

CORPS

Est. 1859

SECURITY

Environmental, Social and Corporate Governance Report

July 2026

Executive summary

Mike Bullock



Corps Security was built on a founding ethos of loyalty, integrity and service. Those values have shaped everything we do since our foundation in 1859. First created to provide employment to soldiers returning from the Crimean War, today, as a social enterprise, we stay true to our guiding principles. Our support for veterans, our charitable partnerships, and our wider responsibilities to our colleagues and local communities keep the heart of our founding ambition beating. This report reflects another year in which our commitments have translated into tangible results, and I am proud of what our teams have delivered.

Our environmental progress has been significant, and nowhere more so than in our energy consumption. Our total carbon footprint fell by 18.57% in 2025, and Neutral Carbon Zone upgraded us to Platinum certification, its highest tier, awarded to organisations that measure their full footprint against internationally recognised standards and demonstrate active year-on-year reductions.

We also maintained our Silver rating from our ESG rating provider EcoVadis, with an overall score of 70/100. Our strongest area was environment, where we scored 87 out of 100, placing us in the top 3% of the security industry.

Corps Connect, our employee portal, continued to mature. During 2025-26, colleagues made more than 3,200 interactions through our wellbeing and Employee Assistance resources, with mental wellbeing representing the most engaged area. These resources help our colleagues, from our head office to our frontline, access the support they need.

Our ED&I survey received 737 responses this year, up from 488 in the previous year, reflecting that our workforce feels comfortable sharing feedback and giving us a richer basis for improvement. Among the findings, 17.91% of respondents had served in the Armed Forces or Emergency Services, reinforcing why veteran support sits at the core of our identity. With 18.18% identifying as Black, African, Caribbean or Black British, and 13.43% identifying as female in a traditionally male-dominated sector, the results will directly inform where we focus our inclusion efforts next.

Another significant milestone in our journey was receiving Corporate Ready certification from Veteran Owned UK, recognising us as a verified veteran-owned organisation with the governance standards to work with major corporate partners.

Externally, our fundraising work with our charity partners raised £275,000 in 2025, funding mental health support, financial assistance for former Armed Forces personnel, cadet groups and community outreach programmes.

The past year has seen a decisive shift in how we embed accountability across the business. The ESG Scrutiny Group now has cross-functional membership, influencing everything from information security to carbon strategy.

Underpinning this, the centralisation of our governance infrastructure has led to a compliance dashboard that monitors close to 1,000 legislative items in real time. Our mandatory training has expanded, allowing 934 colleagues to complete modern slavery modules and 2,156 to complete anti-bribery training, deepening our capability to govern the increasingly complex compliance landscape.



We have also partnered with the consultancy AIConfident, which helps organisations develop responsible AI strategies aligned to their values, to build confidence and capability across the business. AIConfident also provides AI literacy and ethics training to schools, a social value commitment that reflects our own community-focused ethos.

Environmentally, our priorities for the year ahead include expanding our Lifecycle Assessment across more client sites, increasing commuting survey participation to sharpen our Scope 3 reporting, and continuing progress towards a Gold EcoVadis rating. In terms of our social commitment, we will focus on growing our ED&I learning programmes, strengthening veteran engagement, widening career pathways for underrepresented groups and developing supplier diversity partnerships. And for governance, we are preparing for the introduction of UK Sustainability Reporting Standards, deepening ESG metrics integration into performance reporting, and broadening stakeholder engagement internally and across our client base, to further translate sustainability commitments into measurable results.

Mike Bullock

CEO

Corps of Commissionaires Management Ltd

A handwritten signature in black ink, appearing to be 'M. Bullock', written over a white background.

Environmental

Since the 2025 report, Corps Security has strengthened its commitments and deepened supply chain engagement.

The past year has been a landmark period. Following two years of concentrated effort to improve the quality of data collection and carbon measurement, our work has translated into clear results. Our partnerships with carbon management and certification platform Neutral Carbon Zone (NCZ) and ESG ratings business EcoVadis continue to be instrumental to our efforts.

In 2025, Corps Security was awarded Platinum certification by NCZ, the highest tier of its programme. These organisations keep us focused, providing support across carbon footprint measurement, certifications and accreditations, waste management and recycling, supply chain management, and governance.

Corps Security aligns its ESG activities with the United Nations Sustainable Development Goals (SDGs) and the Global Compact 10 principles. Central to our environmental commitments are three principles that frame how we approach our responsibilities:

- **Principle 7:** Businesses should support a precautionary approach to environmental challenges.
- **Principle 8:** Undertake initiatives to promote greater environmental responsibility.
- **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies.

We achieved a
18.57%
reduction in total
emissions compared
to 2024

Achieving the highest standard for carbon footprint reporting

Since 2023, Corps Security has worked with NCZ to track the organisation's journey to net zero. Our 2025 Carbon Footprint Report, covering location-based emissions from 1 January to 31 December 2025, records a total organisational footprint of 6,228.07 tonnes of CO₂e.

This represents a 18.57% reduction in total emissions compared to the 2024 figure of 7,648.20 tonnes of CO₂e (tCO₂e), marking a significant step forward in our long-term sustainability journey.

The formal base year for Corps Security's greenhouse gas inventory remains 2023, the first complete year of reporting aligned with the ISO 14064-1:2018 standard for greenhouse gases. This base year will be maintained unless significant structural or methodological changes require a recalculation.

The 2025 results show reductions across all three scopes. Scope 1 (direct emissions) fell to 93.68 tCO₂e, a reduction of 35.26% from 2024, driven in large part by the continued transition of the company fleet to electric vehicles. Scope 2 emissions (from indirect energy) fell to 35.91 tCO₂e, a 5.40% reduction, following the incorporation of renewable energy tariffs across Corps Security's office properties. Scope 3 (indirect emissions), which account for most of the total footprint, came to 6,098.49 tCO₂e, representing an 18.31% reduction.



ecovadis



Our carbon intensity - the amount of greenhouse gas emissions produced per unit of output or activity - also reduced significantly. Emissions per full-time employee fell to 1,977.17 kgCO₂e, a 17.56% decrease from the previous year, and emissions per £1m of revenue fell to 47,004.34 kgCO₂e, representing a 28.69% decrease. These improvements were achieved alongside continued business growth.

