Julius Rutherfoord & Co
COMMERCIAL CLEANING



Sustainability Report 2026

Reporting FY2025

Contents

01. Message from our Managing Director

02. 2025 in numbers

03. Environment

04. Social

05. Governance

About this report

This report covers the environmental, social and governance performance of Julius Rutherfoord & Co Ltd in the United Kingdom for the financial year ending 31 December 2025 (FY25), for operations under our operational control and includes key environmental, social and governance information relevant to our business.

It is prepared primarily for our Board, leadership team and colleagues, and is shared with clients, suppliers and other stakeholders.

Assurance and data quality

Information is presented to provide a fair, balanced and transparent account of JR&Co's sustainability performance. Data has been reported consistently where possible and drawn from reliable internal and external sources.

This report has not been independently assured. Our greenhouse gas emissions are calculated by an independent consultancy using recognised GHG accounting methodologies. Where data quality has improved, historical figures have been restated so that year-on-year comparisons remain fair.

How we report:

GRI Universal Standards 2021 · GHG Protocol Standard
UK GHG conversion factors (2025) · B Impact Assessment (B Corp)

Message from our Managing Director

A practical commitment, built into our business

Sustainability at Julius Rutherfoord is a practical commitment: it shapes how we work, how we support our people and how we create long-term value for our clients. This year, we strengthened ESG governance, improved the quality of our data and continued to embed sustainability into everyday operational decisions.

Our progress has been made possible by colleagues who take pride in high standards, clients who expect responsible delivery and partners who share our ambition for cleaner, healthier workplaces.

Looking ahead, our focus is clear. We will keep reducing our impact, investing in our teams and building transparent systems that help us measure, manage and improve.

Sustainability is not separate from performance; it is how we build trust, resilience and enduring value for our clients, our people, our communities and the future.

Chris Jarvis

MANAGING DIRECTOR

2025 THE YEAR IN NUMBERS

We completed the transition to a fully electric fleet, cut total greenhouse gas emissions by 18.6% and passed our 2030 science-based target five years early while generating £5.1 million of measurable social value.

CLIMATE AND ENERGY

61.4%
Cut in Scope 1 & 2 emissions
vs FY23 baseline (target: 42% by 2030)

18.6%
Cut in total GHG emissions
vs FY24; 19.9% below baseline

100%
Electric company car fleet
completed March 2025

19.2%
Less energy consumed
43.7% below the FY23 baseline

100%
Renewable purchased electricity
REGO-certified maintained

+17.2%
On-site solar generation
27.3 GJ generated

RESOURCES AND CIRCULARITY

53.7%
Less waste generated
5.00 t, down from 10.81 t

Zero
Waste to landfill
maintained for a third year

788 kg
Virgin plastic avoided
2,308 OdorBac containers returned

68.7%
up 6.3 points;
70% target narrowly missed

2,447
Plastic bottles avoided
RE:MIND refill programme, +80.4%

83.3%
Fewer paper sheets purchased
8,900 sheets, down from 53,400

PEOPLE AND COMMUNITIES

1,186
Colleagues employed
1,145 on client sites, 41 at Head Office

34.1%
Employee turnover
improved from 41.1%

100%
Paid above National Living Wage
maintained

4.36%
Mean gender pay gap
reduced from 4.98%

391
Volunteering hours
+58.3% across 20 activities

41,400
Meals via The Felix Project
+24.3% on FY24

SAFETY AND GOVERNANCE

Zero
Work-related fatalities
and zero high-consequence injuries

15.6%
Fewer H&S events reported
81 events, down from 96

+30.8%
More near misses reported
stronger proactive reporting

Zero
Material governance breaches

42.9%
Women on the Board
50/50 in senior leadership

1.27%
Of profit to good causes
above our 1% commitment

SECTION ONE

01

ENVIRONMENT

Environmental responsibility is built into the way we operate. We are reducing emissions, improving energy and resource efficiency, and developing practical circular solutions across our services.

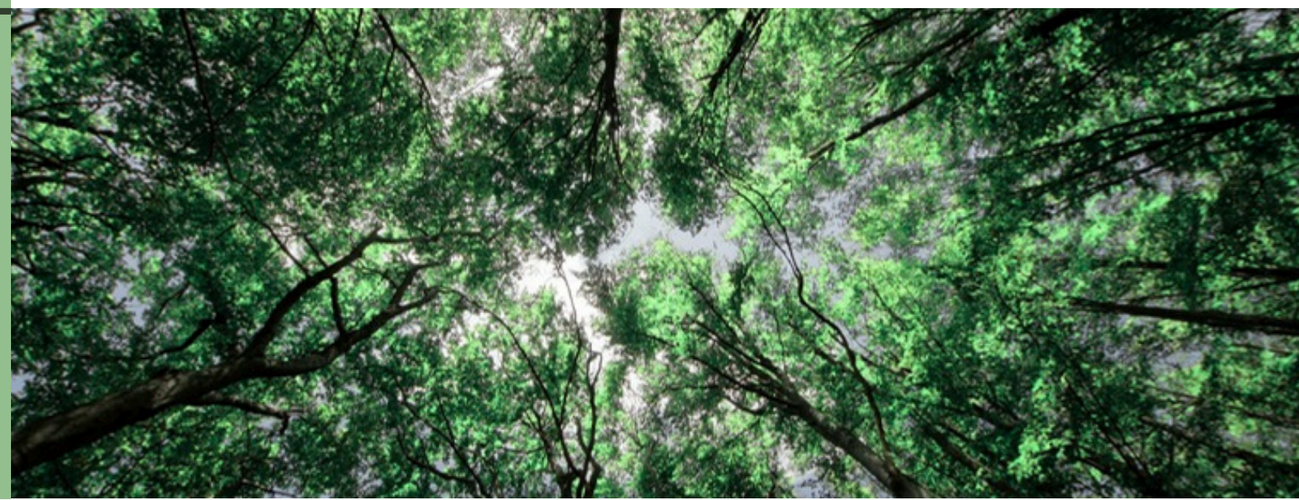
Environmental Management at Julius Rutherfoord

Julius Rutherfoord recognises that effective environmental management is fundamental to sustainable business growth and long-term value creation for clients, employees and other stakeholders. We are committed to reducing greenhouse gas emissions, improving energy efficiency, promoting the responsible use of natural resources and embedding circular economy principles across our activities.

Our environmental strategy is supported by continual improvement, evidence-based decision-making and transparent performance reporting. Environmental performance is monitored through a comprehensive programme of data collection and key performance indicators, enabling us to identify opportunities for improvement, measure progress against strategic objectives and support recognised reporting frameworks.

During FY25, we continued to strengthen environmental performance through the completion of our fleet electrification programme, continued procurement of 100% renewable electricity, reduced organisational energy consumption, improved waste and resource management, and enhanced environmental data quality.

These initiatives support our commitment to the Science Based Targets initiative and our long-term ambition to achieve Net Zero by 2040. The following sections present performance across energy, transport, resource management, water and climate change, together with progress against strategic objectives and future priorities.



Environmental Highlights – FY25

CLIMATE CHANGE	Total greenhouse gas emissions reduced by 18.6% compared with FY24
FLEET	Achieved a 100% electric company fleet, reducing Scope 1 emissions by 97.4% compared with the FY23 baseline
ENERGY	Maintained 100% renewable electricity procurement and reduced organisational energy consumption by 18.3%
EMPLOYEE COMMUTING	Recorded an 8.4% reduction in employee commuting activity compared with FY24
WASTE	Reduced total waste generation by 53.7% while maintaining zero waste to landfill
CIRCULAR ECONOMY	Expanded reuse and refill initiatives, avoiding 788 kg of virgin plastic through the OdorBac container return scheme
WATER	Established the Company's first complete annual baseline for water consumption monitoring



OUR COMMITMENT

We will continue to strengthen our environmental performance through innovation, collaboration and responsible business practices — creating a cleaner, more sustainable future for all.

Environment

Driving a cleaner fleet

Decarbonising our company fleet has been a key part of reducing emissions from our directly managed transport activities. During FY25, Julius Rutherfoord achieved a major milestone by completing the transition to a 100% electric company fleet.

Combined with reduced business travel and the elimination of petrol-powered company vehicles, this investment is helping to reduce emissions while improving the sustainability and efficiency of our operations.

Fleet electrification has transformed the way we deliver services across London. By eliminating petrol vehicles and significantly reducing diesel consumption, we have substantially reduced our direct operational emissions.

Powered by 100% renewable electricity, our electric fleet not only supports cleaner air and lower carbon emissions but also strengthens operational resilience and reinforces our commitment to delivering sustainable services for our clients.



