



# Julius Rutherford & Co

COMMERCIAL CLEANING

## Sustainability Report

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Reporting FY2024



# The Power of Undivided Attention

A message from Chris Jarvis, Managing Director

At JR&Co, we believe that real progress begins with focus. And in a world full of competing priorities, we're proud to give sustainability our undivided attention.

This report charts a year of meaningful action: on emissions, waste, energy and social impact. But behind every statistic lies something more important — intention. A conscious decision, made day after day, to treat sustainability not as an add-on but as a principle that guides how we work, how we lead, and how we serve.

Our purpose as a cleaning business has always been to improve the environments in which people work, learn, and thrive. But today, that purpose demands more. It asks us to be bolder in our commitments, sharper in our scrutiny and more collaborative in our approach. That's why we've committed to net zero, achieved B Corp certification, switched fossil fuel for 100% renewal energy and

redesigned how we think about waste, materials and the wellbeing of our people.

Each of these steps is powered by attention. Real, deliberate attention. The kind that doesn't just measure outcomes but drives them. The kind that spots the small changes that make a big difference. The kind that takes ownership, not shortcuts.

Sustainability isn't a destination we'll one day arrive at. It's a practice. And at JR&Co, it's a practice we pursue with care, clarity and a firm belief in better.

Thank you to everyone — our teams, our clients, our partners — who share in this mission. Together, through attention, we create impact.

*Chris*



# Contents

Reporting Methodology	6
Policy Framework	8
Our Commitment	10
What Do We Do?	11
Our Journey	13
B Corp Certification: Our Commitment to Purpose-Driven Business	14
Governance Structure and Composition	15
Governance Structure	15
2024 & 2025 Commitment	15
Environment Highlights	18
Commuting	19
2024 Commitment	19
2025 Commitment	19
Employees Commuting	19
Fleet Vehicles	21
Private Mileage	22
Commuting Summary Table	23
Energy	24
2024 Commitment	24
2025 Commitment	24
Electricity Consumption	24
Electricity Use Breakdown & Fleet Insight	25
Solar Energy	26
Environmental Impacts & Strategic Outlook	27
Energy Summary Table	29
Waste	30
2024 Commitment	30
2025 Commitment	30
Challenges in FY23–FY24	30
Waste Management & Recycling Performance	30
Paperless Site Files: A Step Toward a Greener Future	32
Circular Economy Practices & Green Cleaning Systems	33
Stakeholder Engagement and Responsible Waste Partnerships	34

# Contents

Training & Engagement	35
Waste-Related Impacts & Management	36
Turning Waste Into Community Impact	36
Looking Ahead to FY25	36
Waste Summary Table	37
Process Flow Visualisation	38
<b>Products &amp; Suppliers</b>	<b>40</b>
OdorBac	40
2025 Commitment	40
Driving Circularity Through Closed-Loop Systems	40
Ozoklenz: Cleaning the World Naturally	42
Contractors	43
<b>Emissions</b>	<b>46</b>
2024 Commitment	46
2025 Commitment	46
Emissions Management & Governance	46
Why Emissions Are Material	46
Carbon Reporting	47
GHG Emissions Analysis	47
Emissions Reduction Strategies	53
Carbon Neutrality	54
Emissions Summary Table	58
<b>Social Highlights</b>	<b>59</b>
<b>Workforce Structure &amp; DEI</b>	<b>60</b>
2024 Commitment	60
2025 Commitment	60
Gender, Pay & Working Patterns	65
Celebrating 30 Years of JR&Co	69
Employee Engagement & Recognition	70
Employees Data Summary Table	71
<b>Occupational Health and Safety</b>	<b>72</b>
2024 Commitment	72
2025 Commitment	72



# Contents

Risk Assessment & Incident Investigation	73
Incident Analysis	75
Causes of Incidents: Key Risk Areas	76
Outcomes: How Our People Are Affected	77
Health and Safety Training & Worker Participation	78
Promoting Health & Wellbeing	79
Health & Safety Summary Table	81
<b>Charity &amp; Volunteer Work</b>	<b>82</b>
2024 Commitment	82
2025 Commitment	82
Giving Back in 2024	82
The Felix Project: A Mission to Reduce Food Waste and Hunger	85
Community Engagement & Volunteering	87
<b>Sustainability Summary Table</b>	<b>88</b>
<b>Data</b>	<b>92</b>



# Reporting Methodology

This document is the Julius Rutherfoord & Co. Sustainability Annual Report, presenting our sustainability performance for the year 2024, from 1 January to 31 December, in alignment with our 2024 financial year. It features insights from our CEO, an overview of our business, and our statutory annual report.

