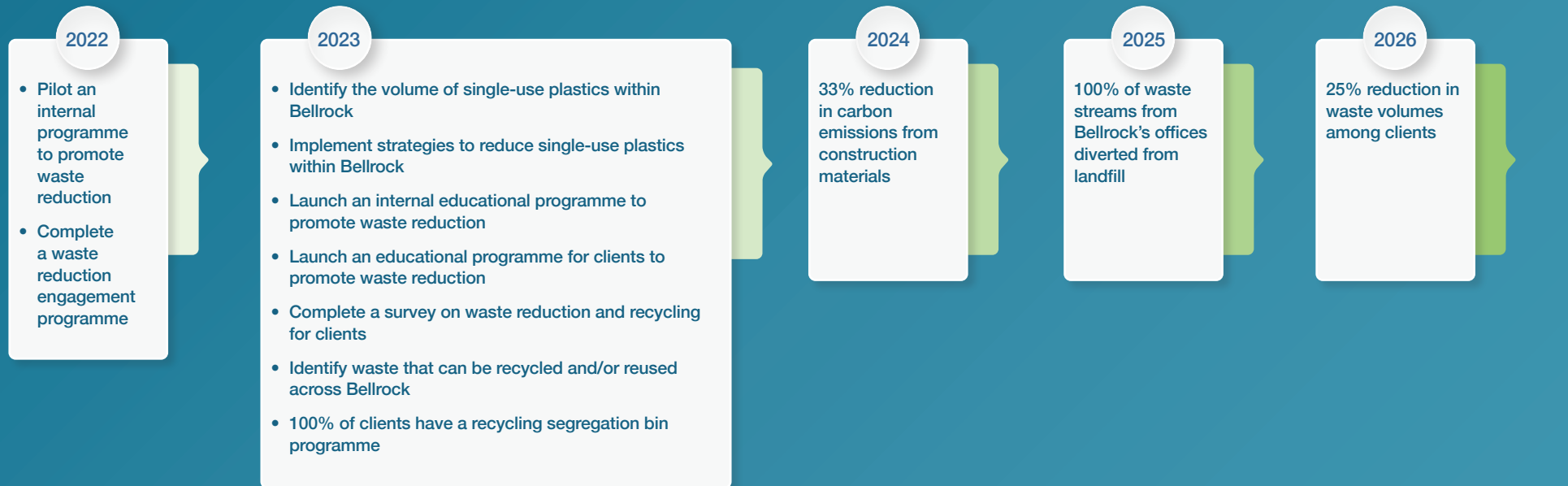
CUTTING WASTE, BOOSTING RECYCLING

Cutting our waste footprint and ramping up recycling are a priority. Both are two sides of the same ‘waste’ coin that we are addressing immediately, as our aims below demonstrate. There are complexities due to the myriad of waste types and sources in our portfolio, but pinpointing solutions is all part of our discovery process.

We follow the waste hierarchy and seek to limit the volume of waste we generate in the first place, re-use and recycle as much as we can, and ensure any residual waste is sent for incineration. There, it is converted into energy instead of ending up in landfill.



GOALS



NEW CHAPTER FOR WATER

Water scarcity has long been identified as a top global threat and the UK is far from immune. The government has warned that hotter, drier summers and less predictable rainfall amid climate change will lead to increased drought risk and possible water shortages. Reducing how much water we use and improving how we tackle wastewater is paramount. Understanding our water footprint is the first step, followed by taking decisive actions to reduce it.

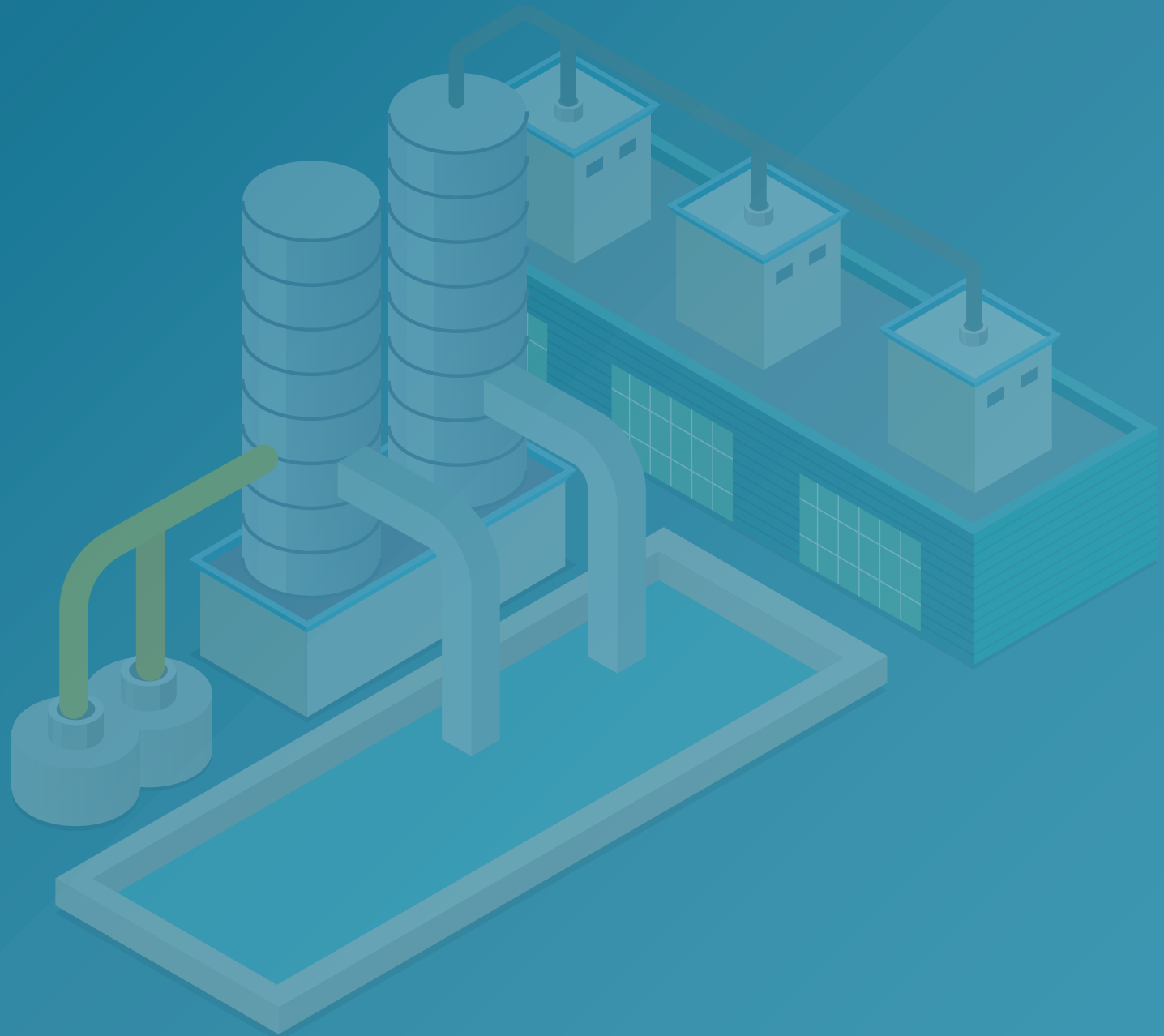
GOALS

2022

- Identify our total water usage
- Aerators on all taps in Bellrock's offices*
- Identify the water saving potential of using aerators on both sites
- Implement water saving awareness programme internally for Bellrock

2023

- Water saving awareness programme for clients
- 10% reduction in water consumption



GREENING OUR TRANSPORT FLEET

Time. That is what we need before we can replace our transport fleet with more electric and hybrid vehicles, as revealed by our comprehensive research in 2021. We rolled out Big Change trackers across our commercial fleet to help us understand when it will be technologically and economically feasible to have greener vehicles. With our results so far, we believe meaningful reductions in CO₂ emissions from our transport can be achieved from 2026-2028 onwards.

Our modelling highlighted how commercial EVs' limited mileage (approximately 160 miles) means that only 5% of the vans used by our engineers could currently and theoretically be swapped for EVs permanently. We would also need to factor in the load of vehicles, the location and charging capabilities of overnight parking, and on-call mileage. We will continue investigating how to reduce costs and achieve the best balance between owned and leased EVs in order to move quickly once the financial and technological landscape improves.