100%
ELECTRIC FLEET
Our entire company fleet has been 100% electric since March 2025

100%
PETROL ELIMINATED
We have eliminated petrol vehicles from our fleet

73.5%
DIESEL REDUCTION
Diesel consumption decreased 73.5% vs FY24

15.4%
REDUCTION IN FLEET ENERGY
Total fleet energy use, vs FY24. Fleet energy is 58.3% below the FY23 baseline

48.6%
REDUCTION IN BUSINESS TRAVEL
Private vehicle business travel decreased compared with FY24

8.5 GJ
RESIDUAL DIESEL
Tied to one leased van awaiting replacement



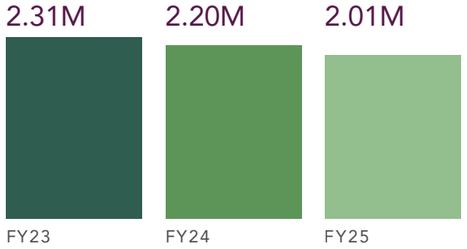
Reducing commuting emissions

Employee commuting remains Julius Rutherfoord's largest source of greenhouse gas emissions and therefore an important focus for further reduction.

During FY25, recorded employee commuting activity decreased by 8.4%, supported by improved employee location data, higher survey participation and a better understanding of travel patterns.

These insights help us identify where future initiatives can have the greatest impact while supporting more sustainable ways of travelling to work.

RECORDED COMMUTING ACTIVITY, MILLION PASSENGER MILES



8.4%

REDUCTION IN FY25

Against a 7% target, vs FY24

Reducing commuting emissions requires more than operational improvements; it depends on collaboration with our people. As we continue our Net Zero journey, we will promote sustainable travel, support flexible working where appropriate and use better data to guide future decision-making, helping reduce Scope 3 emissions while contributing to better people wellbeing.







Looking ahead

01 Improve data & workplace planning

Increase commuting survey participation, improve employee location data and, where operationally feasible, allocate employees to workplaces closer to their homes.

02 Promote sustainable travel

Encourage walking, cycling and public transport through awareness initiatives and practical support for lower-carbon travel choices.

03 Support flexible working

Continue enabling flexible working arrangements where operationally appropriate to reduce commuting frequency.

04 Reduce commuting emissions

Develop targeted initiatives that encourage long-term behavioural change and support measurable reductions in Scope 3 emissions.

05 Support climate targets

Contribute towards Julius Rutherfoord's Science Based Targets initiative commitments and Net Zero 2040 ambition through continuous improvement and employee engagement.

OUR PEOPLE, OUR FUTURE

Sustainable commuting choices reduce our impact, improve wellbeing and contribute to a cleaner, healthier future for everyone.

COLLABORATIVE EFFORT

Change happens when we work together. Every sustainable journey makes a difference.

STRONGER DATA

Better data quality allows us to focus our efforts where they will deliver the greatest results.

External recognition

During FY25, Julius Rutherfoord's sustainability strategy received national recognition through several prestigious industry awards, reflecting the measurable progress we have made in reducing environmental impact, driving innovation and embedding responsible business practices across our operations.

These achievements recognise the dedication of our employees, the strength of our partnerships and our commitment to delivering sustainable outcomes for clients while progressing towards our Net Zero ambition.

Environment



National Sustainability Awards

Team of the Year

Recognising the collaborative efforts of our people in delivering measurable sustainability improvements, reducing emissions and embedding responsible practices across our operations.

BICSc Awards

Environmental (ESG) Award

Recognising our organisation-wide sustainability strategy, including fleet electrification, renewable electricity, digital innovation through QR code site-files and our continued commitment to reducing environmental impact.





IWFM Impact Awards

Positive Climate Action (finalists)

Proud finalists in the prestigious IWFM Awards, recognising leadership, innovation and excellence in facilities management and responsible business practices.

Green Apple Environmental Awards

National Gold — Innovation

Awarded for our Henry Garden initiative, transforming retired Henry vacuum bases into educational planters that reduce waste while supporting biodiversity and environment learning within schools and local communities.





Green Apple Environmental Awards

National Gold — Waste Management

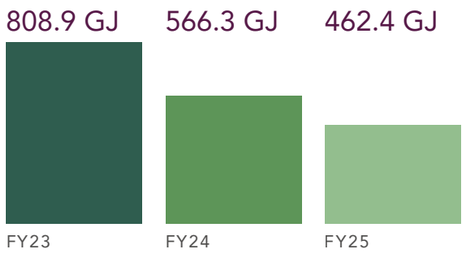
Recognising our significant improvements in recycling performance through expanded waste segregation, increased recycling streams and more effective resource management at Head Office.

Powering a low-carbon future

Our investment in renewable electricity, on-site solar generation and energy-efficient technologies helped deliver a significant reduction in organisational energy use in FY25. Alongside the transition to an all-electric company car fleet, these initiatives strengthen our progress towards Net Zero while supporting cleaner, healthier workplaces for our clients and employees.

Total organisational energy consumption fell by 19.2% against FY24 and is now 43.7% below the FY23 baseline — ahead of our long-term operational energy reduction pathway. These achievements demonstrate measurable progress towards our Science Based Targets initiative commitments and Net Zero 2040 ambition.

TOTAL ORGANISATIONAL ENERGY



43.7%

REDUCTION SINCE FY23

Ahead of our long-term operational energy reduction pathway.

Environment

100% Renewable electricity

Maintained through REGO-certified renewable electricity

19.2% Reduction in total energy consumption

Compared with FY24

43.7% Reduction since FY23

Ahead of our long-term energy reduction pathway

17.2% Increase in solar generation

27.3 GJ generated on-site, compared with FY24

100% Electric company fleet

Transition completed during FY25

+6.4% Head Office electricity

Against a 4% reduction target. A priority for 2026



Energy strategy & innovation

Reducing energy consumption requires more than technology — it demands continuous improvement, investment and employee engagement.

RENEWABLE ELECTRICITY

Our Head Office is powered entirely by certified renewable electricity, reducing Scope 2 emissions while supporting the UK's transition towards a lower-carbon electricity network.

SOLAR GENERATION

On-site solar panels continue to generate renewable electricity, reducing grid demand and improving operational energy efficiency.

FLEET ELECTRIFICATION

The completion of our transition to a fully electric company vehicle fleet significantly reduced direct emissions while increasing the use of renewable electricity for transport.

ENERGY EFFICIENCY

Energy efficiency initiatives, equipment improvements and ongoing monitoring continue to reduce consumption while supporting operational performance. A high-efficiency air conditioning system was commissioned at Head Office in February 2025.

Innovation in action

Smart Monitoring	Continuous energy monitoring helps identify trends and opportunities to improve building performance.
Employee Engagement	Employees are encouraged to reduce unnecessary energy consumption through awareness campaigns and everyday good practices.
Continuous Improvement	Energy performance is reviewed regularly, helping identify new opportunities for efficiency improvements across our operations.

Looking ahead

Increase Renewable Generation
Expand opportunities to generate renewable electricity.

Improve Building Efficiency
Continue improving energy performance at Head Office.

Monitor & Optimise
Use performance data to identify further energy savings.

Support Net Zero
Continue reducing emissions in line with our Science Based Targets.

Drive Innovation
Identify new technologies and operational improvements to support long-term decarbonisation.





We generated 5.00 tonnes of waste in 2025, down 53.7% on 2024, and sent none of it to landfill for the third year running.

Waste performance

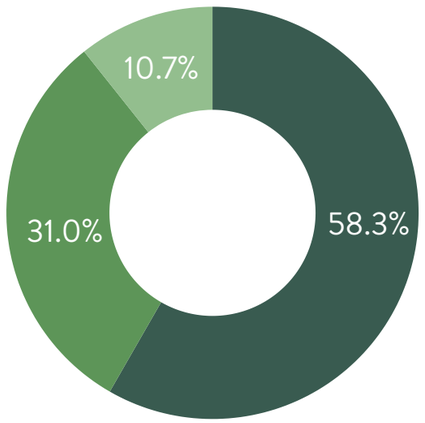
Effective waste management at our Head Office plays an important role in reducing environmental impact and supporting our wider sustainability objectives. During FY25, we continued to improve recycling performance through better waste segregation, the introduction of new recycling streams and closer collaboration with our waste management partners.

Our recycling rate rose to 68.7%, up 6.3 points. That is real progress, but it is still short of the 70% we set ourselves. We are reporting it as a miss because it was one.

We now monitor 12 separate waste streams, up from 11, after adding paper towel recycling at Head Office through Recorra and Tork. Residual waste that cannot be recycled goes to energy recovery rather than landfill — in 2025 that came to 1.56 tonnes.

We changed waste contractor in 2024 after problems with reporting under the previous one, so 2025 gives us the most reliable dataset we have had. It becomes our baseline for a 15% reduction by 2030.

Waste Treatment Mix by Weight



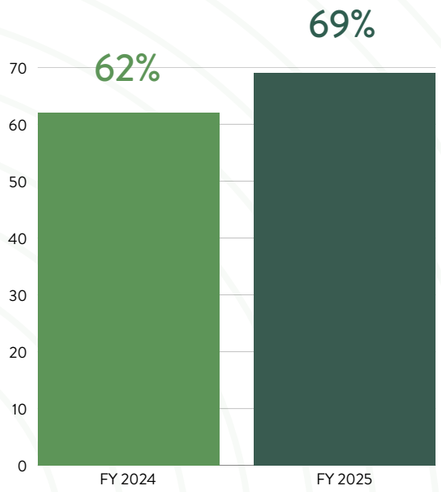
Materials Recycled
4.69 tonnes
Materials returned to recycling routes.