Our reporting adheres to the Global Reporting Initiative. We consider guidelines from various organisations, including:

- Government, Environmental Reporting Guidelines and Conversion Factors
- The Greenhouse Gas Protocol
- Global Reporting Initiative
- United Nations Sustainable Development Goals
- ISO 14064:2018

For questions related to this report or reported information, please contact **Vânia Borges**, Quality, Sustainability & Environment Manager ([vaniaborges@juliusrutherfoord.co.uk](mailto:vaniaborges@juliusrutherfoord.co.uk))

## External Assurance

At Julius Rutherfoord & Co Ltd, we are committed to transparency and accuracy in our sustainability reporting. While we do not have external assurance for our overall sustainability reporting, our carbon footprint calculations are verified by an independent external consultancy company. This ensures that our carbon emissions data is accurate and reliable

Our policy for seeking external assurance involves consulting with the highest governance body and senior executives to determine the necessity and scope of assurance services. For our carbon footprint calculations, the external consultancy uses recognised international standards to provide a thorough and impartial review. The relationship between Julius Rutherfoord & Co Ltd and the external consultancy company is strictly professional, maintaining the independence necessary for objective and unbiased conclusions.

## Restatements of Information

This is Julius Rutherfoord & Co Ltd's second Sustainability Report aligned with the GRI Standards. Our previous report, published in 2024, established a clear baseline with the expansion of our Scope 3 emissions measurement to include supplier activities and employee commuting and aligned our reporting period with the financial year (January–December 2023) to improve data consistency.

This report builds on that foundation, reflecting progress made in 2024 and outlining key commitments through to FY25. It continues our focus on transparency, performance tracking, and aligning our business practices with sustainable development goals.



# Reporting Methodology

## Determination of Material Topics

As this is our second year reporting under GRI, we identified material topics based on their significance, relevance to our business, and their actual and potential impact on the environment, economy, and people. This process also considered our existing aspect identification register and combined risk register. Since this is our first time following the Standard as a new internal procedure, we anticipate potential changes to the selection of these topics in the next reporting period. These changes will be aimed at fully complying with the Standard and will involve expanding our vision by including a broader range of stakeholders and areas considered in the determination of material topics.

Through our internal procedure, we have identified the following material topics for this reporting period:

- GRI 302: Energy
- GRI 305: Emissions
- GRI 306: Waste
- GRI 403: Occupational Health and Safety

These topics were chosen for their high significance and their potential impact on our environmental and social performance.



# Policy Framework

Julius Rutherford & Co. has established a comprehensive set of policies to guide its operations in a socially and environmentally responsible manner. These policies include:

HEALTH & SAFETY POLICY

ENVIRONMENTAL AND SUSTAINABILITY POLICY

EQUALITY, DIVERSITY, AND INCLUSION POLICY

CORPORATE AND SOCIAL RESPONSIBILITY POLICY

SAFEGUARDING YOUNG PEOPLE AND VULNERABLE ADULTS POLICY

MODERN SLAVERY POLICY

DATA PROTECTION POLICY

BUSINESS ETHICS AND INTEGRITY POLICY

WHISTLEBLOWING POLICY

HEALTH AND WELLBEING POLICY

RECRUITMENT AND SELECTION POLICY





# Policy Framework

## Strategy, Policies, and Practice

Our policy commitments, approved by the Managing Director, reflect the senior leadership's dedication to maintaining these standards. These policies are publicly accessible at [www.juliusrutherfoord.co.uk](http://www.juliusrutherfoord.co.uk). If certain policies are not published, it may be due to ongoing reviews or confidentiality considerations.