In Numbers

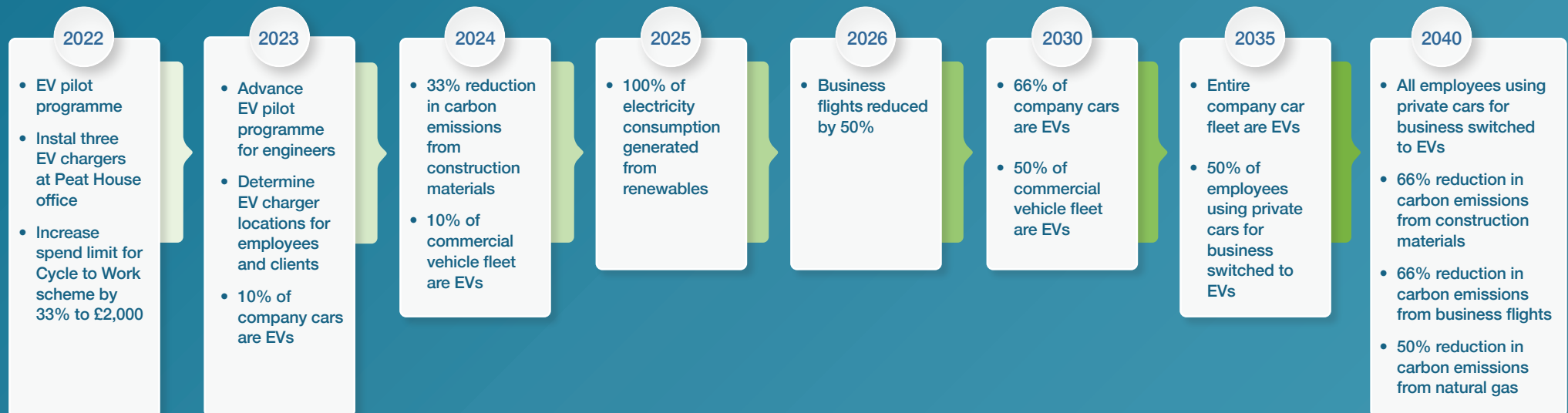
90%

of our CO₂ emissions are generated by our transport fleet.

60%

of our company car fleet already some form of self-charging or plug-in hybrid EVs. Two are battery EVs.

GOALS



FRESH APPROACH TO BIODIVERSITY

Supporting biodiversity is an exciting step in our ESG journey. The value of biodiversity surrounds every one of us — from buzzing bees to beautiful plants, clean air, and so much more. Playing our part to protect this is even more fundamental when you consider that 40% of the world’s insect species are threatened by pollution, and 75% of crops, which are fundamental to nearly everything we eat, depend on bees and other pollinators.

Alongside the goals listed below, we will explore having a certain number of bee and insect boxes as a percentage of waste materials per contract from 2023. We plan to monitor indoor air quality in our offices and to water plants from rainwater collected by water butts. Staff will be encouraged to take cuttings to propagate plants at home and bring in cuttings that we can use.

In Numbers

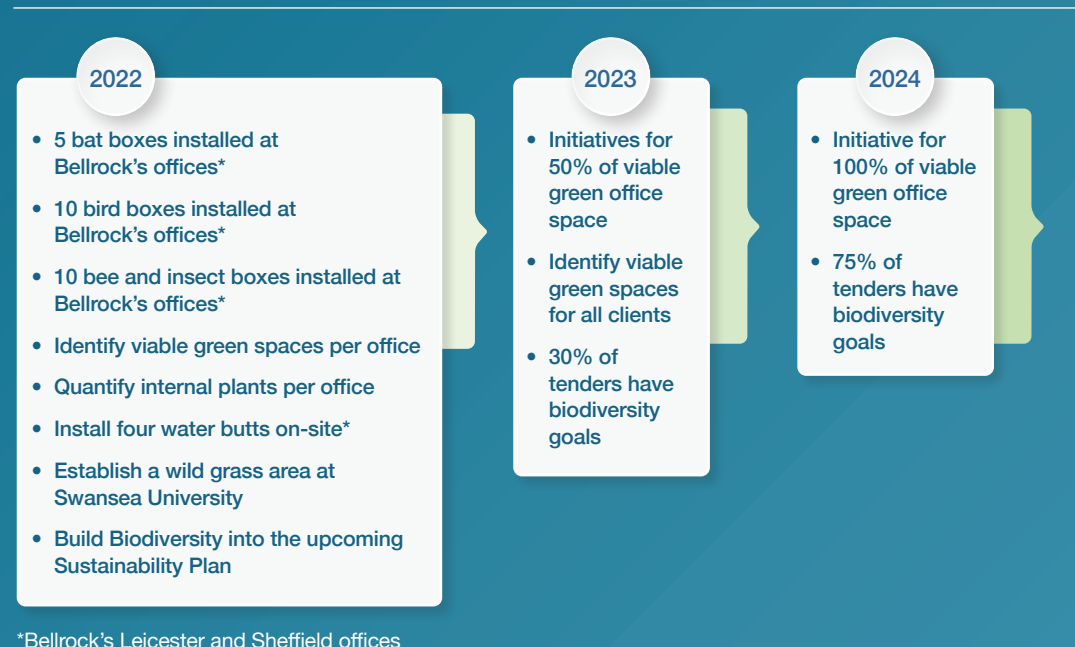
4

tennis courts equate to the size of the available space at Bellrock’s office in Sheffield to plant and nurture wildflowers — space the bees and insects will certainly appreciate!

10

bee and insect boxes will personally be built in 2022 by the team’s ESG and Sustainability Manager, Bhav Somal, using scrap material generated by Bellrock and its clients.

GOALS



GREEN MOMENTS

Fun and accessible learning is imperative when it comes to ESG, especially as the volume of intel soars. To avoid information overload, we use Green Moments to make learning about ESG easier to digest. This includes bitesize briefings on what Net Zero and biodiversity really mean and how to set New Year's resolutions that support a cleaner world.

We shared nine monthly Green Moment publications in 2021 and plan to use this tool to keep inspiring greater cultural change internally. We want to release Green Moment themes at the beginning of each month, followed mid-month by case studies and examples that highlight key issues. This will help employees build more in-depth knowledge of environmental concerns without burdening their schedules.

Green Moment What is Carbon Neutral?

The different kinds of emissions that a company creates are categorised in three different ways. This helps companies put action plans in place to measure and reduce them.

- Scope 1 - Direct made by the company**
These are emissions made directly by the company, for example by boilers or vehicles that the company owns.
- Scope 2 - Indirect made by the company**
These are emissions that are made indirectly on the company's behalf, such as when it buys electricity, heating or cooling for buildings.
- Scope 3 - Indirect made by the value chain**
These are emissions that are the company's indirectly responsible for in its value chain (i.e. through the products or services it buys from suppliers, the products or services it sells to customers, or through the work that employees do on behalf of the company).

As greenhouse gases such as CO₂ disperse uniformly in the atmosphere, it is irrelevant where on the planet emissions are produced or avoided. Therefore, emissions that cannot be avoided locally can be offset by carbon offset projects in another location. Bellrock has invested in carbon offsetting projects in Papua New Guinea, Zimbabwe, and Peru.

A carbon neutral business since 2020

Green Moment What is Global Warming?

Global warming is a natural process, however it has increased rapidly over the past 200 years due to the growth of industry & technology. Power stations burn fossil fuels to produce energy & most vehicles use fossil fuels to run. The burning of fossil fuels releases CO₂ to the atmosphere.

The increase in CO₂ in the atmosphere leads to the 'Greenhouse Effect', causing the earth to become warmer, which leads to climate change, the melting of glaciers & rising sea levels. This affects both people & animals through changes in habitats.

How Can We Reduce Carbon?

Every little helps. Businesses can use energy resources which are renewable sources by generate power, such as wind turbines & solar panels. As an individual, you can help by using local businesses, therefore reducing the amount of fuel used to transport goods.

Without action sea levels & temperatures will continue to rise too quickly.

The UK Government is aiming for all business to achieve 'net zero carbon' by 2050. This will require a lot of change to infrastructure & the way businesses operate.

Catch next month's Green Moment on 'What is Net-Zero Carbon?' and we'll explain what this means & why it is so important to Bellrock.

We hear the term 'Global Warming' used all the time, but what does it mean?

Green Moment Birmingham Clean Air Zone

A Clean Air Zone will be established in Birmingham which aims to improve air quality by discouraging the most polluting vehicles from entering the zone.

Where does it affect?
Birmingham's Clean Air Zone will cover all the roads within the A454 Midway Ring Road, but not the Midway itself.

When does it take effect?
On 1 June 2021 Birmingham will launch a Clean Air Zone.

What happens if I drive in the zone?
Use the below vehicle checking tool to find out whether your vehicle is exempt from the charges. These are mainly newer petrol and diesel vehicles and all hybrid/electric vehicles.
If your vehicle isn't exempt you may be able to apply for an exemption if you are in the zone.