Energy from Waste
2.50 tonnes
Waste used for energy recovery.

Anaerobic Digestion
0.86 tonnes
Organic waste converted into renewable energy.

All waste data and performance metrics on this page and the next relate to Julius Rutherfoord Head Office only.

Recycling Rate Trend



Performance highlights

Expanded segregation
Twelve separate recycling streams now available.

New recycling stream
Paper towel recycling was introduced during FY25.

Improved recovery
Less waste sent for disposal through improved segregation.

69%

Recycling Rate

FY25 — up from 62% in FY2024

+11.3%

Improvement

Relative increase vs FY2024 recycling rate.

12

Recycling Streams

Supporting segregation and responsible resource management.

7.99

Tonnes of Waste

Managed through recycling, anaerobic digestion and other recovery routes.



OdorBac container return scheme

"Our teams value OdorBac for its reliable cleaning performance and straightforward application in day-to-day operations. The reusable container scheme extends these benefits beyond the product itself by integrating circular packaging into routine service delivery. This allows us to maintain consistent cleaning standards while reducing packaging waste and supporting our wider sustainability objectives."

Fernando Holguin,
Divisional Director at JR&Co

How the OdorBac container return scheme works



1. PURCHASE

We purchase 5-litre OdorBac containers.

2. USE ON-SITE

Containers are used at customer sites.

3. COLLECTED

Empty containers are collected as part of regular deliveries.

4. RETURNED

Containers are returned to OdorBac's manufacturing facility.

5. CLEANED

Containers are professionally cleaned and inspected.

6. REFILLED

Containers are refilled with product to the required quality standards.

7. BACK IN SERVICE

Refilled containers return to the supply chain and are used again.

OdorBac products:
Designed for people and the planet

BIOLOGICAL

Biological ingredients support effective cleaning.

RESPONSIBLE FORMULATION

Minimises harsh substances while maintaining performance.

PROFESSIONAL PERFORMANCE

Cleaning and odour control for operational standards.

Why it matters

Reduces demand for virgin plastic and natural resources

Prevents packaging waste from going to disposal

Lowers carbon emissions associated with production

Supports a practical closed-loop supply chain

FY25 performance highlights

2,308
CONTAINERS RETURNED FOR REUSE
Up 24.9% vs FY24

47%
CONTAINER RETURN RATE
Up from 44% in FY24. 55% target moved to FY30

788 kg
VIRGIN PLASTIC AVOIDED
Up 16.4% vs FY24

369 kg
PLASTIC WASTE AVOIDED
Up 24.7% vs FY24

Colleagues: you make the difference

Return empty OdorBac containers whenever possible. Ensure containers are empty, capped and ready for collection, and place them with other delivery returns.



Responsible procurement & circular resources

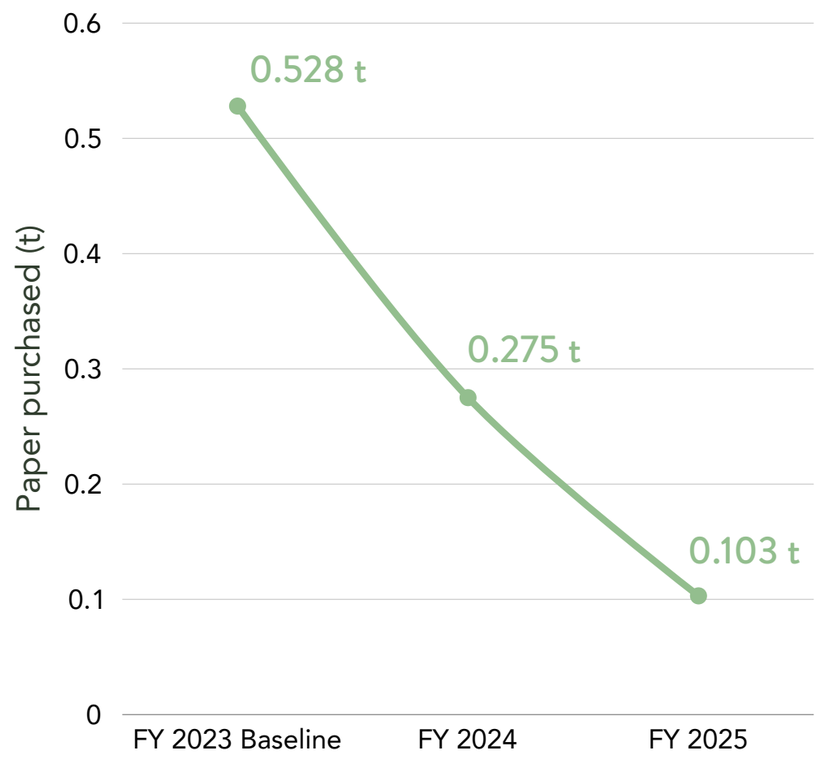
Responsible procurement plays an important role in Julius Rutherfoord's circular economy strategy. By selecting refill-based products, circular paper consumption and introducing innovative recycling partnerships, we minimise waste while improving resource efficiency across our operations. These initiatives demonstrate how purchasing decisions can deliver lasting environmental and social value.



Paper Reduction

Julius Rutherfoord supports a circular approach to paper by reducing consumption, purchasing recycled-content products and ensuring paper waste is recycled through our waste management provider.

To further minimise paper use, printed site files have been replaced with site-specific QR codes, giving employees instant access to the latest procedures, risk assessments and operational information. This digital approach reduces paper consumption, improves document accessibility and supports a more resource-efficient and sustainable way of working.



Digital First. Paper Only When Needed.

0.103 t
Paper purchased FY25

62.4%
Reduction vs FY24

80%
Reduction since FY23 baseline



RE:MIND Refill Programme

RE:MIND is a premium washroom care programme developed through Amplify Goods, a certified social enterprise. Its refill-first approach and reusable packaging support circular economy principles by reducing single-use plastic and keeping containers in continuous use through collection, cleaning and refilling.

Beyond its environmental benefits, RE:MIND creates meaningful employment opportunities and paid work experience for individuals facing barriers to employment, helping people develop skills and progress into long-term careers.

2,447
BOTTLES AVOIDED OR RECOVERED
+80.4% vs FY24

£6,930
ESTIMATED SOCIAL VALUE
Supplier estimate

96–99%
NATURALLY DERIVED INGREDIENTS

By selecting RE:MIND products, Julius Rutherfoord supports responsible procurement that delivers environmental benefits, promotes social inclusion and contributes to a more circular and sustainable supply chain.

LOOKING AHEAD

- Expand refill systems
- Continue reducing paper use
- Increase recycled-content purchasing
- Strengthen circular supplier partnerships
- Identify new sustainable opportunities

Responsible procurement extends sustainability beyond our own operations. By selecting products with recycled content, supporting circular economy initiatives and reducing paper consumption through digital innovation, we minimise resource use while encouraging more sustainable practices across our supply chain.

Ozoklenz: innovation in cleaning operations

Following a successful six-month trial, Ozoklenz was introduced at one client site in December 2025, replacing delivered multipurpose cleaning products with an on-site cleaning solution generation system. Using mains water, air and electricity, the technology produces aqueous ozone on demand, reducing reliance on packaged products while supporting a more efficient and resource-conscious operation.

Instead of ordering, transporting, storing and disposing of packaged cleaning products, operatives now generate cleaning solution on demand directly at the point of use. This simplified the supply process, reduced packaging throughout the consumables chain, minimised storage and handling requirements, and improved operational resilience by ensuring cleaning solution is available whenever required.



The change: from delivered to generated on-site

BEFORE

Reliant on delivered cleaning products: delivered to site · 5L containers used · packaging & storage · transport & distribution · returns & recycling.

AFTER

On-site generation with Ozoklenz: water + electricity + ozone from air, producing on-demand cleaning solution.

Benefits

OPERATIONAL RESILIENCE

On-demand generation reduces the risk of cleaning materials running out.

SIMPLIFIED OPERATIONS

Less packaged product reduces storage, handling and ordering requirements.

LOWER RESOURCE CONSUMPTION

Less packaging and fewer consumable materials are required.

Measurable impact — annualised*

- 1,080 L of packaged solution potentially eliminated annually, equivalent to 216 five-litre containers, based on equivalent purchases during the assessed period
- 112.4 kg CO_2e of estimated annual packaging-material emissions avoided
- 68.4 kg estimated annual reduction in plastic entering the supply chain, combining virgin and recycled plastic impacts

*Annual figures are extrapolated from supplier-provided data for Jan–Jun 2026. Packaging-material impacts only; excludes filling, transport, distribution, energy use and operation of the Ozoklenz system.

Supporting the UN Sustainable Development Goals

The United Nations Sustainable Development Goals are 17 interconnected global goals designed to create a fairer, healthier and more sustainable world by 2030.

Our sustainability approach supports nine of the United Nations Sustainable Development Goals (SDGs), reflecting the areas where our business can make a meaningful contribution.

Our actions across our people, communities and environmental performance contribute to these Goals, from supporting our people and making a positive difference in our communities to reducing our environmental impact.