These commitments apply to all internal operations and extend to our business relationships, including partners, suppliers, and contractors. We ensure that all relevant parties understand and adhere to these commitments through training, internal communications, and public disclosures. This approach guarantees that everyone associated with JR&Co is aware of and respects our standards for responsible business conduct.

## Policy Commitments and Responsible Business Conduct

Our policy commitments are integrated into all aspects of our operations and business relationships. This integration begins with clearly defined responsibilities at various levels of the company. Senior leadership sets the strategic direction and is accountable for compliance with our ethical standards. Specific departments and teams are responsible for implementing these commitments in their respective areas, ensuring a cohesive and coordinated approach across the company.

To further embed these commitments, we incorporate them into our company strategies, operational policies, and procedures. This includes integrating ethical considerations into our core business strategies, decision-making processes, and daily operations.

In our business relationships, we ensure our partners, suppliers, and contractors uphold our commitments by clearly communicating our standards and expectations, as well as through contractual agreements requiring adherence to these principles. We actively engage with our business partners to promote and implement these commitments, fostering a culture of responsibility throughout our supply chain and broader business system.

Training is essential for the successful implementation of our policy commitments. We offer specialised training for key personnel, equipping them with the knowledge and tools necessary to support our responsible business conduct standards.

## Remediation and Grievance Management

We are committed to addressing and remedying any negative impacts we may have caused or contributed to. This includes a clear strategy for identifying and addressing such impacts, ensuring accountability and transparency in our operations. We can provide or cooperate in remediation efforts by implementing corrective actions. Our approach is proactive and comprehensive, focusing on mitigating harm and fostering positive outcomes.

To manage grievances effectively, we have established mechanisms to identify, address, and resolve issues raised by stakeholders. Our grievance process includes a direct line to HR, and appropriate and impartial grievance officers to ensure accessibility and responsiveness. These channels are available to all stakeholders, including employees, community members, and business partners, providing a formal avenue for raising concerns. Additionally, we collaborate with an external HR consultancy company to provide expertise and support in managing and resolving grievances.

## Non-Compliance with Laws and Regulations

Transparency and accountability are fundamental to our operations, especially in managing and reporting non-compliance with laws and regulations. During the reporting period, no significant instances of non-compliance were recorded.

# Our Commitment

At Julius Rutherford & Co., we recognise that sustainability is not just a goal but a fundamental aspect of our operations and corporate identity. As a leading provider of cleaning services to commercial and educational premises in the London area, we understand our responsibility to contribute positively to the environment, our employees, and the communities we serve.



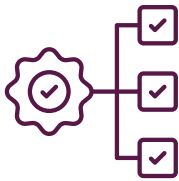
## Environmental Stewardship

We are committed to reducing our environmental impact through innovation, accountability, and continuous improvement. This includes electrifying our vehicle fleet, sourcing 100% renewable electricity, reducing total waste and eliminating landfill. Our transition to low-impact products and closed-loop systems demonstrates our belief that sustainability and operational excellence go hand in hand.



## Social Responsibility

Our people are the foundation of our service. We are building an inclusive, safe, and rewarding workplace where every team member feels respected, supported, and proud of their contribution. Through initiatives such as “Thank You Cleaners Day”, the JR&Co Star Awards, and structured development programmes, we celebrate the individuals behind our success.



## Governance and Ethics

Strong governance and ethical practices are the cornerstones of our business. We are dedicated to upholding the highest standards of corporate governance, transparency and accountability. From Board-level decision making to everyday operations, we embed responsible business conduct into every aspect of our company.



## Continuous Improvement

Sustainability is a dynamic journey. We set ambitious targets, monitor our progress rigorously, and adapt to emerging challenges and opportunities. This mindset ensures we remain aligned with stakeholder expectations, regulatory requirements, and our own evolving purpose.