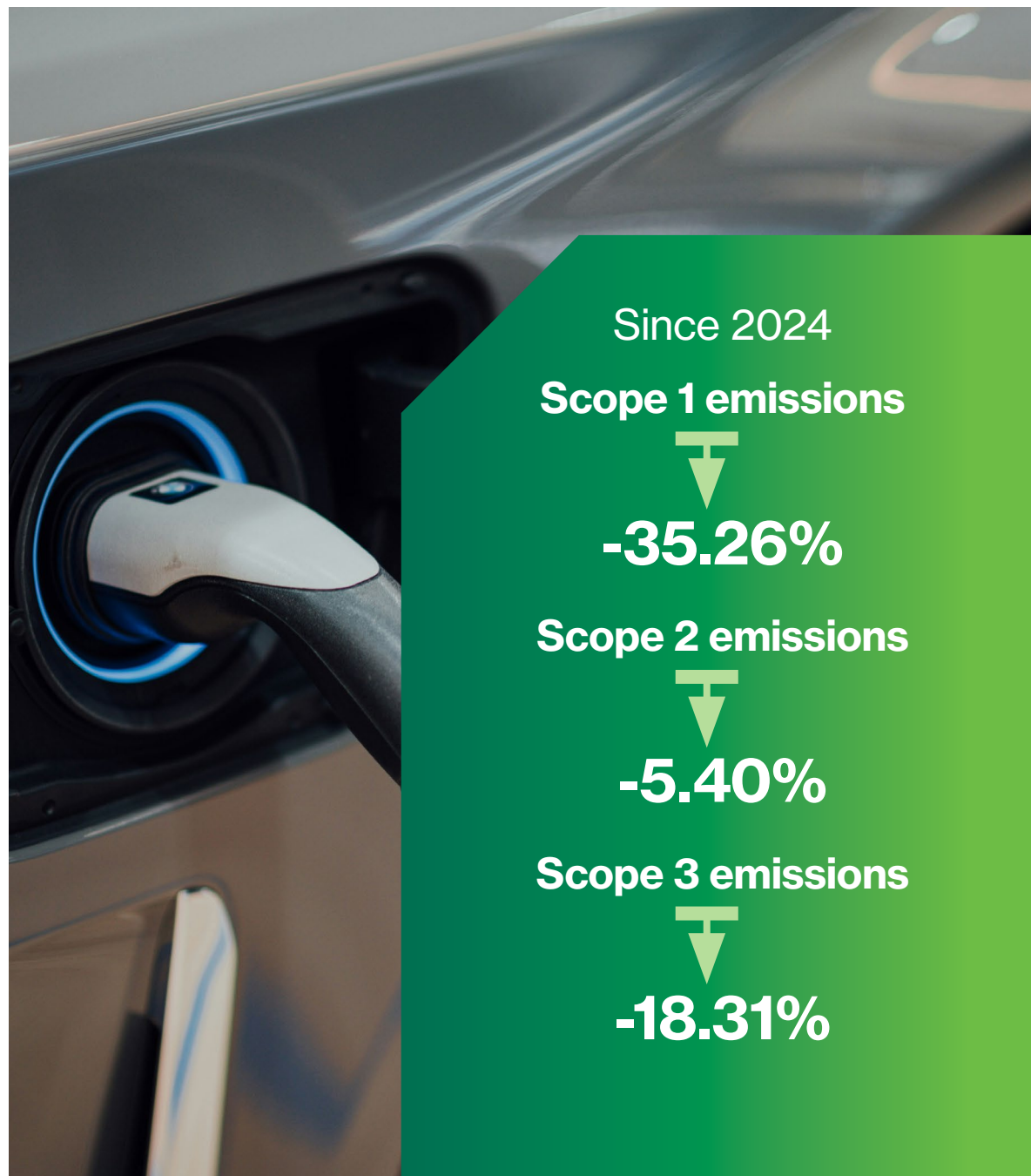
For the 2025 reporting period, data for trains, taxis, buses, and flights were supplied as spend data rather than mileage. As a result, well-to-tank emissions – the greenhouse gas emissions associated with the upstream processes of providing energy and fuel – were not calculated for these specific modes. Our evolving approach to standardising all energy and fuel data collection includes these modes of travel.

Overall, our thorough level of reporting was recognised by the NCZ, which upgraded Corps Security from Gold to Platinum, its highest certification tier. Platinum status is awarded to organisations that measure their full organisational and operational footprint in line with the WRI/WBCSD Greenhouse Gas Protocol Corporate Standard and ISO 14064-1:2018, covering Scope 1, 2 and 3 emissions. To achieve it, a company must have established a supply chain compliance programme, agreed on a carbon reduction plan and targets, and be achieving year-on-year reductions in emissions alongside active supplier engagement.

Understanding our carbon emissions

As in last year's report, commuting and homeworking remain the largest single source of carbon emissions, and currently account for 46.37% of the total organisational footprint. Combined, these two categories generated 2,867,874 kgCO₂e, with commuting contributing 2,683,390 kgCO₂e and homeworking a further 184,484 kgCO₂e.

The emissions data for these two categories were derived from a staff survey we conducted, which received 552 responses, representing 18% of the workforce. Commuting emissions were calculated based on employees' reported modes of transport and travel distances. While the responses provided sufficient data to create benchmarks, NCZ has





We achieved a
20.88% reduction in
carbon emissions from home
working and commuting

recommended increasing survey participation to at least 50% as our priority for future reporting periods. This will reduce reliance on estimated data and further strengthen the precision of these figures.

Through further analysis, we identified that an additional 807 London-based employees were also using public transport. In total, we understand that approximately a third of our workforce primarily uses public transport to commute.

We recognise that commuting is a matter of personal choice, and that many variables in our colleagues' lives affect how they travel. Childcare and elderly care responsibilities, safety considerations, shift patterns, and part-time working all play a role in the decisions people make about their journeys. Our aim is not to prescribe how people travel, but to give them viable options that can reduce both the cost and the carbon intensity of their commute.

Progress against our 2024 baseline

Compared to the 2024 figure of 3,624,722 kgCO₂e from commuting and homeworking combined, the 2025 total of 2,867,874 kgCO₂e represents a 20.88% reduction.

To support more sustainable commuting, Corps Security participates in the Government's Cycle to Work scheme. Over 200 bikes have been purchased through the scheme to date, and it now specifically includes funding for electric bikes. Since first implemented in 2020, employees have saved a total of £49,196.80 through the scheme.

We offer an enhanced car allowance to eligible colleagues who own EV or plug-in hybrid vehicles. To qualify, their role must include a car allowance and be eligible for the company car scheme. This is designed to encourage a reduction in the emissions associated with private vehicles used for business purposes.

NCZ continues to highlight commuting and homeworking as the primary drivers of our emissions. As well as increasing survey response rates, its recommendations for the next reporting period include further incentivising greater use of

low-carbon transport, such as cycling and public transport, and promoting car-sharing tools to reduce solo car journeys.

The reporting body also recommends engaging with clients to improve on-site travel facilities, including EV charging points. Where possible, recruiting staff local to client sites is encouraged to minimise commuting distances.

Lifecycle assessment

Corps Security has completed a Lifecycle Assessment (LCA) to establish the specific environmental impact of our service delivery. Conducted in line with the internationally recognised ISO 14040 standard, including ISO 14044, the LCA covers four sites and three service types: combined CCTV and guarding in London, guarding only outside London, and combined CCTV and guarding outside London.

The assessment enables Corps Security to provide bespoke carbon footprint reporting to clients for the specific services they receive. In 2025, we produced 10 bespoke reports. For the most recent report we conducted, our client's secondary data estimate suggested a footprint of 54.42 tCO₂e, but our bespoke comprehensive report found that this was substantially lower at 15.43 tCO₂e.