How do I know if my vehicle meets requirements?
A tool is available on the below website to check if your vehicle is subject to a charge. <https://www.gov.uk/clean-air-zones>

Clean air zone 2 miles ahead

Charges apply Pay online

Green Moment Biodiversity

Biodiversity is the shortened form of two words 'biological' and 'diversity'. It refers to all the variety of life that can be found on Earth (plants, animals, fungi and microorganisms) as well as to the communities that they form and the habitats in which they live.

Why is it important?
Biodiversity provides access to basic human needs such as food, fuel, shelter, and medicine. Ecosystems also provide crucial services such as pollination, seed dispersal, climate regulation, water purification, nutrient cycling, and control of agricultural pests.

What are we doing to protect it?
Three quarters of the land-based environment and roughly half of the ocean environment have been significantly altered. More than a third of the world's land surface and nearly 75% of freshwater resources are now degraded to crop or livestock production. Climate change worsens the impact of other stresses on nature and our wellbeing.

What are we doing to protect it?
The conservation efforts of the last decades have made a significant difference in the state of biodiversity today. Over 100,000 protected areas—including national parks, wildlife refuges, game reserves, and marine protected areas, managed both by governments and local communities—provide habitat for wildlife, and help keep deforestation in check.

Green Moment A Guide to Single-Use Plastics

Single-use plastic describes products such as plastic straws, carrier bags, drink stirrers, cutlery, plastic-sterilised cotton buds, sauce packets, food packaging and takeaway cups. They mean any plastic item that is made for temporary use and can not be recycled.

It is estimated that between 4 and 12.7 million tonnes of plastic enter the ocean globally every year, which leads to marine wildlife being injured or killed by entanglement, immobilisation or strangulation. Fish consume thousands of tons of plastic annually, which makes its way up the food chain to us. Some illnesses linked to plastic exposure include cancer and birth defects. Plastic doesn't biodegrade, it breaks up into smaller pieces and never leaves the environment.

The UK Government banned plastic microbeads and imposed a 10p tax on single-use carrier bags in order to prevent the use of SUPs. In 2020, the supply of plastic straws, stirrers and plastic-sterilised cotton buds was also banned in the UK.

The Government is working towards all plastic packaging placed on the market being recyclable, reusable or compostable by 2025, with a 'ban' of extremely avoidable plastic waste by end of 2042. Legislation will be put in place in the near future to support these goals.

How can we help reduce the use of SUPs?

- Select loose fruit & veg, not pre-packaged
- Carry a reusable bottle
- Use a 'bag for life' when shopping
- Avoid excessive food packaging
- Use a 'keep-cup' instead of takeaway cups
- Purchase a metal straw

Green Moment A Guide to 'Carbon Offsetting'

Bellrock has developed a 6-step path to becoming a net-zero carbon company by 2040, which is 10 years ahead of the UK Government deadline. In the meantime, we will reduce our direct carbon emissions and take responsibility for the remaining emissions by 'offsetting' them.

Carbon Offsetting involves balancing our remaining emissions by buying 'carbon' credits in environmental projects to make up the difference. We can then proudly claim that we are a 'carbon neutral' company, while we work towards our ultimate goal of achieving 'net zero carbon'.

How does Offsetting work?
Every tonne of emissions reduced by an environmental project creates one carbon credit. Bellrock has invested in 3 environmental projects, as voted for by you, to offset our 2020 emissions. These projects are forest conservation projects, which conserve existing carbon stocks, locked into the trees. It is important to note that a newly planted tree can take 20 years to capture the amount of CO₂ that a carbon offset scheme promises, therefore preserving existing forests provide the greatest carbon mitigation benefits.

Our company activities led to the emission of around 1,100 tonnes of greenhouse gases during the year 2020, however we have offset 1,100 tonnes to become a carbon negative company, meaning that we have removed more carbon from the atmosphere than we put in.

To solve the global problem of climate change, we must hold ourselves accountable for our carbon emissions. This mission includes reducing and offsetting the greenhouse gas emissions we produce as a company...

Green Moment New Year's Plastic Resolutions!

New Year is a great time to set new goals, so let's all take a moment to think about biodiversity and consider the resolutions below and even if you adopt just one, you are helping the environment in your own way.

Think about what you are throwing in the bin at home. Use the plastics guide to the left to understand which plastics can be recycled.

Buy local food (seasonal) offer a food waste collection service, why not invest in a compost bin? Dump your kitchen waste and use the fertilizer produced to nourish your plants.

Invest in a bee hotel. Support local pollination by investing in a bee hotel. Did you know solitary bees make up 90% of all UK bee species? Now is the perfect time to invest one in your garden as the bees begin to populate them in early spring.

Buy more of your food from local farm shops and butchers. The shorter the time between the farm and your table, the more the carbon footprint and the less likely it is that nutrients will be lost from farm food.

Know Your Plastics

Resin Identification Codes (RIC) are symbols that are often embossed on plastic products to identify the type of plastic it is made from.

1 PETE Polyethylene terephthalate Used for bottles, e.g. water, soft drinks, and clear food containers. Can be recycled (not for food contact)	2 HDPE High-density polyethylene Used for milk, juice, baby nappies and chemical bottles. Can be recycled (not for food contact)	3 PVC Polyvinyl chloride Not commonly used for food contact. Used for bottles, e.g. shampoo, and for cling film and disposable gloves.	4 LDPE Low-density polyethylene Used for carrier bags, food bags, and plastic wrap.	5 PP Polypropylene Used for most heavy weight containers, microwave ready meal trays, and car air vents.	6 PS Polystyrene Used for coffee cups, fast food containers, polystyrene trays, and CD/DVD jewel cases.	7 OTHER Miscellaneous Made from various materials such as PC (polycarbonate), acrylic, and polycarbonate.
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Plastic bottles are widely accepted with most recycling collections. Please check with your waste collector.

Not commonly accepted within most recycling collections. Please check with your waste collector.

COMPOSTING BASICS

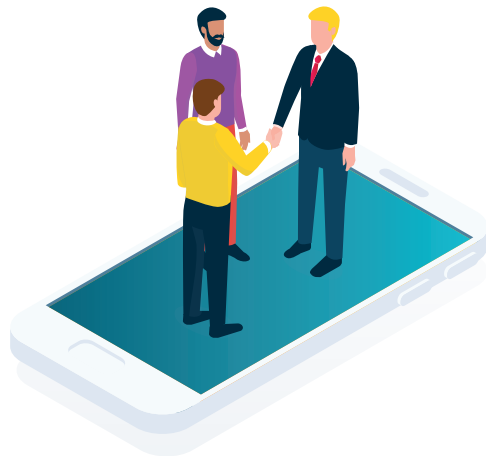


Elevating Hearts and Minds

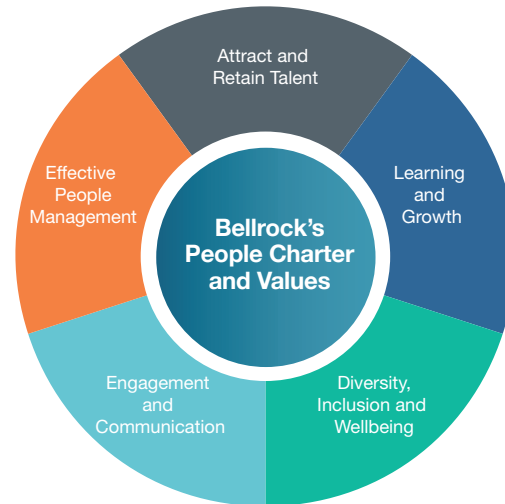
OUR APPROACH

We are a people business. Our team is the very engine propelling our collective success. Without their creativity and dedication, Bellrock would not be an industry leader.

Our team’s contribution came into even sharper focus during COVID-19, the most impactful pandemic the nation has experienced in more than a century. Each day brought new and unexpected challenges and the team responded with innovative solutions that made sure services could be maintained, despite the many obstacles they faced. The compassion for each other and for our customers was evident in the many instances of going above and beyond and looking out for each other’s welfare (see page 27). As such, the magnitude of our pride and gratitude towards our employees — which was already significant — has reached new heights.



Our commitment to our team is laid out in our new People Strategy (2021-2023), which includes the Charter and Values detailed below. We believe in taking care of every team member so we can all generate our greatest value, both professionally and personally. Our vision is for Bellrock to be an organisation that people choose to join and be part of the Bellrock family for a long time. This vision can only be fulfilled if we go beyond the boundaries of the employment contract we have with our people. Investing in the psychological contract we have between us builds a sense of fairness and trust. We believe our new strategy — which threads into every single part of working life at Bellrock — will enhance how our employees feel, how they work, and how they learn.