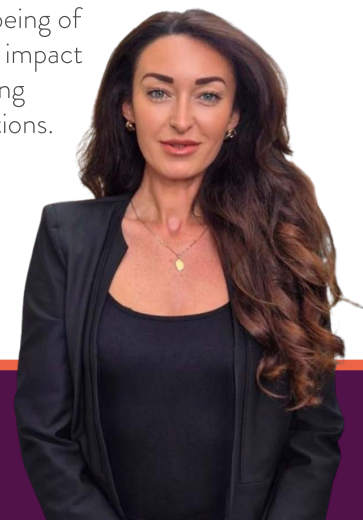


## Collaboration and Innovation

We believe that collaboration and innovation are key to achieving our sustainability goals. We work closely with our clients, suppliers, and industry partners to develop and implement sustainable solutions. Together, we can create a cleaner, healthier, and more sustainable future. This report reflects our achievements, challenges, and priorities for the year ahead. Thank you for your ongoing support and for joining us on this mission.

**Mission Statement:** We deliver innovative and secure cleaning solutions that enhance the well-being of our clients, our people, and the community. We prioritise environmental sustainability and social impact in every aspect of our operations. We are committed to raising the living standards of our cleaning workforce by ensuring they are offered fair pay, comprehensive training, and safe working conditions.

Sincerely,  
**Lauren Hanley**  
Business Support Services Director





# What Do We Do?

Julius Rutherford & Co Ltd is a subsidiary company in commercial cleaning, proudly serving the area of Greater London. Our sole focus on cleaning services allows us to channel all resources into continuous improvement and innovation. With 30 years of industry experience, we have developed robust quality, health & safety, and environmental management systems, all accredited by ISO standards (ISO 9001, ISO 14001 and ISO 45001).

## Sectors of Activity

Julius Rutherford & Co. operates predominantly in the following sectors:



### Educational Sector

Serving schools, colleges, and universities, accounting for 44% of our operations.



### Commercial Sector

Cleaning offices, legal institutions, and charities, making up 47% of our operations.



### Public Private Sector

Government buildings, state schools, local councils, representing 9% of our operations.

Our commercial clients include prestigious regulatory bodies like the Financial Services Compensation Scheme and The Nursing and Midwifery Council, esteemed legal institutions such as The Honourable Society of the Inner Temple, and renowned charities including The Institute of Cancer Research, Amnesty International Secretariat, and Battersea Dogs & Cats Home.

We offer a comprehensive range of services tailored to meet our clients diverse needs:



Daily Premises Cleaning  
Deep & Periodic Cleaning  
Hard & Resilient Floor Maintenance  
Carpet Cleaning  
Entrance Mat Supply & Cleaning  
Porterage Services  
Housekeeping  
Janitorial Services  
Kitchen Deep Cleans  
Company Flat Cleans  
Computer Cleans  
Data/Server Room Cleans

Laboratory Cleaning  
Blinds & Curtains Cleaning  
Chandelier & Light Cleaning  
Upholstery Cleaning  
Laundry Services  
Washroom Services/Deep Cleans  
Window Cleaning: Reach and Wash, Abseiling,  
Cradle Work  
Waste & Recycling Management  
Grounds Maintenance  
Pest Control

# What Do We Do?

## Supply Chain Description

The supply chain of Julius Rutherfoord & Co. plays a critical role in our operations, ensuring a continuous supply of high-quality cleaning products and equipment that are essential for our services. We collaborate with approximately 165 suppliers who provide a wide range of necessary items, including cleaning chemicals, equipment, uniforms, personal protective equipment (PPE), and external expert support services. These suppliers are chosen and tracked on their quality, health & safety, and environmental responsibility.

Our relationships with suppliers are largely long-term and contractual, fostering a reliable and consistent supply chain. This approach enables us to uphold our service quality and respond promptly to any operational requirements.

## Downstream Entities and Their Activities

Downstream entities play a vital role in the value chain of Julius Rutherfoord & Co., encompassing the wide range of clients who benefit from our services. We serve around 325 sites annually, including educational institutions, commercial entities, and public property. These clients rely on our expertise to maintain cleanliness and hygiene in their facilities, ensuring safe and welcoming environments for their occupants.

Our relationships with downstream entities are predominantly long-term and contractual, with many clients renewing their service agreements annually. This reflects the trust and satisfaction they have in our services. In addition to ongoing contracts, we also undertake project-based assignments for specific cleaning tasks or one-time events, demonstrating our flexibility and adaptation to client needs.