Corps Security's 2025 Net Zero Transition Plan also sets a goal to expand the scope of the LCA by collecting supplier-specific data to replace broader spend-based estimates in future reports.

Travel policy and fleet decarbonisation

Our ESG Scrutiny Group developed a 2025 travel policy plan to establish a clear hierarchy for business travel decisions, prioritising remote working and video conferencing, active travel for short journeys, public transport, and car sharing. Train travel is encouraged for domestic journeys unless a justification is provided, and air travel should only be undertaken when no viable lower-carbon alternative exists.

We've also further transitioned our fleet to low-carbon vehicles. 26 company cars, out of 44 total, have now been registered with Quartix Telematics, our vehicle tracking and monitoring

In 2025:

We produced
10
bespoke Lifecycle
Assessment reports
for clients

59%
of our fleet of
company cars are
electric or hybrid
vehicles, a 23
percentage-point
increase

ESOS action
plan has saved
30,199
kWh

system. These 26 company cars are all electric or hybrid, with 5 fully electric vehicles and 21 hybrids. This represents an increase of 11 from the previous year.

By registering with Quartix, we can access real-time information on speed, driving style, and braking index across the company's multi-driver vehicles. This supports employee education and encourages more eco-friendly driving practices.

Green energy transitions

In 2025, our London office transitioned to a green energy contract, joining the green energy tariffs put in place for the Glasgow and Bristol offices in October 2024. All three office properties are now powered by energy matched to renewable sources. Together with the installation of LED lighting in the London office, these steps have reduced the emissions associated with electricity consumption across the organisation, resulting in a market-based emission carbon footprint figure of 6,184.85 tonnes of CO₂e.

Corps Security maintains an Environmental Management System accredited to ISO 14001, a certification it has held since 2009. We have also completed phases 1, 2 and 3 of the Energy Savings Opportunity Scheme (ESOS), a mandatory UK programme requiring large companies to undertake energy audits, with action plans submitted to the Environment Agency to further reduce emissions associated with energy consumption.

The report was used to develop an ESOS action plan, which included replacing lights with low-energy LED equivalents, implementing a formal travel policy, and increasing telematics for vehicles. To date, the plan has led to energy savings of 30,199 kWh for 2025.

Another change proposed for 2026 is to increase the server room temperature to 23°C to improve cooling efficiency.

Waste management and recycling

Our strategy to reduce waste involves staff engagement, training and working with supply chain partners to reduce packaging across purchased goods and services. Corps

Security has established a strategy to work exclusively with waste contractors that operate on a 100% landfill avoidance basis.

Through the uniform recycling contract with Avena, 52 sacks of uniforms (at 8kg each) were collected between January and December 2025, resulting in a carbon emission saving of 201.03 kg CO₂e.

In 2025, paper consumption was further reduced by 35,000 sheets (seven boxes) through the continued digitisation of filing processes and the use of e-files.

Sustainability accreditation

Corps Security receives a sustainability score from EcoVadis every year. In August 2025, we received an updated EcoVadis scorecard, maintaining our Silver Sustainability Rating with an overall score of 70/100, increasing from 68/100, and ranking us in the 86th percentile of the security industry.

EcoVadis also considered publicly available information through its 360° Watch. Five positive news items were listed in the environment category, and 13 items were noted regarding labour and human rights, including positive recognition for the ED&I Initiative of the Year award and Living Wage Champion status.

As we enter our fifth year of reporting, we will focus on key performance indicators to further evidence our continual improvement and maturity, and work towards Gold.

Collaborating with our supply chain

Working with ESG-driven and environmentally responsible supply chain partners remains fundamental to Corps Security's own sustainability goals. Our Supplier Sustainability Code of Conduct outlines our expectations for all supplier relationships.

In 2025, fourteen colleagues completed over 158 modules of learning at the Supply Chain Sustainability School, leading to a Silver rating. The virtual learning platform upskilled trainees on several topics, including carbon management, modern slavery, fairness and inclusion, management, and procurement.

Our EcoVadis
scorecard ranked
us in the
86th
percentile of the
security industry

Corps Security was evaluated across four key areas:



Environment A score of 87/100, placed us in the top 3% of our industry. Strengths included robust policies on energy and materials, renewable energy use, ISO 14001 certification, and comprehensive emissions reporting across Scopes 1, 2 and 3.



Labour and human rights A score of 69/100, ranking in the top 13% of our industry. Positive factors included commitment to the living wage and clear policies on ED&I.



Ethics A score of 72/100, ranking us in the top 9% of our industry. While communication of progress towards SDGs was praised, EcoVadis recommended improving reporting by aligning with a sustainability reporting standard.



Sustainable procurement A score of 51/100, placing Corps Security in the top 15% of our industry. Strengths included supplier codes of conduct, third-party audits, and the integration of sustainability clauses in contracts.

Corps Security also gathered carbon data from seven key suppliers, covering the cleaning, educational, HR, marketing and security categories. This data has improved the precision of Scope 3 reporting and forms part of a broader effort to bring the supply chain into the company's emissions reduction work. We also conducted on-site audits of suppliers on environmental and social issues.

The launch of the Sustainable Procurement Policy has further embedded sustainability across all procurement activity, covering every colleague involved in supplier selection and contract management, and extending to all suppliers, subcontractors and business partners at every tier of our supply chain.

Our commitment to purposeful supply chain partnerships extends to our own credentials. In early 2026, Corps Security received Corporate Ready certification from Veteran Owned UK (VOUK), recognising us as a verified veteran-owned organisation with the governance standards to work with major corporate partners. The certification reflects that 100% of Corps trustees are military veterans and provides confidence to clients seeking to direct supplier diversity spend toward veteran-owned enterprises.



Our Sustainable Procurement Policy has further embedded sustainability across all procurement activity

100%
of Corps trustees are military veterans

Our 2026 priorities

The coming year will see us focus on strengthening the precision and scope of our environmental reporting.

Our priorities include:

- Broader employee engagement and behavioural change
- Increasing participation in the staff commuting survey, which will sharpen the accuracy of our Scope 3 reporting
- Ongoing improvements in data quality and reporting assurance
- Cultivating greater supplier engagement on carbon data to support Scope 3 improvements
- Expanding the scope of the Lifecycle Assessment by collecting supplier-specific data to replace broader spend-based estimates, in line with our 2025 Net Zero Transition Plan
- Continued fleet and travel reductions (EV transition, reduced operational travel)
- Continuing to work towards a Gold rating with EcoVadis, focusing on the areas it measures: environment, labour and human rights, ethics and sustainable procurement
- Continued focus across waste reduction and a circular economy across uniforms and operations

NCZ's Platinum certification recognises our significant reductions across Scope 1, 2 and 3 emissions and its rigorous standards will continue to drive our progress moving into 2026 and beyond. The goal across all our environmental work is the same: measurable, verified impact.