NEW PEOPLE STRATEGY

To deliver on this new strategy, we restructured Human Resources (HR) in 2021. Our aim has been to boost efficiency and to best reflect the company’s new dynamic, especially following the acquisition by Sun European Partners, LLP. We appointed four HR Business Partners to support the individual sectors of the business. We also recruited a HR Administrator and a Payroll Manager and added a Recruitment Co-ordinator at the end of 2021. Plus, we are pleased to have a Head of Organisational Development, who will transform the developmental aspects of our People Strategy around attracting and retaining talent, diversity and inclusivity, and employee engagement.

STAYING IN TOUCH

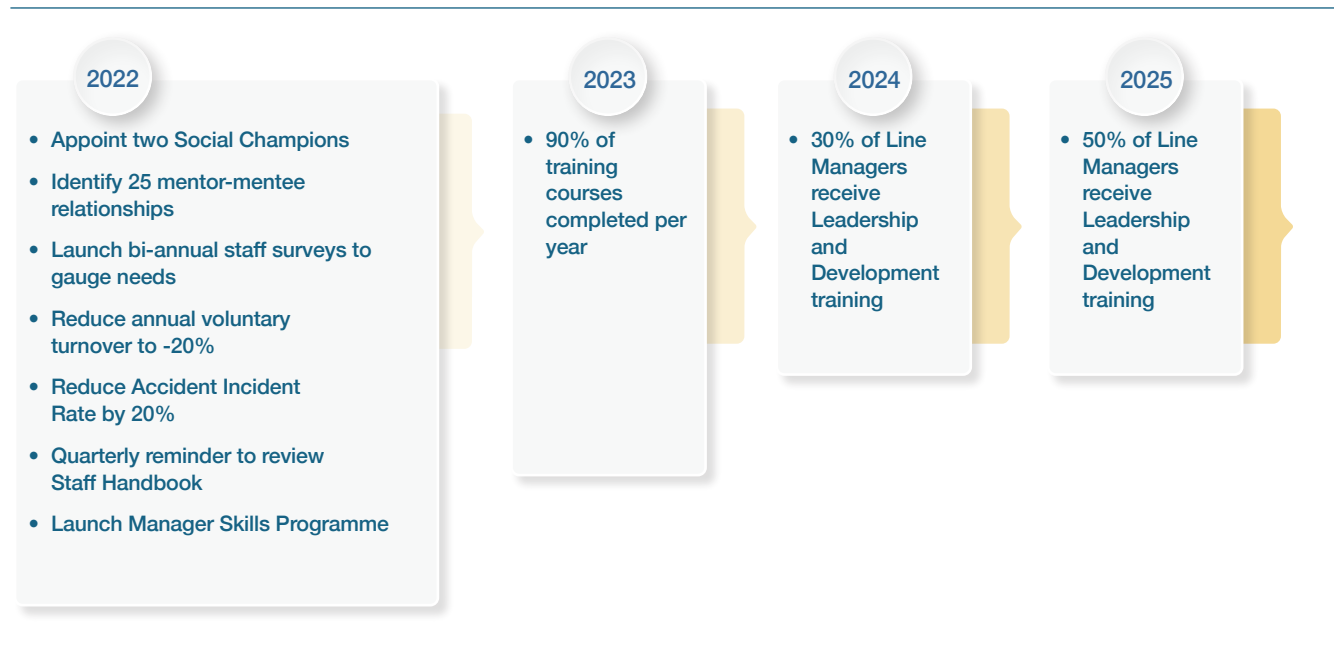
Our Bellrock Buzz communications platform and the recently launched Workplace by Meta are accompanied by our online training portal, Safety Media, which hosted 6,077 training hours for employees' nominated assignments in 2021.

Between these platforms, we can quickly and clearly communicate to all our employees, from new benefits and discounts to crucial training briefings to collaborative work programmes, and so much more.

We also celebrated the debut of our Mental Health First Aider in January 2021, which reflects our commitment to ensuring free-flowing communication as much as possible across the team.

Plus, in order to thrive, employees need to understand what we expect of them, how they are doing, and where they can progress in their career. Accordingly, we conduct annual performance development reviews (PDRs) with the entire team, helping them shape and achieve their career aspirations.

GOALS



In Numbers

5

themes form the heart of our People Strategy. These are effective people management; attracting and retaining talent; learning and growth; diversity, inclusion, and wellbeing; and engagement and communication.

6,077

hours of training were completed by our employees in 2021.

13

essential training modules were completed by all employees including modules on Environmental Awareness, Anti Bribery, Fire Safety, Modern Slavery, and Stress Management.

37

apprenticeships were with us in 2021, with 19 starting and five completing their course, respectively.

HEALTH AND WELLBEING: WHERE'S YOUR HEAD AT?

How we feel and how we think determines the quality of our lives, so health and wellbeing deserves our attention. We have long encouraged Line Managers and employees to discuss their wellbeing on an ongoing basis, believing that the informal approach holds merit. Equally, we must enhance our formal health and wellbeing framework, so employees have a choice how to handle their concerns when they want / need to.

This is even more pertinent amid the extraordinary and stressful COVID-19 pandemic. We are all aware of the major personal strains many people suffered during the pandemic, but there was also a big impact on the workplace. For example, only 3% of organisations surveyed by the London-based Chartered Institute of Personnel and Development (CIPD) did not suffer any absences relating to COVID-19. Plus, 46% of the companies surveyed have employees who have experienced, or are experiencing, long COVID — now a major cause of long-term absence.

Notably, approximately 70% of HR professionals who responded to the survey also found that employee wellbeing is on senior leaders' agendas. We want to do what we can to raise that percentage every year. In addition to our objectives listed here, we have a Health and Wellbeing section on Bellrock Buzz and we are currently reviewing our benefits package.

CARING FOR MENTAL HEALTH

How we feel matters — a lot. Consider that mental health issues can affect one in four people at some point in their lives,³ which has been magnified by the impact of the COVID-19 pandemic. This is why Lisa March, our Head of HR, became Bellrock's first qualified Mental Health First Aider in January 2021, inspiring more training for others in the Bellrock family. We are grateful to St John's Ambulance, a volunteer-led health and first aid charity, who carry out the two-day training with no charge.



GOALS



DIVERSITY, INCLUSION, AND EQUALITY

We are all different and we all deserve to be treated equally well — that is our belief system. We understand the importance of inclusion and belonging within our organisation and how this makes us a more attractive organisation for diverse applicants. It also makes Bellrock a better place to work for our existing employees, our “engine” of success.

Therefore, elevating our internal culture of Diversity, Equality, and Inclusion (DE&I) is very important, building on our Equality and Diversity Policy. We currently share monthly internal marketing and communication information via Bellrock Buzz and FB Workplace. We also participated in online diversity webinars to help us improve our inclusivity and we worked with De Montfort University in Leicester, England.

Our collaboration included reviewing how we use language, devising a candidate attraction strategy, and creating an impactful candidate experience — all of which we plan to roll out in 2022.

We recognise the value of having greater gender balance in several parts of our organisation. This is why we are improving the language of our internal communication to attract more female employees, such as imagery of women driving vans or working in IT. In particular, we aim to improve the gender equality in the IT team so women account for 20% of the team in 2024 (from 7% today).

To support those with disabilities, all our materials are provided in alternative formats upon request — such as braille and large print — and our office, Peat House, is wheelchair friendly.



Our head office, Peat House in Leicester, is wheelchair friendly.

GOALS



CELEBRATING OUR TALENT

Beacon Awards

Our Beacon Awards are held at our annual conference, where the leadership team, executives, and a number of staff gather to celebrate success stories in Bellrock's community that truly deserve a greater spotlight. These are some case studies of the winners, all of whom make us proud to work under the Bellrock name.



Joint Managers of the Year

Melissa Jones, Head of Bidding and Solutions, Bellrock

Surprise was my primary emotion when I won this award — quickly followed by great gratitude for the invaluable support of my team! Whilst it says Manager on my award, this is a team award. We celebrate all the highs and lows together. Sharing this award with Amanda is even better, especially in such a male-dominated industry. Managers must be people-oriented and have empathy. The COVID-19 pandemic has taught us how important it is to appreciate people more. Everyone faces challenges in their personal and professional lives, so think: If I you were in your shoes, how would I like to be treated?

Let's Talk

I want my team to look forward to work every morning and to enjoy their time together, while supporting their personal development. In that vein, my greatest strength as a manager is communication. I am always open, honest, and optimistic — though the team may say my greatest strength is bribing them with food! The number of employees who nominated their line managers for this award is astonishing and Bellrock should be proud that individuals within the workplace are equipped to manage, mentor, and inspire their teams.