## Other Relevant Business Relationships

Beyond our immediate supply chain and client base, Julius Rutherfoord & Co. engages in several key business relationships that enhance our operational capabilities and industry standing. We collaborate with technology providers to implement advanced and unique technological features such as face recognition software, which streamline our operations and improve service delivery.

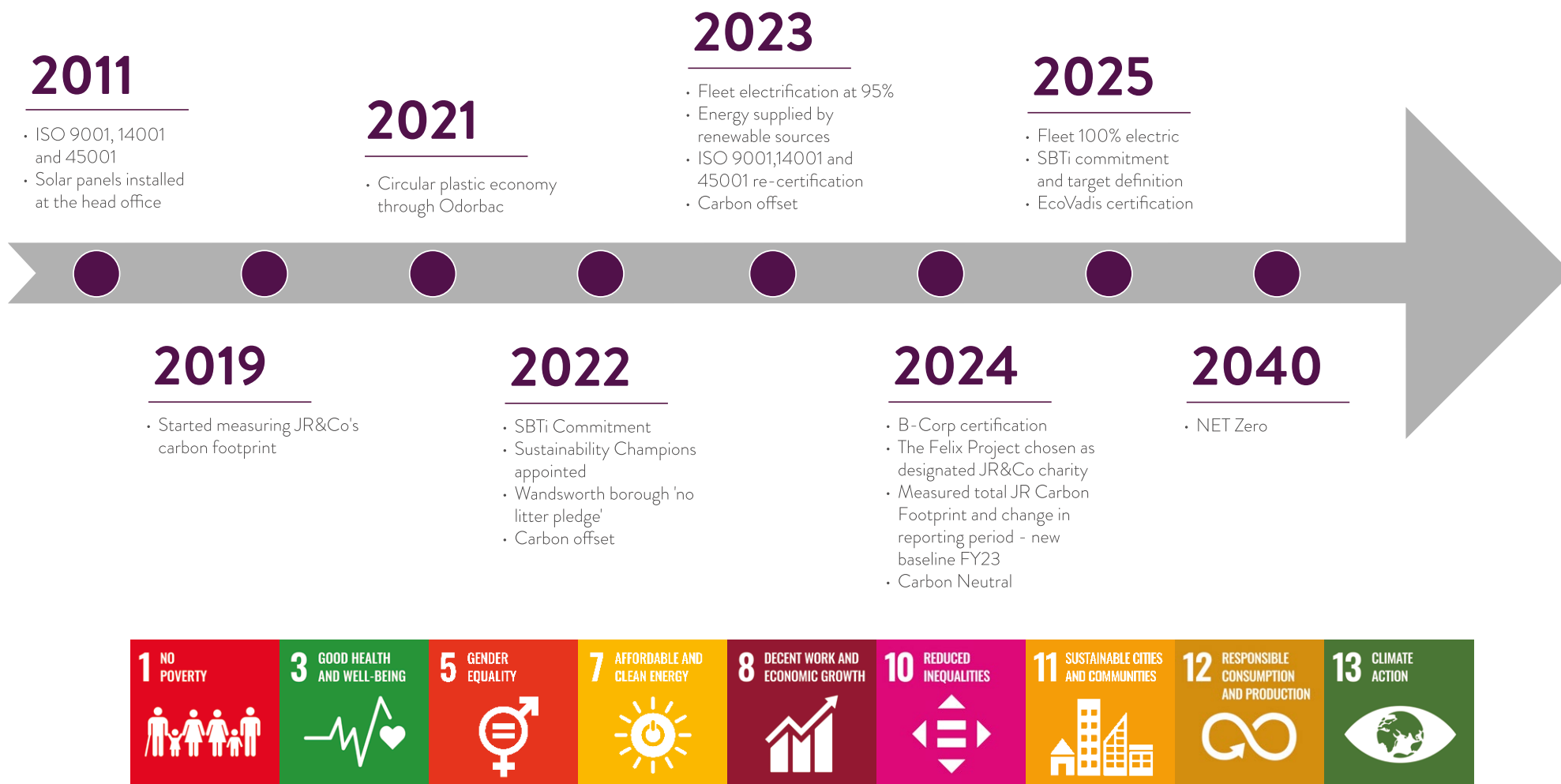
Furthermore, our membership in industry associations such as the British Institute of Cleaning Science (BICSc) ensures that we stay alongside the latest industry standards and best practices, reinforcing our commitment to excellence.