Measure Data



Verify Evidence



Impactful Outcomes

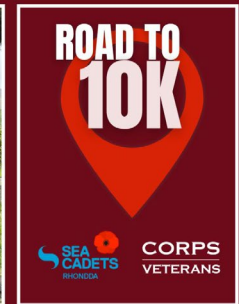
Social impact

Since the 2025 report, Corps Security has continued to deepen its social impact, strengthening the structures, partnerships and programmes that support our colleagues, customers and the communities in which we work. As a social enterprise founded in 1859 to provide employment for soldiers returning from the Crimean War, our purpose has always extended beyond commercial success. Today, that purpose remains central to how we operate and create long-term value.

Over the past year, we have focused on turning commitment into measurable progress. Across several key areas, including workforce wellbeing, inclusion, fair work, community investment and procurement, our approach has become more evidence-led and accountable. We have also worked to become more closely aligned with the expectations of colleagues, customers and partners.

As part of Corps Security's alignment with the UN's Sustainable Development Goals (SDGs) and the Global Compact 10 principles, our social commitments reflect principles relating to human rights, fair labour practices, equality of opportunity and community responsibility. These principles continue to guide how we build a resilient and inclusive organisation.

Our progress in 2025 reflects the strength of that approach: increased colleague engagement, growing participation in our inclusion networks, continued Living Wage leadership, significant charitable fundraising, stronger supplier diversity, and further recognition of our longstanding support for the Armed Forces community.



Veteran support and social mission

Support for veterans remains the cornerstone of Corps Security's social purpose and a defining part of our identity. In early 2026, Veteran Owned UK (VOUK) awarded the business Corporate Ready certification, recognising the business as a verified veteran-owned organisation with the capability and governance standards to work with major corporate partners.

The certification reflects the fact that 100% of Corps trustees are military veterans, significantly exceeding the threshold required for Veteran Owned Business designation. It also provides confidence to customers seeking to direct supplier diversity spend toward veteran-owned enterprises.

This recognition builds on Corps Security's wider support for the armed forces community. The business retains Defence Employer Recognition Scheme Gold status and continues to encourage customers, partners and suppliers to demonstrate their own commitment to veterans and reservists.

Our Corps Veterans Association (CVA), established in 2022, has also continued to expand its role across the business. In June 2025, the CVA hosted a series of veteran breakfasts in London, Birmingham, Leeds and Glasgow, creating opportunities for colleagues who have served to reconnect, share experiences and strengthen peer support networks. In addition, several virtual meetups were scheduled to provide updates to the business's veteran community.

All veteran colleagues continue to be automatically enrolled into the CVA, helping ensure early access to peer support, communication channels and community activity. While full membership is reserved for those who served in the UK or Commonwealth Armed Forces, an associate member tier allows those who haven't served to actively champion the cause. Associate members gain access to a dedicated network of veterans and supporters, allowing them to participate in community forums and collaborative fundraising events.

The CVA is run by eight committee members, mirroring the original eight wounded veterans. The committee comes together once a month to discuss a range of topics, including D-Day, Remembrance and other annual military days, charity work, communications, merchandise, and more.

The 2024/25 Equality, Diversity & Inclusion survey found that 17.91% of respondents had served in the Armed Forces or Emergency Services, underlining the continued importance of veteran pathways and support across our workforce.

Fair work and financial wellbeing

Corps Security believes that fair reward is fundamental to sustainable employment. Our commitment to the Real Living Wage remains an important part of how we support colleagues through ongoing cost-of-living pressures and maintain high employment standards across the security sector.

As a Living Wage Recognised Service Provider, we continue to demonstrate leadership in advancing fair pay across outsourced security services. During the latest reporting

In 2025:

97%
of colleagues were
paid at or above the
Real Living Wage

Colleagues saved
£9,408
via our cycle to work
scheme last year.



period, 97% of colleagues were paid at or above the Real Living Wage, representing 3,001 out of 3,096 colleagues. This demonstrates significant progress from 38% in 2019 and 56% in 2021, reflecting our ongoing sustained action to improve pay standards across the business while supporting workforce attraction, retention and wellbeing.

Corps Security also continues to advocate for customers to adopt Real Living Wage principles within contracted services. Our Chief Executive Officer, Mike Bullock, remains a member of the Living Wage Foundation's Recognised Service Provider Leadership Group, helping promote wider industry progress and sharing best practice across the service provider community.

Our approach is supported by robust governance and measurement. Wage levels are benchmarked against recognised living wage methodologies, while specific KPIs are monitored, including the proportion of colleagues paid below the benchmark and the average wage gap where applicable. Updates on Living Wage performance also form part of our ESG Strategic Planning and Reporting Framework.

Alongside pay, our approach to financial wellbeing includes practical support, access to benefits and measures that help colleagues reduce everyday costs. The Government Cycle to Work scheme remains an important example of this. Since implementation in 2020, colleagues have saved £49,196.80 through the scheme. During 2025 alone, employee savings totalled £9,408, while employer National Insurance savings reached £4,057.

The scheme now includes electric bikes and continues to support healthier, lower-cost and lower-carbon commuting choices.

Our Colleague Welfare Fund, established to support staff facing unexpected financial difficulties, has provided assistance to 26 colleagues and their families during challenging times this year, demonstrating our practical commitment to financial security beyond wages.

Equality, Diversity & Inclusion

Creating a workplace where everyone is treated fairly, respected equally and able to progress remains a core priority for Corps Security. Our award-winning Corps Together framework continues to coordinate this work across the business, bringing together lived experience, colleague voice and organisational accountability.

During 2025, Corps Together continued to develop seven active colleague networks:

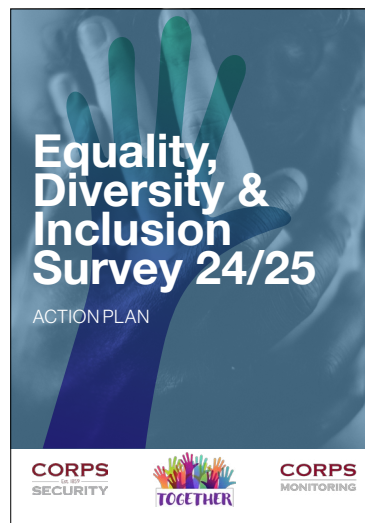
- (Dis)ability
- Interfaith
- Intergenerational
- Parents and Carers
- Pride
- Race
- Women's Network

These networks continue to inform policy, shape internal communications, champion wellbeing initiatives and provide safe spaces for dialogue across a geographically dispersed workforce.

Our 2024/25 ED&I survey received 737 responses, compared with 488 in the previous year, providing a significantly broader evidence base to guide future action. The findings highlighted the diversity of our workforce:

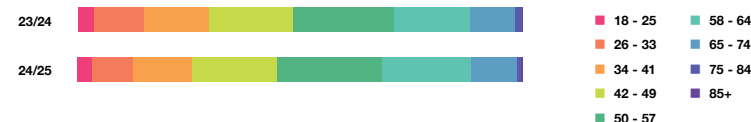
- 11.13% of respondents identified as living with a disability
- 10.72% identified as carers
- 17.91% identified as veterans
- 18.18% identified as Black / African / Caribbean / Black British
- 17.37% identified as Asian / Asian British
- 13.43% identified as female in a traditionally male-dominated sector

The survey also showed that participation from younger colleagues increased, with responses from those aged 18–25 more than doubling year on year.