Environment



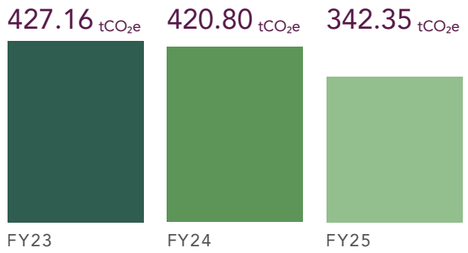


Reducing our carbon footprint

Climate change remains one of Julius Rutherfoord's most significant environmental priorities. During FY25, the Company continued to reduce greenhouse gas emissions through fleet electrification, renewable electricity procurement and operational efficiency improvements.

Total greenhouse gas emissions decreased by 18.6% compared with FY24, demonstrating continued progress towards the Company's Science Based Targets initiative (SBTi) commitments and long-term Net Zero ambition.

TOTAL GREENHOUSE GAS EMISSIONS



19.9%

REDUCTION SINCE FY23

Supporting progress towards Net Zero



61.4%

Scope 1 & 2 reduction since FY23

FY25 HIGHLIGHTS

- Completed transition to a 100% electric company fleet
- Maintained 100% renewable electricity procurement
- Reduced total greenhouse gas emissions by 18.6%
- Continued progress towards Science Based Targets and Net Zero

2030 target achieved

Our focus: Net Zero by 2040

Julius Rutherfoord's decarbonisation programme is aligned with the Science Based Targets initiative. By the end of FY25, the Company had already exceeded its 2030 target for reducing combined Scope 1 and Scope 2 greenhouse gas emissions. With this milestone achieved five years early, the focus is now shifting towards sustained operational performance and deeper reductions across Scope 3 emissions to support the Company's Net Zero commitment for 2040.

Our commitments:

Scope 1 & Scope 2

42% reduction by 2030

TARGET ACHIEVED

Scope 3

Measure and continuously reduce emissions across the value chain

Net Zero

90% reduction across Scope 1, Scope 2 and Scope 3 by 2040

Ahead of the SBTi Pathway

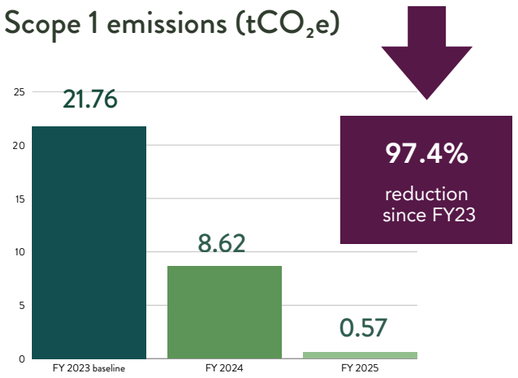
By the end of FY25, JR&Co had reduced combined Scope 1 and Scope 2 greenhouse gas emissions by 61.4% against the FY23 baseline, exceeding its 42% reduction target for 2030. This achievement reflects the impact of fleet electrification, renewable electricity procurement and continued improvements in operational energy performance.

Our operational emissions (Scope 1 & Scope 2)

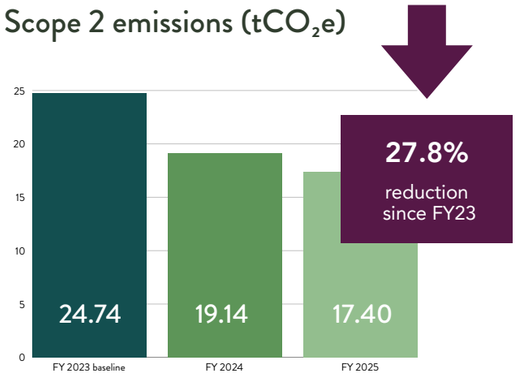
Operational emissions continued to decline during FY25, reflecting the transition to a 100% electric fleet and ongoing improvements in energy efficiency.

Combined Scope 1 and Scope 2 emissions decreased by 18.6% compared with FY24 and by 61.4% against the FY23 baseline — surpassing our 2030 target five years early.

Scope 1 emissions (tCO_2e)



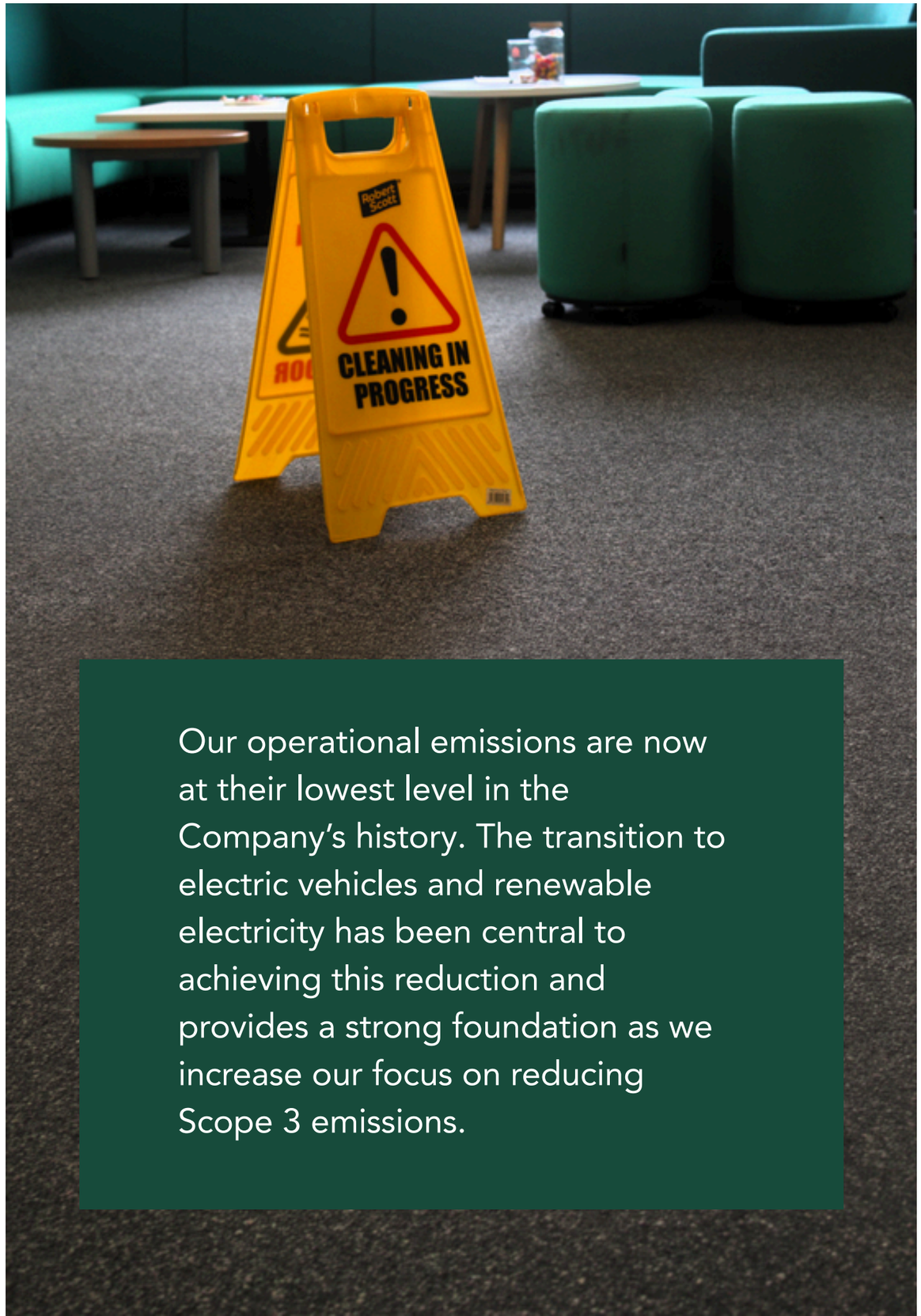
Scope 2 emissions (tCO_2e)



Key drivers of reduction

- **Fleet electrification:** A 100% electric company fleet was achieved during FY25, eliminating tailpipe Scope 1 emissions
- **Renewable electricity:** 100% renewable electricity is procured for our Head Office operations
- **Energy efficiency:** Ongoing efficiency improvements are reducing energy use across our operations
- **Data and monitoring:** Enhanced monitoring enables better decision-making and continuous performance improvement

Environment



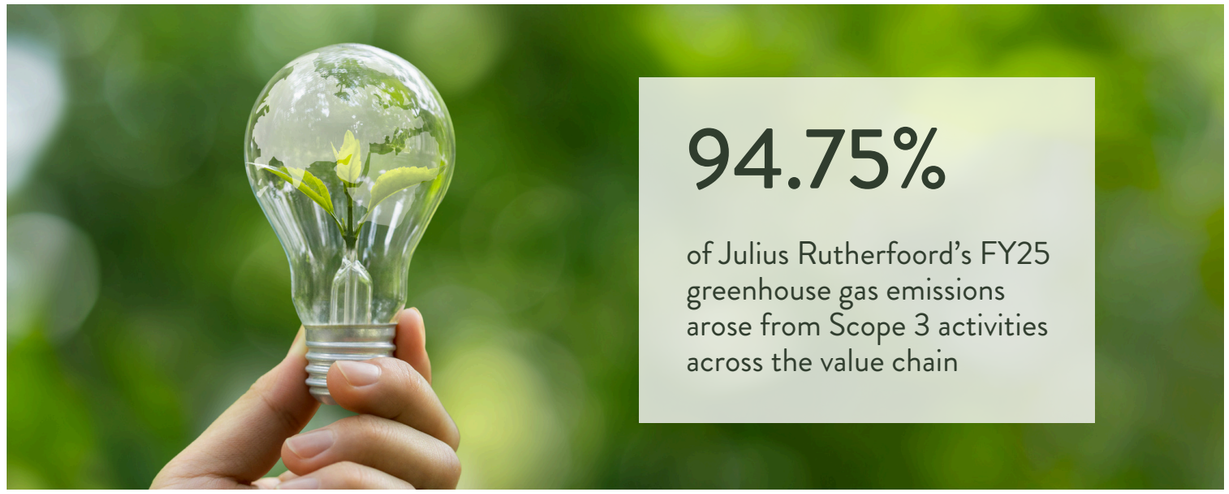
Our operational emissions are now at their lowest level in the Company's history. The transition to electric vehicles and renewable electricity has been central to achieving this reduction and provides a strong foundation as we increase our focus on reducing Scope 3 emissions.