# Our Journey

This roadmap illustrates our strategic journey, from setting direction to delivering measurable impact, while aligning our efforts with key Sustainable Development Goals (SDGs).



# B Corp Certification:

## Our Commitment to Purpose-Driven Business

In August 2024, we proudly became a Certified B Corporation, marking a significant step in our journey to embed sustainability, accountability, and positive impact at the heart of our business. This certification, awarded by the non-profit organisation B Lab, recognises companies that meet high standards of social and environmental performance, transparency, and legal accountability.



### What Is B Corp Certification?

B Corps are part of a global movement to redefine business success, not just by financial returns, but by the positive impact companies create for people and the planet. Certification involves a rigorous assessment across five impact areas: Governance, Workers, Community, Environment, and Customers. To qualify, a company must score at least 80 points on the B Impact Assessment and commit to continuous improvement.

### Our Performance Snapshot

We're proud to have achieved an overall score of 80.6, just above the certification threshold. This is an important first step, and we are committed to raising our score over time by deepening our impact and driving continuous improvement.

### Why It Matters

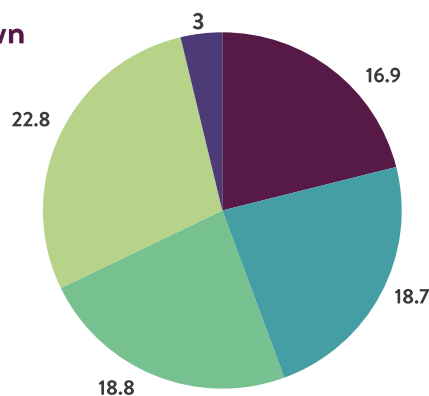
This certification validates the intentional choices we make every day to operate ethically and responsibly. It holds us accountable not only to shareholders but to all our stakeholders: employees, communities, partners, and the environment.

We also amended our legal framework to adopt a stakeholder governance model, reinforcing our long-term commitment to sustainable and inclusive value creation.

### Looking Forward

Achieving certification with a score of 80.6 is an important first step, but our ambitions go further. We are committed to continually improving our sustainability efforts across all five pillars, enhancing working conditions for our employees, supporting our communities, and minimising our environmental impact. In the coming years, we will focus on strengthening our practices and broadening the positive impact of our actions throughout JR&Co.

### B Impact Assessment Score Breakdown



# Governance Structure & Composition

## Commitment 2024 & 2025

Mandating annual corporate governance training for all board members, with the goal of 50% participation in 2024, focusing on sustainable development, current best practices, legal requirements, and emerging issues. By the end of 2025, JR&Co commits to having 70% of the Board's performance evaluation based on self-assessments and department KPIs.

## Composition of the Board

The Board of Directors at JR&Co consist of both executive and non-executive members, ensuring a diverse range of expertise, experience, high ethical values, fairness, and integrity. The Board's size is designed for efficient and effective functioning, with 71.4% of the Board being executive members in FY24.

The Board of Directors composition includes Founding Directors, the Managing Director, and several other Directors who oversee various departments within the company. The average tenure of Board members is 12 years, with a range from 1 to 30 years, providing a blend of long-term experience and new perspectives. The gender composition of the Board is 57.1% male and 42.8% female. The current composition demonstrates significant progress toward achieving gender balance and reflects ongoing efforts to improve inclusivity.

## Competencies and Responsibilities of Board Members

Board members should possess essential competencies for managing JR&Co's impact on the economy, environment, and society. These include expertise in environmental management, social responsibility, governance, and financial oversight. They must also excel in streamlining operations, driving innovation, and maintaining strong customer relations.