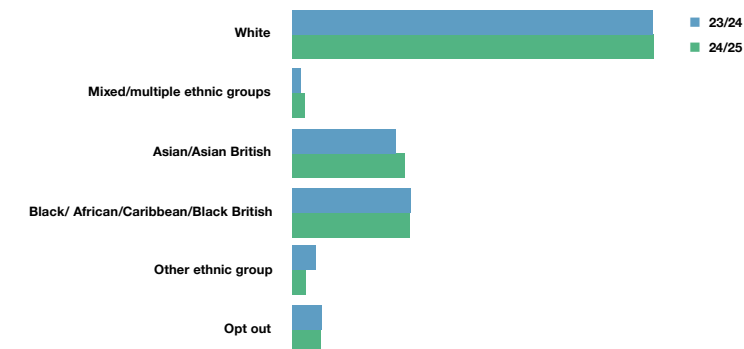


51%
increase in ED&I
employee survey
responses

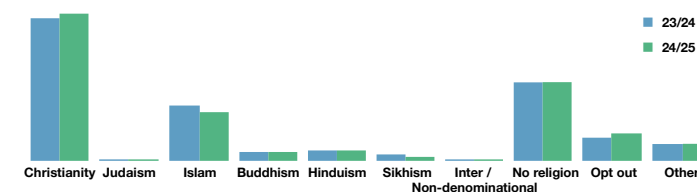
What is the age profile of respondents?



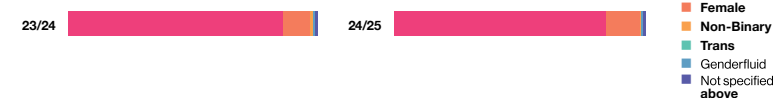
What racial or ethnic identity did our respondents have?



What religions did our respondents identify with?



What is the gender profile of respondents?



11.13%
of our respondents
are living with
a disability

Compared to 12.7% of
respondents in 23/24

10.72%
of our
respondents
are carers

Compared to 10.2% of
respondents in 23/24

17.91%
of our
respondents
are veterans

Compared to 19.4% of
respondents in 23/24

Our workforce continues to reflect strong diversity with 68 nationalities represented across the organisation and 11 recorded religious beliefs contributing to a culturally inclusive and respectful environment. We have seen a 3% increase in employees declaring a disability across the workforce alongside increased disclosure of sexual orientations other than heterosexual, demonstrating growing confidence and trust in our inclusion practices. Female representation has also increased by 0.5% within a traditionally male-dominated industry, reflecting continued progress towards greater gender balance.

From a governance perspective, Corps Security strengthened leadership accountability by signing the Business in the Community Race at Work Charter. This commitment supports action on race equality, transparency, fair opportunity and zero tolerance of harassment or discrimination.

We also maintained our Disability Confident status, reflecting continued progress in inclusive recruitment, workplace adjustments and support for disabled colleagues and applicants. Learning and development remained an important focus. During the year, we introduced enhanced online ED&I learning through a new Learning Management System, improving accessibility and user experience, while 20 managers received Mental Health First Responder training in partnership with St John Ambulance. Our aim is to roll this out to 105 managers over the next year.

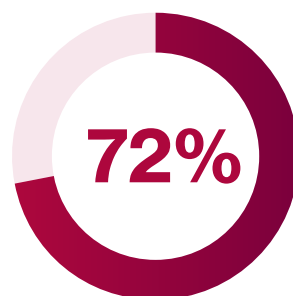
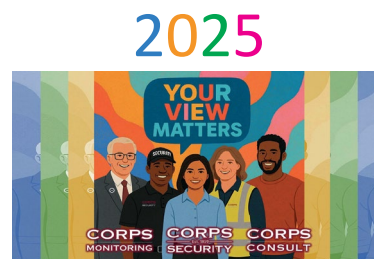
Corps Security also participated in Pride 2025 and continued to use awareness events, education programmes and colleague-led initiatives to promote belonging across the business.

Employee wellbeing, engagement and culture

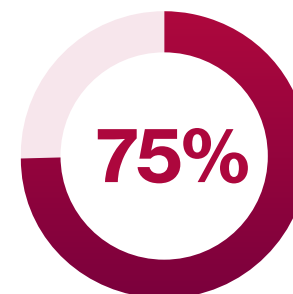
The nature of security work means colleague wellbeing remains critical to operational resilience and service quality. In 2025, Corps Security focused on strengthening engagement, improving access to support and responding directly to colleague feedback.

Your View Matters

Our 2025 Your View Matters survey received 923 responses, with the largest proportion coming from front-line colleagues working closest to customers and members of the public.



of colleagues
plan to stay with
Corps Security for
the long-term



would recommend
Corps as a good place
to work



Results showed continued positive engagement:

- 75% feel proud to work for Corps Security
- 75% would recommend Corps as a good place to work
- 72% plan to stay with the organisation long term
- 80% believe we deliver a good service to customers
- 69% feel they understand Corps Security's significance as a social enterprise
- 72% believe Corps proactively promotes Equality, Diversity & Inclusion
- 68% of colleagues were satisfied with provision of correct uniforms and equipment

Engagement was particularly strong among newer colleagues, with 81% of those with less than two years' service reporting pride in working for the organisation. Since our last report, our colleague retention has increased by 2%.

Corps Connect

Our colleague portal, Corps Connect, continued to play an important role in colleague communication, wellbeing and engagement. Colleagues can access payslips, book holidays, view work schedules, access policies and the colleague handbook, and make use of a wide range of wellbeing resources and support services through the platform.

Use of wellbeing support services via Corps Connect increased during 2025. Colleagues made greater use of the Employee Assistance Programme and associated online wellbeing resources, generating more than 3,200 interactions, with mental wellbeing representing the highest area of engagement.

Wellbeing and safety communication

We have strengthened wellbeing and safety communication through monthly Health & Safety Bulletins, which regularly signpost policy and provide dedicated wellbeing resources. The Health & Safety Hub and Spotlight on Safety library helped colleagues access practical guidance on workplace safety, mental wellbeing and seasonal risks more easily.

Our Health & Safety Advocates Group supports colleague voice and shared responsibility for safe working environments. Open to all colleagues via Corps Connect, the scheme currently has 33 registered members. Its monthly meetings rotate across different days and times to accommodate varying shift patterns and operational demands. External clients can also join by invitation.

Advocates provide site-based representation and a direct feedback channel into the central Health & Safety function, helping raise concerns, share local insights and drive continuous improvement in safety standards. Feedback from advocates feeds into policy updates, targeted site-level interventions and broader campaigns, strengthening safety culture across the organisation.