Joint Managers of the Year
Melissa Jones, Head of Bidding and Solutions, Bellrock



Joint Managers of the Year
Amanda Gibson Office Manager, Oakleaf

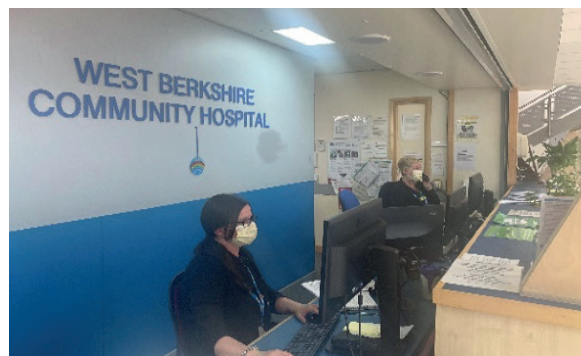
Joint Managers of the Year

Amanda Gibson Office Manager, Oakleaf

This award means more to me than I can really put into words. It is also such a pleasure to share it with Melissa. I have a touch of 'imposter syndrome' and while I have always been a grafter, I never really believed I had what it took to be a manager — especially as my journey at Oakleaf brought the biggest challenges I have faced in my working life. I joined as the first lockdown for COVID-19 started and the department had just completely turned its staff around. So, I had to train a new team remotely while introducing a new system for processing notes and surveys from surveyors who we no longer had any direct contact with. Once we were back in the office, there were major structural changes, including the departure of our directors and moving to new premises — all whilst social distancing! The willingness, cheerfulness, and patience of the entire team created a feeling of great comradery. Have no doubt that a manager can only succeed with a great team. I am moved to see the team appreciated with this award.

The Power of Fun

Along with productivity, my biggest priority is to create a positive and friendly atmosphere — a place where people are happy to be. We have a 'daily wiggle' to encourage everyone to stand up and move around — this can cause great hilarity! Our sound machine also provides a round of applause when a job is complete, a drumroll for exciting news, or a scream or gunshot when something goes wrong! Plus, any member of the team can give a 'Well done' award to a colleague, while our 'Lemon' award recognises silly moments. For any aspiring managers, remember that we are quite often more capable than we give ourselves credit for. And of course, have fun!



Ifor Sheldon, Contract Manager, Receiving the Team of the Year Award in Nottingham.

Team of the Year

West Berkshire Community Hospital Contract Team

No one has had to weather the storm, in some situations, as much as those in healthcare. The team worked 14 hour shifts every day of the week, including very early mornings and late nights, to keep the hospital running and patients cared for. Porters became cleaners, cleaners became catering assistants, and management became porters! They risked their own health in some situations to do this, as the hospital was home to patients with COVID-19. As a small community hospital with 60 beds, we were mainly servicing the larger hospitals by assisting with the general care and rehabilitation of these patients. It was hard for everyone to ensure all rooms and beds were serviced accordingly without transmitting the virus to any other area — we went through a lot of personal protective equipment!

Standing Together

This award gives the team a huge feeling of recognition, which is so valuable as many of the staff were scared about what they faced day-to-day. Very importantly, the award gives the quieter, more reserved individuals in the team a chance to feel truly valued. Every single member of the team supported each other — like a family would — which really shines through during times of crisis. We hope we have weathered the storm now and await a bright future. Remember the TEAM acronym: Together Everyone Achieves More.



The engineering and maintenance day staff take a brief moment together amid a round of busy duties.



Ben Nolan, Maintenance Engineer, prepares to enter one of the wards during the COVID-19 pandemic.

CEO's Award St Georges Hospital Team

We delivered an uninterrupted service throughout the pandemic, with the building pretty much at full capacity with 260 beds taken up in the Intensive Care Unit (ICU) or temporary ICU ward with patients with COVID-19. It was 100% a team effort. We all frequently entered these wards as part of the job and engineers particularly risked their lives when they had to work within close proximity of these patients — a gesture I found hugely inspiring.

Give 100% to Patients

Together, we overcame key challenges via close liaison with the Trust and Private Finance Initiative (PFI) to ensure fast approval for emergency work to be delivered. We also instilled a robust business continuity plan (BCP) so that teams were split into two groups to ensure the whole team was not lost sickness or isolation at any one time. Our collective attitude was that we had a job to do and someone had to do it. The patients come first. Always give 100%. Some days you cannot do as well as others, but always have the integrity to give your best.

Community Award Amarjit Spall, Maintenance Engineer

Come rain, snow, or shine, I strived to serve hot and cold food to homeless people every Tuesday night for the last three years as part of the Sikh Empowerment Voluntary Association's (SEVA) incredible work. The reaction and gratitude we get from homeless people — usually 30-40 a day — is priceless. A hot vegetarian Indian meal, pizzas, or noodles could be on the menu, plus drinks, snacks, and water. If a SEVA team member has a birthday, a cake is distributed among the homeless guests we have that day. But above all, we serve a smile every week. While I aim to help others, SEVA has also very much helped me — notably giving me a close group of friends, all deeply committed to the same cause. I have passed on this positivity by encouraging family members to get involved and some now sponsor a feed week for £120 a year — just £10 a month!





Our Culture of Community

OUR SOCIAL VALUE PLEDGES

We aim to be an ethical business partner, engaging local smaller businesses and traders throughout our supply chain and keeping money within the communities in which we work. Therein lies the importance of supporting Social Value. We purchased Thrive — a software tool which enables us to capture and value our social, economic, and environmental impact — in May 2021. Thrive will be used as a tool to measure our social contribution, as well as a sales tool to measure our potential Social Value contribution against the National Themes, Outcomes and Measures (TOMs) and Key Performance Indicators (KPIs). We are excited about elevating our Social Value offering, especially as public contracts account for 57% of our client base.

Standing out from the Crowd

The London Borough of Newham said our Social Value proposal in 2021 was the best they had seen and was a clear decider in awarding us the contract. This went live in 2021 and uses our new Thrive Social Value reporting system. We have also had significant success with a number of local boroughs including Kensington and Chelsea, Runnymede, Newham and Hackney, in addition to having a strong pipeline of future opportunities.

Keeping Pace

The preferred procurement route in the public sector is via frameworks with the Crown Commercial Services (CCS). We are currently on two CSS frameworks: Facilities Management Marketplace (RM3830) has a total contract value up to £57 million and runs until July 2023, having started in 2019, and Estate Management Services (RM6186) started in 2021 and will end in May 2025. As the regulations around Social Value evolve, we must invest in developing capabilities and case studies to demonstrate our performance. We plan to focus on this more heavily in the year ahead.

In Numbers

57%

of our client base is comprised of the public sector.

1st

Our first project on Thrive went live in 2021 as part of our new contract with the London Borough of Newham.

Our Social Value Framework

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



Our Social Value Pledges

- Every contract we carry out will have in place a bespoke Social Value Action Plan, tailored to the specific needs of the contract and the local community in which it operates
- We will partner with a wide range of local small and medium-sized enterprises (SMEs) and Voluntary Community and Social Enterprise (VCSE) organisations to increase the supply chain delivery of our social value commitments and support the communities they serve
- We will strive to promote local employment for local contracts first, provide skills and development opportunities for our colleagues and encourage customers to work with us on giving all staff the National Living Wage
- We will provide volunteering opportunities for our colleagues and supply chain partners to actively participate in the communities, social enterprises, and charities that we support
- We will offer professional guidance and advice to all our customers to facilitate a reduction in their carbon footprint, waste, and water consumption
- We will continue to promote a safety-first culture across all the customer estates that we manage

GOALS

2022	2023
<ul style="list-style-type: none"> • Implement Thrive across a representative sample of customers • Appoint two Social Value Champions 	<ul style="list-style-type: none"> • Thrive is 100% part of Bellrock's public contracts diversity



SUPPORTING OUR COMMUNITIES

We have supported Alzheimer’s UK for the last three years. Usually, our chosen charity is reviewed annually with staff picking the charity from a list of six options, which encourages team buy-in to the chosen cause. This process has been on hold due to the COVID-19 pandemic and will resume in 2023. In addition to this, all staff are given a paid ‘Charity Day’ per year, which they can use to support any charity of their choice.

GOALS



Our COVID-19 Response

Safety continues to be a top priority. This long-held principle enabled us to move quickly during the COVID-19 pandemic. We ensured that each of our sites were issued with specific guidance on protection against COVID-19 and were assessed for risk. Each employee was also given these documents via our Safety Media communications portal, which they confirmed they had read and understood. To support local communities, sites organised initiatives like mobilising food banks for delivery to the vulnerable and allocating space on-site for COVID-19 testing. We also ran two webinars during the pandemic as part of our Next Normal and Realign series, with one session focusing on helping schools re-open safely.





Leading the Way

ESG COMMITTEE

Having a ‘home’ that unites all our ESG efforts is an important step we will take in 2022 with the establishment of our ESG Committee. We will also develop an ESG Policy, which will complement our existing 26 business policies. Our new ESG and Sustainability Manager, Bhav Somal, will drive the development of the committee, which will meet monthly to review progress on the objectives outlined in this report. The committee will also establish new targets to help advance the ambition of our ESG journey — supported by the soon-to-be appointed Champions detailed in this report — to ensure holistic progress is made across the business.