Regarding the selection of candidates for the Board of Directors or Committee members, the candidates are selected based on personal qualities, capabilities, competency, experience, and record of achievements required for the position. The candidates selection is then proposed to and approved by the Board of Directors.

In keeping with their fiduciary duty, the Board of Directors is responsible for increasing the JR&Co sustainable growth and increasing enterprise value. They oversee the performance of overall management and make decisions on important matters specified in laws, regulations, the Articles of Association, and remaining internal management policies.

The chair of the highest governance body is the Managing Director, a senior executive at JR&Co. He holds several key roles within the company, including overseeing all departments, ensuring Health & Safety compliance, and managing GDPR responsibilities. This arrangement results of his central role as the primary decision-maker. Conflicts of interest are prevented and mitigated through established internal procedures and policies.



# Governance Structure & Composition

## Oversight in Sustainable Development

The Board of Directors and QHSSE Committee play a critical role in developing, approving, and updating Julius Rutherford & Co's purpose, value, or mission statements, strategies, policies, and goals related to sustainable development. They oversee JR&Co's processes to identify and manage the JR&Co impacts on the economy, environment, and people, engaging with stakeholders and reviewing the effectiveness of these processes on a yearly basis.

The Board delegates responsibility for managing JR&Co's impacts on the economy, environment, and people to executive and non-executive employees. This separation of oversight and execution functions ensures appropriate business conduct. Executives and non-executive employees report back to the highest governance body monthly during Board meetings.

The highest governance body is responsible for reviewing and approving the reported information, including JR&Co material topics. The process involves the following steps:

1. Review for Accuracy and Materiality: The information is carefully reviewed to ensure its accuracy and relevance.
2. Feedback and Revisions: Feedback is provided, and necessary revisions are made.
3. Final Approval: The Board meeting gives the final approval for the report.

## Conflicts of Interest and Critical Concerns

The highest governance body ensures that conflicts of interest are prevented and mitigated through established processes. Conflicts of interest are disclosed to stakeholders, including cross-board membership, cross-shareholding with suppliers and other stakeholders, the existence of controlling shareholders, and related parties, their relationships, transactions, and outstanding balances.

In addition to managing conflicts of interest, Julius Rutherford & Co. has established procedures for handling critical concerns through its Grievance Policy and Whistleblowing Policy. These policies provide

a structured approach for employees and stakeholders to report significant issues or misconduct confidentially and safely.

During the current reporting period, no critical concerns were communicated through these channels. This absence of reported issues suggests that no substantial problems or violations have surfaced that require immediate action from the Board of Directors. Nevertheless, the company remains vigilant in promoting an open and transparent environment where concerns can be raised freely, and issues are addressed promptly to uphold ethical standards and company integrity.

# Governance Structure & Composition

## Evaluation of Board Performance and Effectiveness

The effectiveness of the Board of Directors in overseeing the management of JR&Co's impacts on the economy, environment, and people is assessed through performance evaluations and department key performance indicators (KPIs). This includes self-assessments conducted by the Board members.

## Governance Diversity Analysis

In FY24, JR&Co demonstrated steady progress toward improving gender diversity within its governance and leadership structures. The most significant progression was seen at the Board of Directors level, where female representation rose from 30.0% to 42.8%, reflecting our strategic focus on inclusive decision-making at the highest tier. This improvement aligns with our broader goals for equitable governance and sets a strong precedent for continued progress.

At the Executive Committee level, gender representation remained unchanged, highlighting an area where future efforts can be focused to reflect the diversity of our broader workforce. Encouragingly, senior executive leadership achieved gender parity in 2024, with women now holding 50.0% of these roles, a clear indicator that internal pathways are becoming more inclusive.

Gender diversity in management roles also improved modestly, with female representation increasing from 40.0% to 43.9%. While the change is incremental, it signals a positive trend in developing diverse leadership pipelines.

Across the overall workforce, gender distribution remained relatively balanced, with women consistently making up over 60% of employees. This stability underscores the importance of continuing to foster inclusive practices throughout the employee lifecycle, from recruitment to leadership development.

Overall, 2024 reflects meaningful progress in gender diversity at key governance levels, while also identifying areas that require ongoing attention and commitment.