Our partnership with the St John Ambulance service launched a Level 2 Award in Mental Health First Responder training for line managers, equipping them with practical skills to support mental wellbeing in the workplace. The training portal also features a dedicated Mental Health Awareness course designed specifically for front-line security officers. Since January 2025, HR colleagues have conducted more than 90 welfare visits across the country to provide on-site support and assistance where needed.

Colleague engagement through Corps Connect continued to strengthen during 2025-26. Since the platform launched in



April 2023, internal communications have evolved from broad reach to more active participation and dialogue across the workforce. During the year, colleagues viewed internal posts more than 66,000 times, including 33,800 unique views, while generating more than 2,000 reactions and comments.

Engagement quality also improved year on year. Average views per post increased to 868, the highest level recorded since tracking began and a 27.3% increase on the previous year, indicating stronger engagement with more targeted colleague communications.

The platform also helped Corps Security deliver more consistent and transparent communication across the business. During 2025-26, teams shared 130 colleague announcements through Corps Connect, while the business introduced new Colleague Update calls for site-based colleagues to strengthen visibility, communication and engagement across geographically dispersed teams. Corps Security also continued to publish its monthly newsletter, Corps2U, helping colleagues stay connected to business updates, achievements and wellbeing initiatives.

Reward and recognition

Reward and recognition remained an important focus. Recognition initiatives continued across customer service, teamwork, workplace safety, acts of bravery and long service. During 2025, Corps Security invested more than £24,000 in reward and recognition activity, alongside a further £9,975 in long service awards recognising colleague commitment and contribution across the business. A Colleague Champion Awards programme is also in development to further embed a culture where colleagues feel recognised, valued and connected to shared success across the business.

Colleagues shared 3,911 recognition moments during the year, with 45.6% of employees participating by sending or receiving recognition through Corps Connect. Importantly, 96% of recognition was received by non-managers, helping ensure appreciation reached front-line colleagues across the organisation.

A combination of peer-to-peer eCards, awards and recognition tools encouraged consistent participation throughout the

year, reinforcing positive behaviours, teamwork and everyday contribution.

Treekly also supported colleague wellbeing and engagement through "Trees and Steps" challenges that converted walking activity into wider social and environmental benefit. During 2025, the Corps Security community collectively recorded 92 million steps, planting 392 trees and capturing 122 tonnes of CO₂, helping fund tree planting initiatives and local employment linked to reforestation projects. The initiative encouraged healthier habits, friendly competition and shared participation across geographically dispersed teams.

These results reinforce the close relationship between colleague experience, retention and customer outcomes.

Ethical procurement and social value

As a social enterprise, Corps Security recognises that procurement decisions can generate wider economic and social value. In 2025, we continued to strengthen our approach to supplier diversity, responsible sourcing and sustainability across the supply chain.

Spend with social enterprises increased by 26.46% during the year, including merchandise supplier Ethstat, active travel brand Brightkidz and cleaning company Clean for Good. Our total spend with diverse suppliers, including minority-owned and women-owned businesses, exceeded £118 million. As a VOUK-accredited organisation, we are especially proud of our partnerships with other veteran-owned businesses in this respect.

The launch of our Sustainable Procurement Policy further embedded responsible sourcing across all procurement activity, covering supplier selection, contract management and expectations at every tier of the supply chain.

Capability building also progressed strongly. Fourteen colleagues completed more than 158 learning modules through the Supply Chain Sustainability School, resulting in a Silver rating. In addition, several Corps team members completed the United Nations Global Compact Sustainable Suppliers Training



26.46%
growth in social
enterprise spend



Programme, strengthening internal expertise in sustainable supply chain engagement.

These actions support both our own ESG ambitions and the growing expectations of customers seeking socially responsible supply partners.

Community and charitable activities

Community impact remains one of the clearest expressions of Corps Security's social purpose. As an independent social enterprise, profits are reinvested into the business or donated to charitable partners supporting veterans, serving personnel, military families and local communities.

In 2025, Corps Security and its partners raised £275,000 to fund mental health support, financial assistance for former Armed Forces personnel, cadet groups, community initiatives and vital outreach programmes. Support extended across a broad network of organisations including Combat Stress, SSAFA, Blesma, Blind Veterans UK, Walking With The Wounded and the RAF Benevolent Fund.

Key contributions during the year included:

- Approximately £120,000 donated across the Army Benevolent Fund, the Royal Air Force Benevolent Fund, the Royal Navy and Royal Marines Charity and the Royal Navy Association

Our progress, measured

- **923** responses to the Your View Matters survey
- **737** responses to the ED&I survey
- **£275,000** raised for charitable causes
- **£1.18 million** spend with diverse suppliers
- **26.46%** growth in social enterprise spend
- **75%** colleague pride score
- **72%** long-term retention intent



- More than £15,000 raised for Combat Stress through the March in March campaign
- Nearly £900 raised through the Darrell Jacques memorial football tournament for Combat Stress
- More than £2,500 raised for Scotty's Little Soldiers to support bereaved military families
- More than £1,000 raised through a colleague's wing-walking challenge
- More than £3,000 to various cadet units across the UK
- More than £2,000 raised for Walking With The Wounded

Our 1% fundraising for Combat Stress generated approximately £53,000 through selected customer partnerships, including Addleshaw Goddard, West Midlands Police, Green Mountain, Chemring, Pure Data Centres, the Colmore Building, NFU Mutual, and NSG.

Support for younger generations remained important during the year through our backing of cadet organisations, including Sea Cadet, Army Cadet and Air Cadet groups, helping create opportunities for leadership, confidence and skills development.

Remembrance remains central to our culture. During the year, colleagues and members of the CVA were joined by friends from Commissionaires Canada to parade past the Cenotaph on Remembrance Sunday. We also honoured our heritage on Armistice Day by laying wreaths at Brookwood Cemetery in memory of fallen Commissionaires.



These activities strengthen colleague cohesion, deepen community relationships, support wellbeing and keep our founding values visible in modern practice.

Looking ahead to 2026 and beyond

While meaningful progress has been made, we recognise that social impact requires continual development. Our priorities for 2026–27 include:

- Expanding mandatory accessible ED&I learning modules across the business
- Further strengthening veteran engagement programmes and CVA activity nationwide
- Enhancing social impact measurement through clearer targets and reporting
- Continuing progress on disability inclusion and colleague accessibility
- Developing career pathways that widen opportunity across underrepresented groups
- Growing supplier diversity and responsible procurement partnerships, with a continued focus on veteran-owned businesses

The security sector continues to face structural challenges in areas such as representation, workforce attraction, retention and wellbeing. Corps Security remains committed to helping lead positive change through practical action, evidence-led programmes and a continued belief that commercial success and social responsibility are strongest when delivered together.



Corporate Governance

2025 has seen a decisive step forward: the migration of our entire governance infrastructure to a digitally integrated platform, embedding accountability and transparency into every level of our operations, from boardroom to frontline.