GOALS

2023

- Establish an ESG Committee
- Publish an ESG Policy

DIGITAL FORERUNNERS

It has been a productive year as we continued to enhance our digital knowledge — a cornerstone of Bellrock’s success. Our knowledge and utilisation of technology significantly sharpens our edge in what is a highly competitive industry. We know that investing time, talent, and money into this part of our business pays off, as very well demonstrated by our Concerto Project Management System (see page 37).

99.9%

uptime across the business since 2017.

0

data breaches and successful cyberattacks.

1.1mn

points are security checked across the business every year — 3,000 per day.

10.7mn

emails sent and received across the business per year.

Our Digital Expertise

1,350

laptops and computers are used across Bellrock, with 22% of these based in the office.

52

internal pen tests looking for vulnerabilities are conducted across the whole business per year.

1st

year with Cyber Essentials Plus, which is very important for reinforcing security and helping us win and retain contracts.

78%

of the thirteen team members in the IT department work on a hybrid basis. Three team members are office-based.

Concerto: Our Ace Card

Concerto is a centralised platform which we utilise to manage all service interventions, from origin through to completion. This intelligent system provides an engine to capture and manage data from the IoT (Internet of Things) devices, such as sensors, drones, and 3D imaging cameras. This triggers workflow requests to nominated suppliers, enabling real-time decisions that often fix issues before they are even registered with users. This is essential to keeping our customers ahead of the curve in their respective industries. We are evolving the goals and objectives associated with our core Concerto product and deciding if an objective is tactical or strategic as a starting point.

Tactical Goals

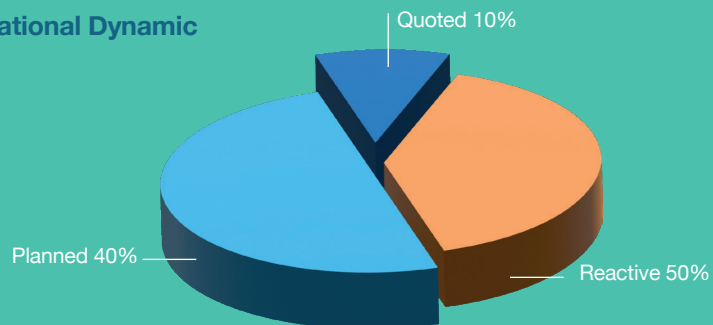
These relate to the near-term evolution of a product, which allows us to generate a short-term value differentiator for a specific bid. In turn, we gain more transparency and a tactical advantage

Strategic Goals

These relate to the longer-term evolution of Bellrock and directly support our strategic plan



Exhibit 1: Concerto's Operational Dynamic



DIGITAL FORERUNNERS

Pace and Resilience

We focus on crafting infrastructure that allows us to scale at pace and with resilience, which are both vital characteristics in our fast-changing market. Key changes include improving the security and performance of our core IT related assets. This is always imperative, but even more so amid acquisitions (the merging of different companies’ data philosophies) and the soaring increase in hybrid working due to the COVID-19 pandemic.

Part of our efforts include bringing all our IT support requests into a central support system, Manage Engine, which allows us to track support performance, categorise business demand and track IT assets and cost. In turn, this visibility will help us build strategic programmes and boost the efficiency of our services.

Who’s Who?

We strengthened our resource mix with the addition of a new Head of IT in December 2021. Darren Adams is solely responsible for IT governance, IT security, IT service delivery, IT network infrastructure, telephony, and cloud environments. He joins us with a wealth of experience in expanding IT functions within rapidly growing businesses. Overall, thirteen members of the team report to Darren, with the split seen to the right.

Feeding Our Innovative Spirit

Our zest for digital discovery is what helps set us apart and this includes exploring how to use the IoT, analytics, artificial intelligence (AI), and mobile platforms to continually improve our commercial and social offering — both of which are integral to spurring our ESG journey. For example, we can use the large amounts of information we collect to help us build algorithms. In turn, these help us predict potential failures and opportunities. It is difficult to overstate the value this brings to Bellrock and our customers; it is as close to a crystal ball as we can get. Such insights enable us to save money, enhance safety, drive efficiency, and set ambitious yet realistic targets — notably, reaching Net Zero by 2040.

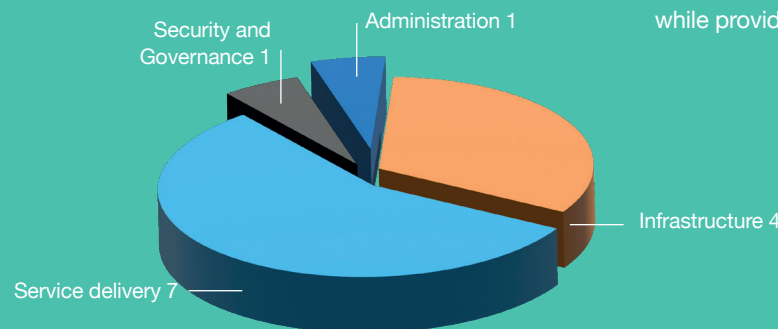
All for One, One for All

We foster a culture of collaboration, which includes trying to have more than one developer working on a project. Our daily team meetings are used to give an overview of what each team member is working on and provide an opportunity to pitch new ideas. We keep up to date with new developments in the world of technology and sharing “new cool ideas” is actively encouraged.

Did it Work?

Our team embraces a “happy to fail” culture when it comes to finding innovative solutions, as long as it does not affect safety or reliability. “Failing” often leads to software development and infrastructure improvements. Of course, failing is not an option if it affects safety and reliability for our customers or our operations teams working in real-time. In those cases, failure means potential penalties and a reduction in quality. As a team, we know when to embrace the spirit of digital discovery and when to tread a well-worn path — a healthy balance which enables us to innovate while providing robust services.

Exhibit 2: Roles within Bellrock’s IT Team



STAYING SAFE

We are experts in data protection. The technology landscape in which we operate is more tightly controlled than ever before. This is the correct approach as risks are swelling daily. We are continuously working to improve how we protect our data and our clients' data, helping make it more resilient and scalable. All our data centres are based in the UK, so they meet security levels stipulated by the Data Protection Act and General Data Protection Regulation (GDPR). All the data we store is encrypted with strong cryptographic algorithms, kept in backup virtual servers and monitored 24/7 by a Pseudo-Random Test Generator (PRTG) network monitoring tool.

Plugging the Gaps

The biggest vulnerability in any company's cybersecurity is its employees, who are often subject to phishing attacks. We protect against this weakness by training our employees on data protection, conducting regular penetration tests (a simulated cyberattack against your system to highlight any vulnerabilities), and always bettering communication within our team. Our cyber response team meet regularly to test and review programmes and our Incident Response Plan and Disaster Recovery Plan are reviewed annually, or when there is a substantial new threat or change of staff. We also have a Cyber Security Policy and Handbook, which is read and signed by all new employees.



In Numbers

4

hours is the maximum time Bellrock has to respond once a vulnerability has been detected.

1st

year with cyber insurance, with the comprehensive policy secured in August 2021.

12

management meetings are held every year by our Information Security Steering Group to stay abreast of challenges and opportunities.

LEARNING THE DIGITAL ROPES

We are passionate about training our IT team, which builds expertise and a creative approach. New joiners embark on an intensive 2-8 weeks of training (length depends on their role) and we offer functional training for developers. This gives them real business experience and helps develop design and development approaches. We usually find a small solo project for a new developer to work on, which allows them to explore the platform technologies, patterns, practices, and processes.

It is one thing to know what a technology does, but it is vastly more useful to know how that technology can support the day-to-day work of Bellrock and its clients. This is why we also send new developers ‘around the business’ for six weeks so they can fully contextualise the value of the software they are working on and how their role connects with all areas of the business.

CASE STUDY

Scott White, Software Developer

Scott White joined the team as a mid-level developer in March 2021 and rapidly made his mark, picking up several new technologies and approaches. This grew both his personal skills and ability to share his expertise with the team via show-and-tell exercises, including explaining how infrastructure-as-code could help develop future modules that require extreme scalability. Scott is helping team members design solutions using this new approach, reflecting the team’s collaborative spirit.

In Numbers

6

weeks is the time it takes some new joiners to go ‘around the business’ as part of their induction.

3

apprentices in IT team have spent time honing their skills at Bellrock over the last five years.