Our value-chain emissions (Scope 3)

Scope 3 emissions arise from activities across our wider value chain, including employee commuting, fuel and energy-related activities, business travel, homeworking and purchased services. During FY25, Scope 3 emissions reduced compared with FY24, although they continued to represent the majority of Julius Rutherfoord's total carbon footprint. Future progress will depend on stronger employee engagement, supplier collaboration and improved data quality.

FY25 Scope 3 profile — main sources

Employee commuting	240.30 tCO_2e	74.1%
Well-to-tank emissions	66.93 tCO_2e	20.6%
Business travel	8.52 tCO_2e	2.6%
Homeworking energy	6.44 tCO_2e	2.0%
Transmission and distribution losses	1.96 tCO_2e	0.6%
Inbound deliveries, water and waste	0.23 tCO_2e	0.1% <



94.75%

of Julius Rutherfoord's FY25 greenhouse gas emissions arose from Scope 3 activities across the value chain

Priority areas for action

EMPLOYEE COMMUTING

Improve survey participation, strengthen travel data and encourage lower-carbon commuting choices.

SUPPLIER ENGAGEMENT

Work with suppliers and partners to improve emissions transparency and identify lower-carbon solutions.

TRAVEL MANAGEMENT

Promote virtual meetings, public transport and proportionate travel decisions where operationally practical.

DATA QUALITY

Improve the accuracy and completeness of Scope 3 information to support better decisions and target-setting.

The majority of Julius Rutherfoord's emissions now sit outside its direct operations. Continued decarbonisation will therefore require collaboration across the value chain, with particular focus on employee commuting, supplier engagement and improved emissions data. These activities are more difficult to influence directly, but they represent the greatest opportunity for further progress towards Net Zero by 2040.



Katingan Mentaya peatland forest, Central Kalimantan

Supporting climate action beyond operational emissions

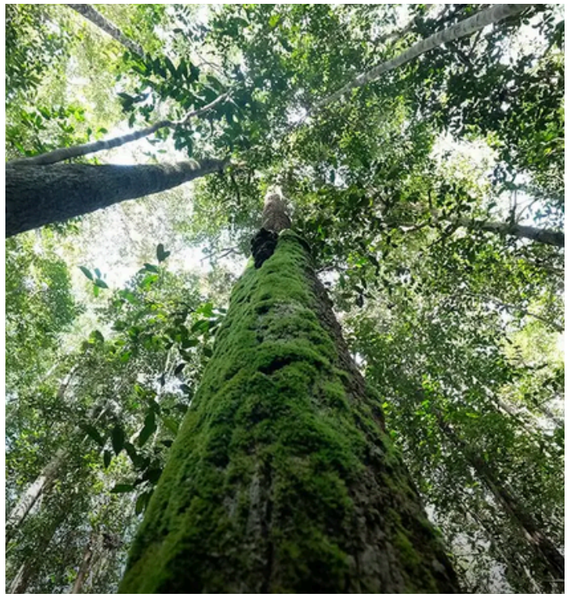
Alongside the progress made in reducing our operational emissions, we continue to support credible climate projects that deliver wider environmental and social benefits. This additional contribution forms part of our broader approach to climate action, complementing our ongoing focus on reducing emissions.

Offsets are reported separately and are not deducted from Julius Rutherfoord's reported gross greenhouse gas emissions.

Katingan Mentaya Project

Central Kalimantan, Indonesia

The Katingan Mentaya Project in Central Kalimantan, Indonesia, is a large-scale peatland forest protection and restoration initiative that prevents planned conversion to industrial-scale acacia plantations and avoids the associated release of greenhouse gas emissions. It supports peatland restoration, biodiversity conservation and sustainable livelihoods for local communities, and protects habitat for numerous threatened species including the critically endangered Bornean orangutan.





480.35 t

CO_2E CARBON CREDITS RETIRED

August 2026, following the FY25 reporting period

157,875 ha

TROPICAL PEATLAND FOREST PROTECTED

Preventing deforestation and avoiding emissions

AA

BEZERO RATING

Upgraded from A in 2025

Having achieved our near-term 2030 Scope 1 and Scope 2 SBTi target ahead of schedule, our focus remains reducing emissions at source, addressing Scope 3 and progressing towards our Net Zero 2040 commitment.

Decarbonisation in action

What are we doing about it?

We are integrating decarbonisation into everyday business decisions through practical initiatives that reduce emissions and improve efficiency. From our 100% electric fleet and renewable energy use to employee engagement and external partnerships, we continue to take action across the business to support our Net Zero ambitions.

1

FLEET ELECTRIFICATION

A 100% electric company fleet was achieved during FY25. Cleaner transport has substantially reduced direct operational emissions.



2

RENEWABLE ELECTRICITY

Head Office electricity is procured from 100% renewable sources, supporting lower market-based emissions.



3

ENERGY EFFICIENCY

Building performance is monitored to identify opportunities to reduce energy demand. Lighting, equipment and operating practices are continually reviewed.

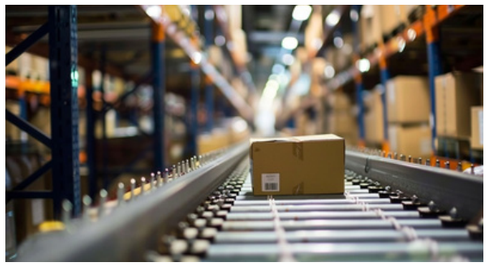




4

EMPLOYEE ENGAGEMENT

Employees are encouraged to consider active travel, public transport and lower-carbon commuting. Awareness campaigns support behavioural change.



5

SUPPLIER COLLABORATION

We work with suppliers and service partners to identify value-chain emissions opportunities, promoting transparency and lower-carbon products.



6

DATA, MONITORING & REPORTING

Data quality, monitoring and reporting are being strengthened across the business, supporting informed decisions and continual improvement.

Decarbonisation is an ongoing journey that requires consistent action and collaboration. By embedding these initiatives across our operations and value chain, we are reducing emissions today while creating long-term value for our business, our people, our customers and the environment.

SECTION TWO

02

SOCIAL

Julius Rutherfoord recognises that its people are central to delivering high-quality services and the long-term success of the business. We are committed to fair employment, diversity, equity and inclusion, employee wellbeing and development, while creating wider social value through responsible business practices and community engagement.

Our people, our communities & the value we create together

Our social approach focuses on providing a fair, inclusive and supportive workplace where employees can develop and contribute. We monitor key workforce indicators to understand trends, measure progress and identify opportunities for improvement.

During FY25, we continued to strengthen our approach to employee retention, fair pay, gender equality and workforce reporting. Improvements to our employee reporting framework have also provided better year-on-year insight into our workforce and social performance.

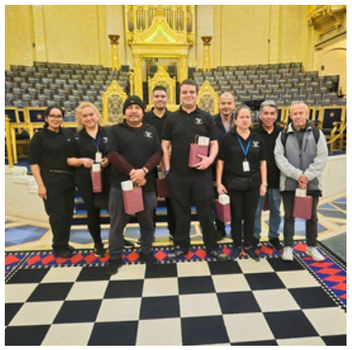
We continued to improve gender representation in higher-paid roles, maintain pay above the National Living Wage, and support employees through career development, recognition and communication initiatives.

Beyond our workforce, we continued to support local communities through volunteering, charitable giving and community partnerships, extending our social impact beyond the services we provide.