Building on the strong foundations laid in 2024, Corps Security has significantly strengthened our governance framework across every dimension – operational, commercial, ethical and structural. In 2025, we moved beyond simply maintaining standards to actively leveraging data and digital infrastructure to drive accountability. A landmark achievement this year was the migration of our Integrated Management System (IMS) to a dedicated SharePoint environment, creating a centralised “single source of truth” for all policies and procedures.

Sharon McLaren



The legal register underpinning this system has grown from a 60-item register to nearly 1,000 legislative items, monitored in real-time by a new automated compliance dashboard. To ensure bespoke compliance, our new dashboard automatically flags legislative updates, prompting our management team to actively review each new piece of legislation and confirm whether it applies to us. The Badger Act is a clear example; by being prompted to assess its relevance, we identified that it does apply to our operations, particularly where officers are patrolling near badger setts. Not every item in the register will be applicable, but documenting what is keeps us responsive to changing regulatory landscapes.

Data-driven approaches now power our governance practices, ensuring that every claim we make can be validated with empirical evidence. This credibility means we can be judged fairly, while the rigour of our systems prevents complacency in our continuous improvement journey.

ESG Scrutiny Group: From oversight to engine room

Over the past year, the ESG Scrutiny Group has completed its transition from a position of oversight to an embedded engine room driving operational change, influencing everything from information security protocols to our carbon reduction strategy. It represents a crucial advancement in how we translate sustainability commitments into measurable results.

Sharon McLaren, Quality and Compliance Manager and Chair of the ESG Scrutiny Group, reflects on this evolution: “We concentrate on E, S, and G holistically and everyone involved now has a part to play.” Under McLaren’s leadership, group membership has grown to include cross-functional representation, ensuring that perspectives from every corner of the business are heard and acted upon.

The group’s influence was instrumental in two major milestones. The first was the successful attainment of ISO 27001 accreditation, which has formalised our information security protocols and provided clients with independent assurance of our data governance standards. The second was the commissioning of external consultants to develop a carbon transition plan. This work contributed to a 18.57% reduction in total carbon emissions in 2025. These outcomes are the clearest evidence yet that the ESG Scrutiny Group’s recommendations now carry significant weight at every level of the organisation.

“We have created cross-departmental dialogue and helped align ESG priorities with commercial strategy. Delegating accountability and ownership is the real measure of our progress.”

Sharon McLaren, Quality and Compliance Manager and Chair of ESG Scrutiny Group



Furthermore, we have reinforced our internal compliance standards through mandatory training: 934 colleagues completed modern slavery modules during the reporting period, while 2,156 completed anti-bribery training. These figures are a direct result of ESG Scrutiny Group mandates.

Looking ahead, the group's immediate priorities include deepening the integration of ESG metrics into performance reporting, preparing for any forthcoming regulatory developments in sustainability, including upcoming UK Sustainability Reporting Standards in 2026, and broadening stakeholder engagement both within Corps and across our client base.

Commercial integrity and supply chain oversight

ESG principles are now integral to Corps' commercial strategy, fundamentally transforming how we approach client relationships, bid submissions and supply chain management.

Hayley Page, Senior Bid Manager and Environmental Champion, has continued to be instrumental in this transformation. Her work bridging the gap between ESG strategy and commercial delivery ensures that the insights generated by the ESG Scrutiny Group are translated into concrete commitments for clients.

With ESG criteria now representing a minimum of 10% of procurement scoring in public sector bids, often climbing up to 25%, our proactive approach continues to effectively position Corps while delivering genuine value.

In 2025/26, our average supplier payment term was 18 days, reflecting our commitment to fair and timely payment practices. As a voluntary signatory to the Prompt Payment Code last year, we recognise the importance of prompt payment in supporting

supplier financial wellbeing and fostering strong, sustainable supply chain relationships.

Corps Security has also received Corporate Ready certification from Veteran Owned UK, a formal verification of our status as a veteran-owned business with the scale and infrastructure to serve major corporate organisations. This reflects our long-standing commitment to ethical procurement, which has reached a new scale this year. By implementing a targeted supply chain survey, we have gained deeper visibility into our diverse partners, including veteran-owned and female-led enterprises. This structured approach enabled spending of over £1 million with diverse suppliers during the reporting period.

We continue to benchmark sustainability performance through EcoVadis, retaining our Silver rating, while working toward the criteria for Gold.

Operational excellence: Data governance

The most rigorous test of any governance framework is its performance under operational pressure. The Corps Monitoring Alarm Receiving Centre (ARC), which holds National Security Inspectorate (NSI) Gold category 2 accreditation, oversaw the security of 7,000 sites and processed 3 million alarms in 2025. Our internal response protocols allowed us to significantly exceed NSI benchmarks across all critical areas.

Lone Worker Protection:	Fire Alarms:	Personal Attack Alarms:	Intruder Alarms:
3-second response	4-second response	6-second response	7-second response
(NSI target: 10 seconds)	(NSI target: 30 seconds)	(NSI target: 30 seconds)	(NSI target: 90 seconds)

Further strengthening our service governance, we secured Specialist Services Gold Approval for lone worker services, confirming our compliance with BS 8484:2022 and ISO 9001 quality management standards. To maintain our leadership position in this area, technological innovation has become a key focus.

Hayley Page



“ESG is a real driver in procurement decisions. No longer is a token ESG section slotted at the back of the client document, it is now in pride of place towards the beginning, which I think speaks volumes.”

Hayley Page, Senior Bid Manager and Environmental Champion

We have reduced
incident rates by
75%
at one of our
college sites



Corps Security accepting the award for Security or Fire ESG Initiative of the Year at the 2025 Security and Fire Excellence Awards

Health, safety and wellbeing: A unified approach

Our governance framework treats the safety and health of our colleagues as a non-negotiable priority, moving beyond simple compliance to a philosophy where health and psychological safety are prioritised alongside physical security. Led by Health and Safety Manager Sharon Smith, this approach is built on the principle that health should come first, acknowledging that mental health remains a primary driver of workplace absence. To address this, we have implemented an increased focus on occupational health and reasonable adjustments, particularly for night and lone workers, ensuring that our workforce is supported and empowered to perform their roles safely.

A central pillar of this strategy is the new Psychological Safety Initiative, a joint venture between the Health & Safety and HR departments. This programme is designed to cultivate a culture

Sharon Smith



“Health & Safety encompasses all areas of the business, and links into all ESG principles and activities. Our main priority is being visible, approachable and available for all colleagues.”

Sharon Smith, Health & Safety Manager

where staff feel confident to report "near-misses" and welfare concerns without fear of reprisal. We have also reinforced our site welfare standards, treating the provision of basic facilities, such as clean and well-stocked washrooms, as a fundamental indicator of site safety and a necessary sign of respect for our officers.

The Health & Safety Advocates Group remains our primary vehicle for transparent internal engagement. Now comprising 33 registered members, with additional ad-hoc attendees, this monthly forum allows for the transparent review of accidents and the sharing of critical lessons learned. The sessions also include Continuing Professional Development (CPD) training on subjects relevant to current operational challenges.