CASE STUDY

Bryan Daniel, IT Support Team Leader and Lead Telephone Administration Support Role

A single day with Bellrock's IT department completely transformed my career aspirations and desires. Before I walked through Bellrock's doors in 2020, I had no major interest in technology, nor experience other than my GSCE qualification. Yet, the fantastic team immediately made me comfortable and handed me exciting tasks, such as building a computer from the case up. I was hooked. I wanted to learn more, especially the 'why' and the 'how' of technology and hardware. Bellrock has helped drive my appetite to learn by enrolling me in two apprenticeship courses (Level 2 Customer Service and Level 3 Network and Infrastructure), which I completed with Distinctions. I have learned technical skills far above and beyond my initial knowledge and have had invaluable exposure to customer interactions and life skills. Suffice to say, I look forward to expanding my knowledge and advancing my career within Bellrock.

B38

Following our acquisition of B38 last year, we ensured our technological integration achieved synergy, resiliency, and scalability objectives. Our IT department moved all B38's assets into the Bellrock policy environment and we replaced key operating platforms with Bellrock group systems. Importantly, this three-month process was achieved with no reduction of service or availability of IT resources — a process we are proud of. However, there are always lessons to be learned and we look forward to applying our new-found knowledge to future integrations.



GOALS



CURATING A NEW ERA WITH SUPPLIERS

Helping our highly valued customers and suppliers adapt to the ever-changing landscape comes very naturally to us as agility is part of Bellrock’s spirit. We take our ESG journey very seriously and how we meet our targets will be greatly affected by those we work with. While we started incorporating ESG objectives into our tenders in 2021, they were broad and lacked standardisation. Looking ahead, we must increasingly formalise our external ESG measures, so they can be defined, tracked, verified, and analysed within our community of customers and suppliers — supporting both their targets and ours. We are in this together.

Sales’ Positive Trajectory

We are proud that sales have returned to levels seen before the COVID-19 pandemic started. We continue to see customers rationalise their estate as staff work from home, which offers an opportunity for us to use the data we have on their estate to make the right decision and inform us further. This could be about which property to invest in or dispose of, as well as answering questions about maintenance costs and running capital, for example. Against this backdrop customers increasingly want fixed and multi-year deals as they seek more certainty. Deals that were typically three years have grown to five years, with one even reaching nine years.

Staying Fluid During the Acquisition

From our suppliers and customers’ perspective, we made sure that very little changed during our acquisition by Sun European Partners, LLP, which significantly eased the transition. We held optional drop-in sessions for suppliers with questions. Few had any and, and those that did focused on future opportunities with Bellrock. We also embraced a new structure in 2021 to enhance efficiency and effectiveness. The Procurement and Supply Chain Director now has three direct reports looking after Supply Chain, Procurement, and Strategy, all of whom form the Senior Management Team. We also enhanced our internal training facilities to ensure our teams were well-equipped to support the transition (see below: Learning Together, Growing Together).

Our New Allied Partner Programme

We are developing and implementing an updated Allied Partner Programme to support suppliers who continue to go above and beyond for us, with a launch planned in 2022. Whilst Bellrock have a self-delivery arm, we are supply chain agnostic. This means we do what is best for the client, so having the strongest and most fruitful relationships possible with suppliers is paramount. Our new Allied Partner Programme will allow us to improve value for money, innovation, ESG objectives, and continue to deliver a market-leading service to our clients.

In Numbers: Growing Together

£80mn

was spent within the Concerto system in 2021.

14%

of this £80 million total was spent with our top 30 suppliers.

4,306

suppliers were in our Concerto system in 2021.

11%

rise in the number of suppliers in our Concerto system was noted between December 2020-December 2021.

Our Clients' Private-Public Dynamic

With 57% of our deals being in the public sector, we benefit from good references and visibility as much information is in the public domain. The nature of the private sector means we have less visibility, but our reputable track record allows us to benefit from a good level of inbound enquires, particularly within the hospitality and leisure sector. It is also noteworthy that some new client mobilisations mandate which suppliers we use, which is partly why our total number of suppliers climbed by 11% year-on-year. Other drivers included an integration of our systems following our acquisition by Sun European Partners, LLP and a natural increase due to additional support during the COVID-19 pandemic. All our high and medium risk suppliers are required to have SafeContractor accreditation, which is reviewed annually.

Strengthening our Community

We are passionate about creating a community of likeminded professionals who can support and upskill each other. Our quarterly newsletter and workplace page shares regular updates and we have a weekly slot on the internal Services Review Meeting. We want to significantly increase our efforts in this space, including with our external partners, by hosting our inaugural Suppliers' Summit in 2024.

Learning Together, Growing Together

In 2021, we embraced a central model to provide better support across the business. Now every team member has the ability to request support and time, making us more effective. We put the spotlight on upskilling the team to ensure everyone was well-equipped to deal with the acquisition at the end of the year. In 2021, three team members started apprenticeships in Chartered Institute of Procurement and Supply (CIPS); one at Level 3 and two at Level 4. We also started our own upskilling programme developed by the Procurement and Supply Chain (PSC) Director, which we affectionately call the PSC Knowledge College. This "college" breaks key themes into bitesize modules of knowledge, such as learning more on tenders, commercial awareness, and supplier relationship management. Our Bellrock PSC Director is also part of the Alcumus FM Leaders Forum, which discusses ESG within Procurement and Supply Chains.

In Numbers: Staying Sharp

100+

employees attended our three-day online Business Engagement Sales Training (BEST) in 2021.

Championing Smaller Players

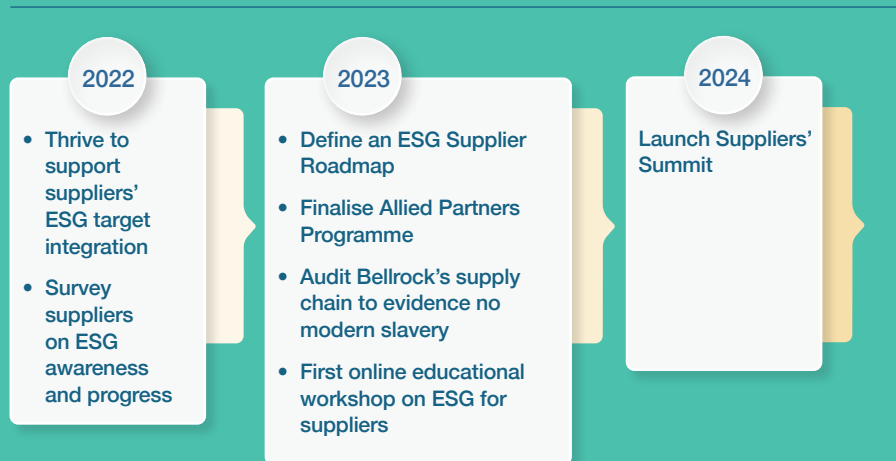
Amid a large inflationary rise in the cost of living, the private sector moved away from SMEs and into national delivery support strategies to leverage spend. At the same time, the public sector became increasingly keen to segregate their suppliers into local providers in order to reinvest in local communities, especially amid the COVID-19 pandemic. Supporting the “little guy” will not only give them opportunities historically taken by the bigger players, but it will also encourage a healthy evolution in our industry as it welcomes more diverse companies with new ideas and solutions.

In Numbers

80%+

of our suppliers are micro-SMEs, which are companies that tend to have fewer than ten employees and an annual turnover of £1.7 million.

GOALS



FOCUSING ON ESG MATERIALITY

Our success in ESG very much depends on meeting the needs and expectations of our stakeholders — an equation we wholly support. This is why we have focused on understanding the factors that all parties feel matter the most. Only then can we use this knowledge as a springboard to continually improve our offering. Therein lies the importance of our Materiality Survey, which we conducted in the first half of 2022 and which will help inform our actions going forward.

Pinpointing Priorities

‘Materiality’ is a key measure of what is important for us to pay attention to, but not everyone agrees on what is most material. Accordingly, our Materiality Survey seeks to understand, reconcile, and navigate these views of these different parties. By identifying key priorities among our stakeholders, we can concentrate resources on activities that have the greatest impact and create the most value. Prioritising ESG factors also guides our reporting strategy, helping us set and report on the metrics and targets we use to measure our performance in these areas.

Our Next Steps

In consultation with our ESG consultant Sustainable Advantage, we identified 24 major ESG factors (out of more than 70 areas) that most closely align with our purpose. These are the areas that may be considered important to our future success, as seen in the graph to the right: The Planet, People, Governance and The Community, Suppliers and Customers. With these core set of 24 ESG issues, we reached out to representative members of our stakeholder community to find out how they prioritise them.