Social Highlights – FY25

WORKFORCE	Maintained a workforce of 1,186 employees, with enhanced employee data reporting supporting year-on-year workforce analysis
EMPLOYEE RETENTION	Reduced employee turnover from 41.1% to 34.1%, demonstrating improved workforce stability
FAIR PAY	Maintained 100% compliance with the National Living Wage, with all employees paid above the statutory minimum
GENDER EQUALITY	Reduced the mean gender pay gap to 4.36% and increased female representation in the upper pay quartile to 65.5%
DIVERSITY & INCLUSION	Continued to employ a diverse workforce representing multiple nationalities and ethnic backgrounds across client-site and HO operations
HEALTH & SAFETY	Reduced total reported health and safety events by 15.6%, while maintaining zero work-related fatalities and increasing near-miss reporting by 30.8%
SOCIAL VALUE	Generated £5.1 million of measurable social value through responsible employment, community investment and environmental initiatives

Our people

Julius Rutherfoord's employees are fundamental to delivering high-quality, reliable services for clients. Our workforce reflects the operational needs of the contract cleaning sector, with the majority of colleagues working directly at client locations and supported by dedicated supervisors, Operations Managers and Head Office teams.

During FY25, JR&Co continued to strengthen workforce management through improved employee data, enhanced retention initiatives, fair pay practices and greater insight into workforce diversity. This supports a more stable, inclusive and engaged workforce, helping us deliver consistent service standards across our client portfolio.

Our workforce at a glance (as at 31 December 2025)

1,186 TOTAL EMPLOYEES

1,145 CLIENT-SITE EMPLOYEES

41 HEAD OFFICE EMPLOYEES



74% PART-TIME WORKFORCE

>96% WORK AT CLIENT SITES

Our workforce priorities

- **Inclusive employment**
  Fair opportunities and inclusive workplaces where everyone can thrive.
- **Employee retention**
  Engagement, recognition and development build a stable workforce.
- **Fair pay**
  Pay above the National Living Wage and fair reward practices.
- **Gender equality**
  Reducing the pay gap and increasing women's representation.

Workforce composition

	CLIENT SITE	HEAD OFFICE	TOTAL
Full-time	273	41	314
Part-time	872	–	872
Total	1,145	41	1,186

Engaging, supporting & retaining our people

Engagement is built on open communication, recognition and meaningful interaction, so colleagues feel informed, supported and valued.

We combine digital platforms, local management and face-to-face engagement to keep colleagues connected, give everyone a voice and ensure important information reaches people wherever they work.

We recognise our people, celebrate their success and invest in a positive employee experience

COMMUNICATION CHANNELS

JUST REWARDS APP	Keeps colleagues informed with the latest news, updates and important information.
PEER RECOGNITION	Employees can recognise and thank colleagues for their dedication, teamwork and positive impact.
MULTILINGUAL COMMUNICATION	Communications are available in multiple languages to reach and support employees across the workforce.
LINE MANAGERS	Line managers play a vital role in two-way communication and employee support at client sites.
EMAIL & PRINTED COMMUNICATIONS	Email, flyers and printed notices help ensure key messages reach every colleague, regardless of shift pattern or location.

Social

Recognising our people

THANK YOUR CLEANER DAY

Head Office colleagues visited hundreds of client sites to personally thank frontline colleagues, reinforcing appreciation and strengthening relationships across the company.

CHRISTMAS APPRECIATION

Every employee received a gift card and a Christmas card, personally delivered by their Operations Manager.

JR&CO STARS AWARDS

Celebrating exceptional professionalism, care and service excellence through the JR&Co Stars Awards — from **147 client nominations**.

YEAR-END PERFORMANCE & CAREER REVIEW

Every employee has a year-end meeting with their Manager to review performance, recognise achievements and discuss career aspirations.































Building an inclusive, stable & fair workforce

Creating long-term value through diversity, retention and fair employment.

Valued employees support retention, consistent standards and stronger client relationships.

"Our people are the foundation of our business. By creating a workplace where everyone feels valued, treated fairly and supported to grow, we are building stronger teams and a more inclusive, stable workforce for the future."

Nicola Willox,
HR Director at JR&Co

A diverse workforce

Julius Rutherfoord employs colleagues from a wide range of nationalities and backgrounds, reflecting the diverse communities in which we operate. We remain committed to creating an inclusive workplace where everyone has the opportunity to contribute and succeed.

TOP NATIONALITIES

Spanish	14.4%
British	12.5%
Portuguese	11.0%
Ghanaian	7.7%

NOTE
Nationality and ethnicity information is collected on a voluntary basis. We will continue encouraging voluntary disclosure to improve workforce diversity reporting while fully respecting employee privacy.

FAIR PAY & GENDER EQUALITY

- 100% – Paid above the National Living Wage
- 4.36% – Mean gender pay gap, down from 4.98%
- 1.23% – Median gender pay gap, down from 1.83%
- 65.5% – Women in the upper pay quartile, up from 52.6%

The statutory Gender Pay Gap Report demonstrated continued progress in reducing pay disparities while increasing female representation in higher-paid roles. Statutory period ending 5 April 2025.

RETENTION & WORKFORCE STABILITY

34.1%

EMPLOYEE TURNOVER
FY24 41.1% → FY25 34.1%

A stable workforce supports consistent service delivery, strengthens client relationships and retains valuable operational knowledge.

Career development

We support our people to grow through training and development opportunities.

Recognition

We celebrate great work and value the contribution of every individual and team

Operational support

Our managers provide hands-on support and guidance at client sites every day

Employee Engagement

We listen, communicate and involve colleagues to build a connected and engaged team

LOOKING AHEAD



01

Continue improving employee retention

02

Increase workforce stability

03

Strengthen diversity reporting

04

Maintain fair pay

05

Increase female representation across leadership & higher-paid roles



Health & Safety Performance

The health, safety and wellbeing of our employees, clients, contractors and members of the public remain fundamental to the way Julius Rutherfoord operates.

Our integrated Health & Safety Management System supports safe working practices, operational resilience and the consistent delivery of high-quality cleaning services.

During FY25, we continued to strengthen our proactive approach through risk assessments, employee training, incident investigation and increased near-miss reporting. These activities help identify potential hazards before they result in harm while supporting continual improvement across our operations.

Our performance demonstrates continued progress in reducing workplace injuries while maintaining zero work-related fatalities, zero high-consequence injuries and zero cases of work-related ill health.

Health & Safety remains everyone's responsibility, supported by strong leadership, employee engagement and continual improvement across every contract.

FY25 HIGHLIGHTS

Zero
WORK-RELATED FATALITIES

Zero
HIGH-CONSEQUENCE INJURIES

Zero
CASES OF WORK-RELATED ILL HEALTH

81
HEALTH & SAFETY EVENTS REPORTED
Down from 96

15.6%
REDUCTION IN TOTAL H&S EVENTS
Compared with FY24

30.8%
INCREASE IN NEAR-MISS REPORTING
Against a +10% target

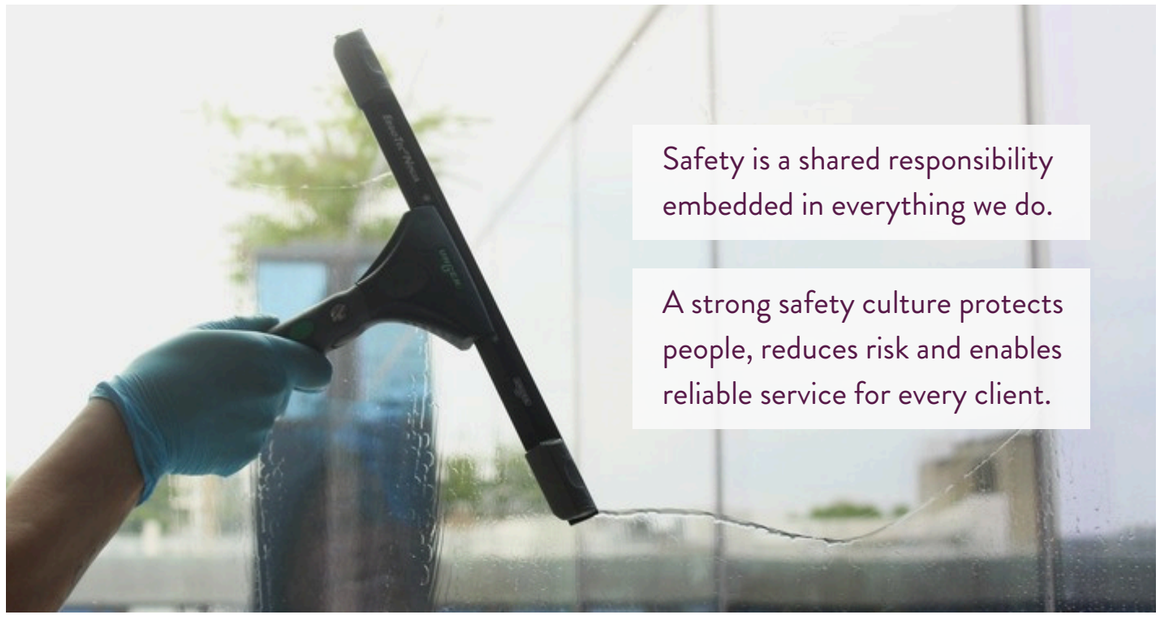
Our priorities

01 **Prevent Harm**
Maintain zero fatalities and serious injuries through proactive risk management, strong controls and a positive safety culture.

02 **Manage Risk**
Identify and control workplace hazards through risk assessments, site inspections, internal audits and effective safe systems of work.

03 **Build Competence**
Provide role-specific training and ongoing support so every employee has the knowledge and confidence to work safely.