Our commitment to proactive risk management has also seen significant technical and policy-driven advancements this year:

- Vehicle safety and fleet governance: Following a comprehensive review with our fleet insurers, we have introduced mandatory pre-shift driver checks via the TrackTik system to improve accountability. This is supported by a dedicated library of 80 Toolbox Talks, including 20 modules specifically focused on vehicle safety.
- RIDDOR deep dives: For serious Reportable Incidents, Diseases, or Dangerous Occurrences (RIDDOR), we now conduct "deep dives" to better understand the root causes and improve our return-to-work support frameworks.
- Investments in officer safety: To combat the risk of complacency and the "acceptance of risk," we have invested heavily in physical protection. This includes the rollout of live-monitored body cameras for duty managers and all colleagues at high-risk sites, body armour for high-risk environments, and Corps Protect, which provides lone worker lanyards equipped with panic buttons.

At one of our college groups in London, we have reduced on-site incident rates by 75 per cent year on year, from 16 recorded incidents in September 2023 to 4 in September 2025. This has decreased call-outs to The Metropolitan Police, increasing its capacity to respond to other incidents and focus on crime prevention.

“Over a two-week period, we successfully screened more than 4,000 centre users across nine sites in a well-coordinated, dignified, and professional manner. The operation ran smoothly, with no prohibited items discovered and minimal disruption to daily activities. The overwhelmingly positive feedback from students reflects growing confidence in our approach to safety and security. This marks an important step forward in strengthening our deterrence measures and reinforcing a culture of safety across all college centres.”
**Deputy Principal,
Student Services**

By integrating these health and safety protocols into our broader governance structure, Corps Security ensures that our protective services are underpinned by a commitment to the wellbeing of every individual.

Global standards and ethical alignment

Corps Security continues to calibrate our operations against international best practice, specifically the Nolan Principles, an ethical framework for all public office-holders in the UK to ensure high standards of conduct, and the United Nations Global Compact to align operations and strategies with Ten Principles in the areas of human rights, labour, environment and anti-corruption.

This year, Quality and Compliance Manager Sharon McLaren and Compliance and Sustainability Co-ordinator James Collier completed the UN Global Compact's five-month Sustainable Suppliers Training Programme, further aligning our supply chain oversight with global sustainability goals.

Our commitment to ethical financial governance is evidenced by our adherence to ESOS action plans, with energy savings reported to the Environment Agency as of 5 December 2025. As a social enterprise without external shareholders, we remain uniquely positioned to reinvest all profits back into the business and our supported charities. This structure keeps our commercial and social missions firmly aligned.

Formal oversight

Corps Security invests considerable time and resources into ensuring our corporate governance reflects the highest principles and aligns with both the UK Corporate Governance Code and the Nolan Principles. The company maintains two key oversight bodies, the Audit Committee and the Remuneration Committee, whose respective charters align with the recommendations outlined in the governing code.

The Audit Committee, now chaired by Ms Kathryn Fleming, continues to play a crucial role in financial reporting integrity, overseeing internal controls, monitoring risk management and the scope and direction of internal and external auditors. The committee convenes three times a year. It includes Mrs Fiona Strens as a member, with external auditors regularly invited to attend portions of meetings to ensure comprehensive and independent oversight.

The Remuneration Committee, now chaired by Mr Chris Nickols, maintains a formal, transparent procedure for developing executive compensation policies and recommending remuneration packages for directors and senior managers, subject to board consideration and approval.

Accountability through partnership

Corps continues to collaborate with key partners on shared ESG goals, working closely with organisations such as Zurich, CBRE, Canary Wharf Group, NSG and Pinsent Masons. These partnerships demonstrate our commitment to industry-wide improvement in ESG standards. We also work with three clients through the Social Value Portal, and last year marked our first submission with a client, for which we were proud to receive a Gold rating.

Quality and Compliance Manager Sharon McLaren continues to represent Corps Security at quarterly and annual review meetings with major clients, while our communications teams ensure timely updates through our news and blog webpages.

Values in practice

The governance achievements of 2025 position Corps Security strongly for future challenges. Through a digitally integrated management system, a more influential ESG Scrutiny Group, strengthened commercial ESG integration, and a reinvigorated approach to health and safety, we are demonstrating once again that commercial success and social responsibility are not just compatible. They are mutually reinforcing in building a sustainable future.

Letter from Fiona Strens



When I reflect on where Corps Security stands today, I have a sense of deep satisfaction that comes from knowing our organisation is fulfilling its purpose.

As my predecessor Chris Nickols noted last year, our goal was to move beyond the collection of data and use that insight to drive meaningful, systemic change. I am pleased to report that 2025 has been the year in which this ambition has been fully woven into the fabric of Corps Security. As we look across the Environmental, Social, and Governance pillars of this report, it is clear that Corps is not merely reacting to the ESG agenda, but is actively shaping it within the security industry.

Our environmental performance this year presents a significant point of strategic maturity. The 18.57% reduction in our total carbon footprint is a meaningful achievement which will help us stay on track to reach net zero emissions by 2050, but it is the rigour behind that figure that should give our stakeholders the greatest confidence. By achieving Platinum certification from the Neutral Carbon Zone, we have demonstrated that our reporting, covering Scopes 1, 2, and 3, meets the highest international standards. Our pioneering work on Lifecycle Assessments now enables us to provide clients with bespoke, site-specific carbon reporting, moving us from general estimates to precise, empirical accountability that also supports our clients' own ESG objectives. That level of transparent and collaborative leadership is what creates impactful, lasting change.

In the Social sphere, our identity as a social enterprise remains our greatest strength. Commercial growth has never diminished our founding mission to support those who serve. In an industry too often defined by high turnover, our commitment to fair work and the wellbeing of our 3,000-plus colleagues is both a moral imperative and a genuine competitive advantage.

The bedrock of these achievements is a governance framework that has undergone a quiet revolution. The migration of our management systems to a digitally integrated platform has created a 'single source of truth,' ensuring that accountability is held by both the boardroom and the frontline. The attainment of ISO 27001 accreditation reinforces our commitment to information security, a critical component of trust in the digital age. Our ESG Scrutiny Group has now fully transitioned into the 'engine room' of our business, ensuring that every commercial decision is weighed against our social and environmental responsibilities.

Looking ahead, we are prepared for the next wave of transparency, including the forthcoming UK Sustainability Reporting Standards. As we approach our 168th year, we do so with clarity and confidence. We are proving that a business can be both traditional in its values and modern in its approach – and that these qualities are entirely complementary.

Our pursuit of excellence across everything we do, rooted in an unwavering commitment to our people and our planet, continues to drive us forward. I am deeply grateful to our colleagues, customers and partners for their enduring support. I would also like to extend my thanks to Chris Nickols, who has completed his tenure as our Chair after six years of dedicated service. I step into this role with great pride in what Corps has achieved, and great confidence in everything still to come.

Fiona Strens

Chair

Corps of Commissionaires Management Ltd

A stylized, handwritten signature in black ink, appearing to read 'Fiona Strens'.