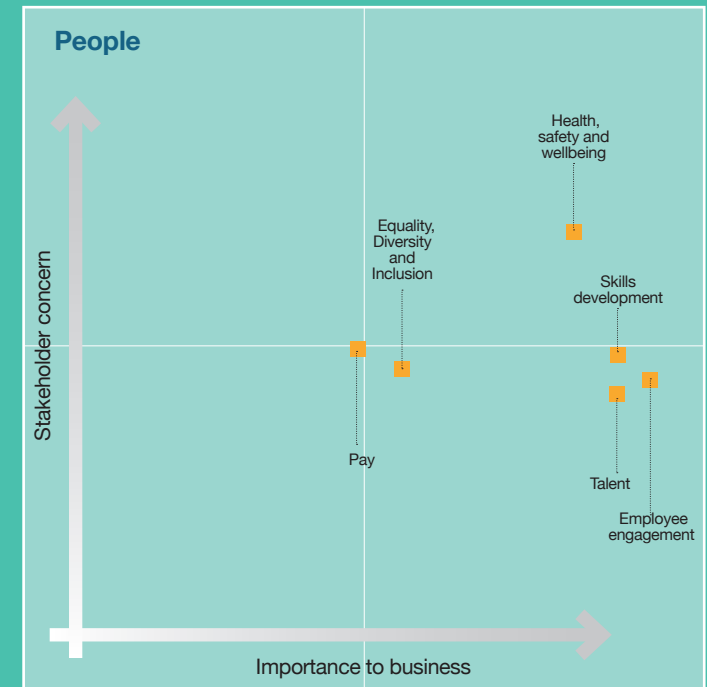
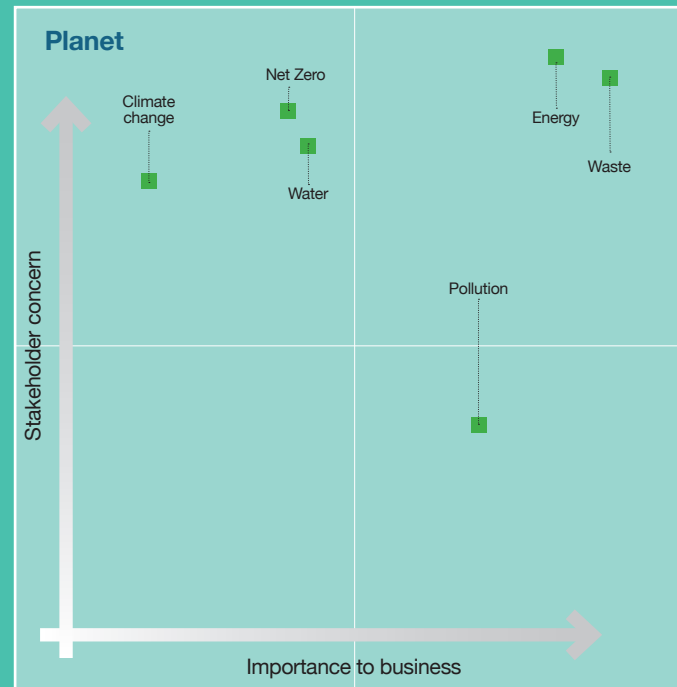
The Planet	The Community, Suppliers and Customers
Energy	Customer Satisfaction
Water	Community Engagement
Waste	Sustainable Products & Services
Pollution	Supply Chain ESG
Net Zero	Supply Chain Human Rights
Climate Change	Supply chain traceability
People	Governance
Employee Engagement	Ethics in Business
Diversity, Equity & Inclusion	Human Rights Modern Slavery
Health, Safety & Wellbeing	Bribery & Corruption
Pay	ESG Risk Management
Skills Development	Digital Security
Talent	ESG in Business Practice

Our Findings

We found strong validation that all the ESG measures are considered ‘very important’ to ‘essential’. Within that high level of agreement — itself a very positive result — there were some key differences that we have elaborated on below.

Environmental Factors

Bellrock’s management tends to focus greater attention on energy and waste management. Comparatively, our stakeholders were equally concerned about a wide range of issues, from water, waste, and energy through to the high-level Climate Change and Net Zero. That there is such momentum behind all these key issues among our stakeholder community shows how the strong cultural change — fundamental to supporting our Net Zero goal by 2040 — is well-underway. Our goals detailed in this report also address these areas (water, energy, waste, for example), so we believe our stakeholders will see meaningful changes over the coming year. That we launched goals relating to our management of water for the first time this year — in advance of these survey results — shows positive and proactive alignment between management and our stakeholders.



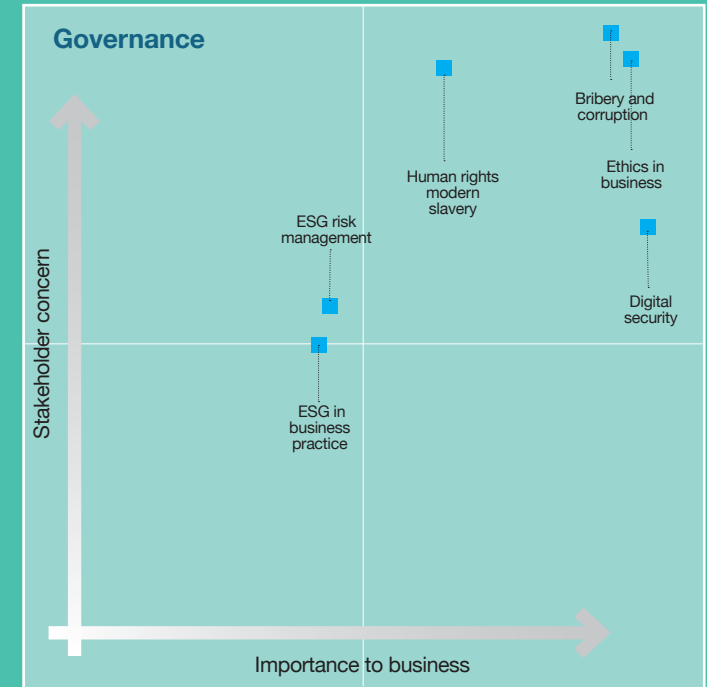
ESG People Measures

Clearly, employee Health and Safety (H&S) and Wellbeing is paramount for all. As detailed in this report, we will soon launch our ‘Where’s Your Head At?’ programme to support employees’ health and wellbeing (see page 25). Engagement and Skills also ranked highly, which is another area we are making a key pillar of our Social development within Bellrock by launching our People Strategy (2021-2023) and reviewing our training programmes (see page 23).

We will update our progress in the next report and in the meantime, will continue to increase employees’ overall training time (6,077 hours in 2021). Elevating our efforts for Diversity, Equality, and Inclusion (DE&I) is also deeply meaningful and an area we believe must feature more prominently going forward.

Community, Suppliers, and Customers

It speaks volumes of Bellrock’s culture that customer satisfaction tops the list for all stakeholders — a priority we fully intend on sustaining. The survey also revealed that our stakeholders place a lot of importance on the Supply Chain, which is important and especially understandable in the current environment post / amid COVID-19. Our upcoming reconfiguration of how we prioritise and interact with our deeply valued supply chain reflects how we, as a business, are eager to keep strengthening our outlook over the coming year (see page 41). We will also be placing greater emphasis on community engagement in 2022, including supporting charitable endeavours. Ultimately, the majority of the findings in this section reassuringly point to an emphasis by stakeholders and management on transparency — from human rights to supply chain traceability, for example. We are glad our community places such critical elements in high regard and will continue working to respond in a quantifiable manner.



Governance

We are delighted that our business and stakeholder community are so aligned on critical governance issues like anti-corruption, human rights, and slavery — the bedrock of an ethical business. We believe such values are paramount and will continue to put safeguards in place to ensure utmost protection. Digital security is another common priority and understandably, for it is absolutely critical to Bellrock’s operational and commercial success. We are proud of our digital expertise and will continue to innovate in services and safety (see page 39).

HEALTH AND SAFETY

Staying safe is a non-negotiable, which is why we roll out regular training via our online Safety Media portal. Our Safety and Sustainability strategy is developed at the start of each year, identifying key objectives for the team to achieve with monthly meetings tracking progress.

This year, our efforts resulted in the launch of a new online reporting system, Tell Bellrock. Users can access this via a QR code. This information is logged onto Concerto where incoming reports are monitored daily by the Safety and Sustainability team who identify risks and corrective actions. The QR code is posted on the Bellrock Buzz website, workplace posters, and there is a regular awareness campaign — all aimed at making the new system as accessible as possible.

All new starters' progress on allocated modules is monitored every month and reported at divisional Senior Leadership Team (SLT) meetings. Additional and specific training is managed by the Safety and Sustainability team upon request, such as water management training.



In Numbers

12

meetings are held by the Safety and Sustainability team every year.

52

reviews of incidents are done per year at approximately one per week.

4

formal meetings are hosted by the Safety Committee per year.



An intelligent approach to energy, waste & sustainability

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