04 **Continual Improvement**
Investigate incidents, learn from near misses and use data and insight to improve performance and prevent harm.





Managing risk & protecting people

Preventing incidents through proactive risk management and continual improvement.

We are committed to providing a safe and healthy environment for employees, contractors, clients and all others who may be affected by our work.

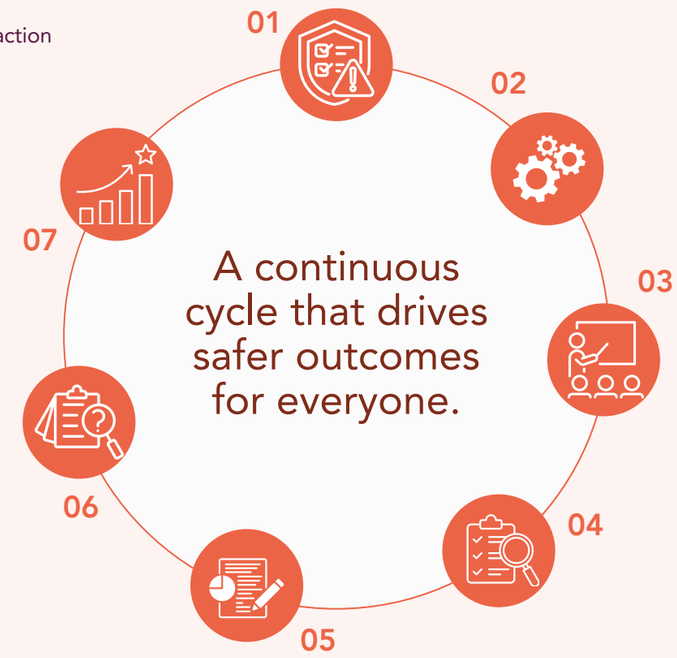
Our **ISO 45001-certified** system provides a structured approach to identifying risks, implementing controls and continually improving safety performance across all operations.

Our safety management framework

Every stage informs the next, turning insight into action and action into safer outcomes for everyone.

THE CONTINUOUS CYCLE

01 Risk assessment
02 Safe systems of work
03 Training and competence
04 Site inspections
05 Incident reporting
06 Investigation
07 Continual improvement



Building a positive safety culture

RISK ASSESSMENTS
Dynamic and task-specific risk assessments support safe working practices and reflect site conditions and client requirements.

EMPLOYEE TRAINING
Role-specific induction and refresher training is delivered during paid working hours and at no cost to employees.

QR REPORTING
Accessible reporting tools allow employees to report accidents, incidents, hazards and near misses promptly.

H&S MEETINGS
Cross-functional meetings review performance, incident trends and opportunities to strengthen operational controls.

WORKER PARTICIPATION
Employees are encouraged to raise concerns and stop unsafe work without fear of reprisal.

ISO 45001
Our internationally recognised management system supports consistent health and safety controls across the organisation.

"Our people play an active role in keeping our workplaces safe. Their involvement, voice and commitment are essential to preventing harm and delivering safe, reliable services for our clients."

Lauren Hanley,
Business Support Services Director

Continual improvement

RISK ASSESSMENTS
Dynamic and task-specific risk assessments support safe working practices and reflect site conditions and client requirements

EMPLOYEE TRAINING
Role-specific induction and refresher training is delivered during paid working hours and at no cost to employees

H&S MEETINGS
Cross-functional meetings review performance, incident trends and opportunities to strengthen operational controls

WORKER PARTICIPATION
Employees are encouraged to raise concerns and stop unsafe work without fear of reprisal

Creating positive social value

JR&Co is committed to making a positive contribution to the communities in which we operate. Alongside our environmental and governance commitments, we aim to create social value through employee volunteering, charitable giving, responsible procurement and partnerships with charities, social enterprises and local organisations.

Community involvement is an important part of our wider sustainability approach. We encourage employees to take part in volunteering activities and support organisations that address social and environmental needs. We also look for opportunities to use our resources, purchasing decisions and business relationships to generate wider benefits for the communities connected to our operations.

During FY25, employee volunteering reached its highest level since the programme was introduced. Our established partnerships, including The Felix Project, continued to provide opportunities for employees to contribute their time and support community initiatives. Julius Rutherfoord also maintained its commitment to donate at least 1% of annual profit to social and environmental causes.

This section provides an overview of our community investment during FY25, including employee volunteering, charitable partnerships, financial contributions and the social value generated through these activities.







Community Highlights – FY25

Volunteering Highest annual volunteering participation since 2022	391 hrs
Environmental Environmental volunteering exceeded the annual commitment	343 hrs
Social Social volunteering exceeded the annual commitment.	262 hrs
The Felix Project Meals supported through our community partnership	41,400
Community Investment Annual profit donated to social and environmental causes	1.3%
Activities Organised volunteering events delivered during FY25	20
Participation All departments involved	Company-wide

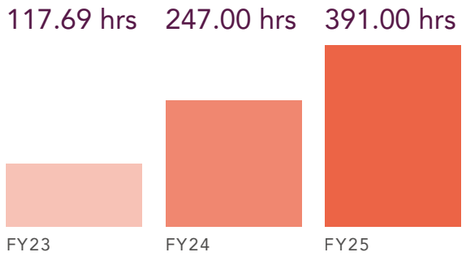
Community investment creates lasting value by combining employee volunteering, charitable giving, responsible procurement and professional expertise. Through long-term partnerships and active employee participation, Julius Rutherfoord strengthens local communities while reinforcing its commitment to responsible and sustainable business.

Volunteering in Action

Employee volunteering is an important part of Julius Rutherfoord's community investment programme. By giving their time and skills, employees support local communities and environmental initiatives while contributing to a stronger culture of community involvement across the business.

In FY25, colleagues gave 391 hours across 20 organised activities, taking the cumulative total to more than 1,570 hours since 2022, with participation across all business departments. We had aimed to increase total volunteering hours by 80% and reached 58.3% — a large increase and a missed target, and both things are true.

TOTAL VOLUNTEERING HOURS



+58.3% on FY24

Highest annual participation since the programme began.







343 hrs ENVIRONMENT

Litter picking, beach cleans, food redistribution and other environmental improvement activities.

262 hrs SOCIAL

Activities supporting food insecurity, healthcare, education, social inclusion and access to justice.

PARTNERSHIP SPOTLIGHT: THE FELIX PROJECT

41,400

MEALS SUPPORTED
+24.3% VS FY24

The Felix Project remained Julius Rutherfoord's community partner during FY25. Employees supported warehouse operations, food sorting, meal preparation and seasonal apple-picking activities. Employee fundraising campaigns were matched by the Company, and JR&Co funded and delivered a professional deep clean of the Poplar distribution centre.









Some volunteering activities contribute to both environmental and social outcomes; therefore, category totals are not additive.

Creating social value beyond cleaning

Julius Rutherfoord aims to create value beyond the services we provide. Through responsible employment, community investment, environmental initiatives and sharing our knowledge and expertise, we support local communities and contribute to positive social and environmental outcomes.

During FY25, our social value was **measured using the National TOMs Framework**, applying the published methodology and financial proxy values. This provides a recognised approach for quantifying the wider social, environmental and economic value generated through our activities.

£5.1 million

Social Value Delivered

152

LOCAL EMPLOYEES EMPLOYED

Employed within local communities in accordance with the National TOMs methodology

7 hours

EXPERT SUSTAINABILITY SUPPORT

Supporting B Corp knowledge sharing and university collaboration

391 hours

EMPLOYEE VOLUNTEERING

Helping strengthen local communities beyond our core services

1.27%

OF ANNUAL PROFIT DONATED

To social and environmental causes, exceeding our 1% commitment

480.35 t

CO_2E IN CLIMATE PROJECTS SUPPORTED

Alongside direct emissions reduction initiatives

£5,107,760

MEASURED SOCIAL VALUE

National TOMs online tool, evidenced activities only

By investing in local employment, developing future talent, supporting community organisations and environmental action, Julius Rutherfoord & Co delivers benefits that extend far beyond cleaning services.



SECTION THREE

03

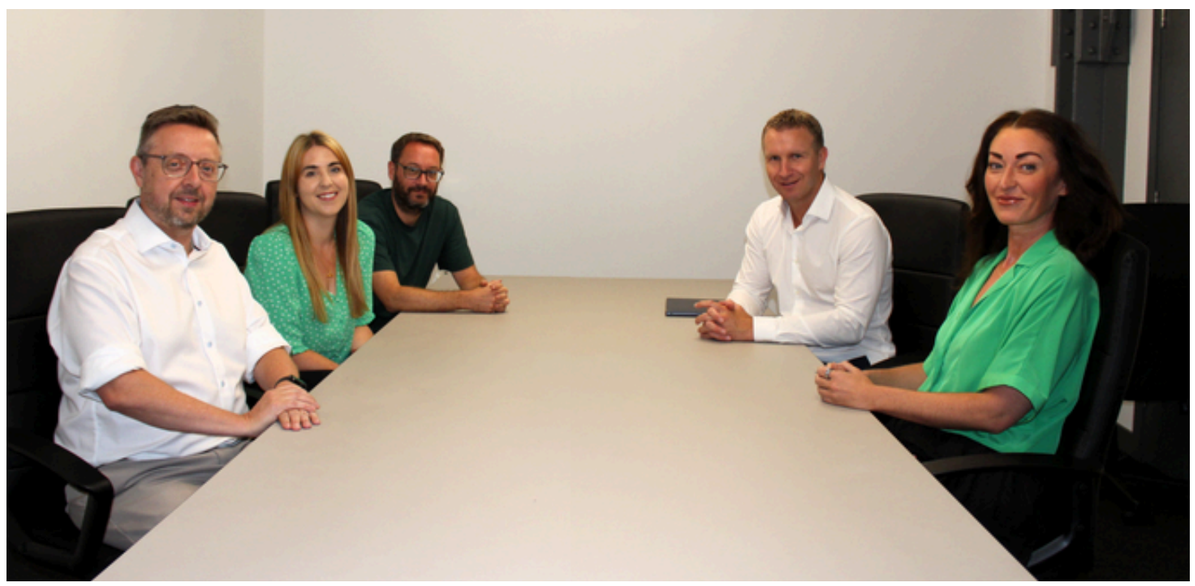
GOVERNANCE

Good governance supports everything we do. Our Board provides strategic oversight while sustainability is embedded across every level of Julius Rutherfoord's business, ensuring responsible decision-making, transparency and long-term value for our clients, employees and stakeholders.

Leading with integrity

Delivering sustainable growth

STRONG OVERSIGHT	- Board-led ESG governance - Strategic risk management - Regular sustainability reviews
ESG EMBEDDED	- Sustainability integrated into business planning - Executive accountability - Continuous performance monitoring
RESPONSIBLE BUSINESS	- Ethical decision-making - Regulatory compliance - Transparent reporting



Measured. Accountable. Trusted.

Good governance is measured not only by the structures we have in place but by the outcomes they deliver. During FY25, Julius Rutherfoord continued to strengthen governance through enhanced ESG reporting, improved data quality, regular Board oversight and a continued focus on accountability, transparency and responsible business practices.

Zero

MATERIAL GOVERNANCE BREACHES

Maintained in FY225

42.9%

WOMEN ON THE BOARD

Diverse leadership bringing broader perspectives

50/50

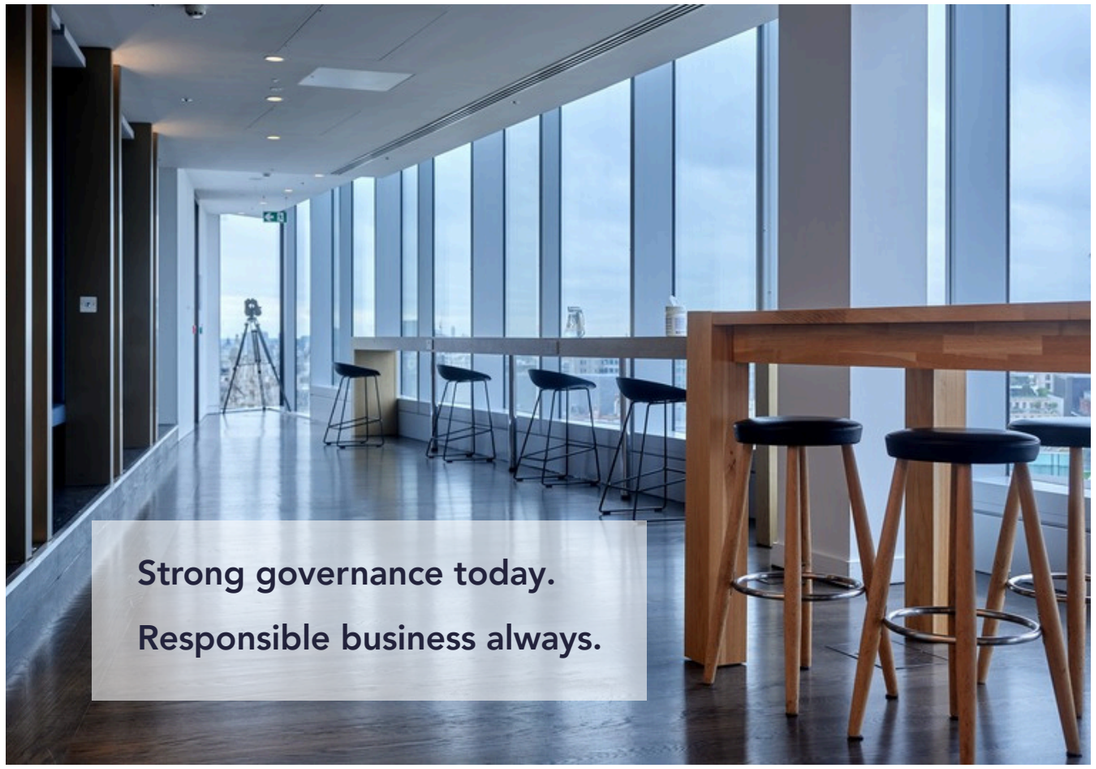
SENIOR LEADERSHIP TEAM

Balanced, inclusive decision-making

Quarterly

QHSSE COMMITTEE MEETINGS

Oversight of performance, priorities and key risks



Governance highlights

ENHANCED ESG REPORTING

Enhanced ESG reporting and improved data quality, providing greater transparency and better insight.

BOARD OVERSIGHT

Continued Board oversight of sustainability strategy, key risks and performance against targets.

RISK MANAGEMENT

Sustainability embedded into strategic planning to identify, manage and mitigate long-term risks and opportunities.

Looking ahead

CONTINUE GOVERNANCE TRAINING

Strengthen governance knowledge and capability across all levels.

ENHANCE ESG REPORTING

Further improve data quality, reporting scope and transparency.

STRENGTHEN ESG ASSURANCE

Expand assurance and validation of ESG data and processes.



ENHANCE RISK MANAGEMENT

Integrate ESG risks more deeply into enterprise risk management.

EMBED SUSTAINABILITY

Embed sustainability into decision-making and support long-term positive impact.

Appendix A

GRI content index

Statement of use	Julius Rutherfoord & Co. Ltd. has reported with reference to the GRI Standards for the period 01/01/2025–31/12/2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No applicable GRI Sector Standard identified

The table below summarises the GRI Standards referenced in this report together with the location of each disclosure.

GRI STANDARD	DISCLOSURE(S)	DISCLOSURE LOCATION
GRI 2: General Disclosures	2-1 to 2-30*	FY25 Sustainability Report, p. 2 (reporting scope, reporting period, reporting frameworks, data quality, restatements and assurance); p. 3 (Managing Director's statement); pp. 45–55 (workforce, employee engagement, fair pay and inclusion); pp. 60–65 (community engagement and social value); pp. 66–69 (governance, Board oversight, ESG reporting and risk management); relevant Company policies where referenced.
GRI 3: Material Topics	3-1 to 3-3	FY25 Sustainability Report, pp. 7–9 (environmental management and priorities); pp. 16–31 (energy, resource management and circular economy); pp. 34–43 (climate change and greenhouse gas emissions); pp. 45–65 (social topics and performance); pp. 66–69 (governance and oversight).
GRI 302: Energy	302-1, 302-3, 302-4**	FY25 Sustainability Report, pp. 16–19 (organisational energy consumption, renewable electricity, energy efficiency and energy strategy); pp. 10–11 where fleet energy is relevant; CPS 004 Environment and Sustainability Policy, section 3.3.
GRI 305: Emissions	305-1 to 305-5***	FY25 Sustainability Report, pp. 34–43 (climate change, Scope 1, Scope 2, Scope 3 and decarbonisation); pp. 10–13 for fleet, business travel and employee commuting; CPS 004 Environment and Sustainability Policy, section 3.5.
GRI 306: Waste	306-1 to 306-5	FY25 Sustainability Report, pp. 20–31 (waste performance, recycling, circular resources, responsible procurement and cleaning innovation); CPS 004 Environment and Sustainability Policy, section 3.2.
GRI 403: Occupational Health & Safety	403-1 to 403-10	FY25 Sustainability Report, pp. 56–59 (health and safety performance, risk management, training, reporting and continual improvement); CPS 002 Health and Safety Policy, sections 1, 3 and 4.

* Disclosure 2-21 (Annual Total Compensation Ratio) has been omitted due to confidentiality constraints.

** Disclosures 302-2 and 302-5 are omitted as information is unavailable or not applicable.

*** Disclosures 305-6 and 305-7 are not applicable to the JR&Co activities.

Reporting Notes

The disclosures contained within this report have not been externally assured.



We hope this report offers a meaningful view of how sustainability lives and breathes within JR&Co. We've shown how we're working towards a cleaner, greener future, and if you're interested in joining us on that mission, we'd love to talk.

Chris Jarvis

Chris Jarvis
MANAGING DIRECTOR

Certified B Corporation
Learn more at bcorp.com

GET IN TOUCH

Scan to book a call with the team.

www.juliusrutherfoord.co.uk
020 7819 6700
info@juliusrutherfoord.co.uk

Julius Rutherfoord & Co.,
The Tramshed, 12 Ingate Place,
London SW8 3NS