Category	FY23	FY24	% Change
Board of Directors (% women)	30.0%	42.8%	+30.00%
Board of Directors (% men)	70.0%	57.1%	-18.43%
Executive Committee (% women)	20.0%	20.0%	0.00%
Executive Committee (% men)	80.0%	80.0%	0.00%
Senior Executive Leadership (% women)	37.5%	50.0%	+33.33%
Senior Executive Leadership (% men)	62.5%	50.0%	-20.00%
Management Positions (% women)	40.0%	43.9%	+9.75%
Management Positions (% men)	60.0%	56.1%	-6.50%
Overall Workforce (% women)	63.5%	62.9%	-0.94%
Overall Workforce (% men)	36.4%	37.1%	+1.92%

# Environment Highlights



## Energy

- **100% renewable electricity** supplied to Head Office
- **20.05% reduction** in total electricity use (exceeding 2% target)
- **95% fleet electrification** achieved (goal: 100% by end of FY25)
- **33.13% reduction** in fleet energy use
- **23.30 GJ solar energy** generated; 50% exported to the grid
- 2024 Green Apple Awards (Bronze – Innovation)



## Carbon Emissions

- **420.80 tCO<sub>2</sub>e** total emissions (down 1.49% YoY)
- Carbon Neutral for third year via verified offsets
- **Scope 1 & 2 emissions reduced by >20%**
- **Scope 3 = 93.4%** of footprint, with commuting as the largest contributor
- **2.45M miles** travelled, equivalent to 99 Earth trips



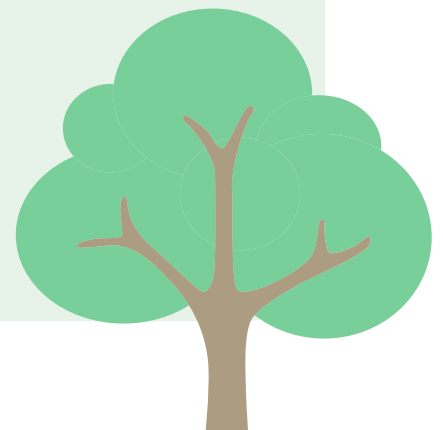
## Waste & Circular Economy

- **44.2% reduction in total waste** (24.56t - 10.81t)
- **Zero waste to landfill** maintained
- **62.37% recycling rate** (short of 70% target)
- **75.6% paper use reduction**
- **11 trees saved** via reduced and recycled paper use
- 2024 Green Apple Awards (Silver – Waste Management)
- 11 trees saved via reduced and recycled paper use



## Sustainable Products

- **OdorBac** container return rate improved by **3.26%**
- **296 kg plastic saved** in FY24 (+14.8% YoY)
- Trial of **Ozoklenz**, chemical-free, on-site ozone cleaning system





# Commuting

## 2024 Commitment

We are committed to achieving **100%** fleet electrification by the end of FY25.

### Outcome:

**We are on track to meet this target,  
95% of fleet electrification was achieved during 2023.**

## 2025 Commitment

We are committed to achieving **100%** fleet electrification by the end of FY25. Reduce Commuting by **7%** by the end of FY25.

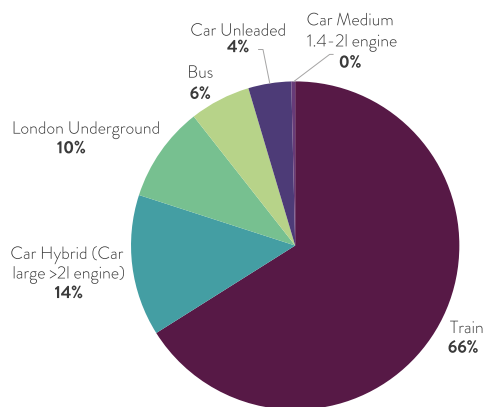
Commuting represents a significant portion of JR&Co's operational emissions and is a key focus area within our sustainability strategy. We categorise commuting emissions into three main types:

1. Commuting to client sites or the head office
2. Operational travel between sites using the company fleet
3. Business-related travel using private vehicles (recorded as private mileage)

## Employees Commuting

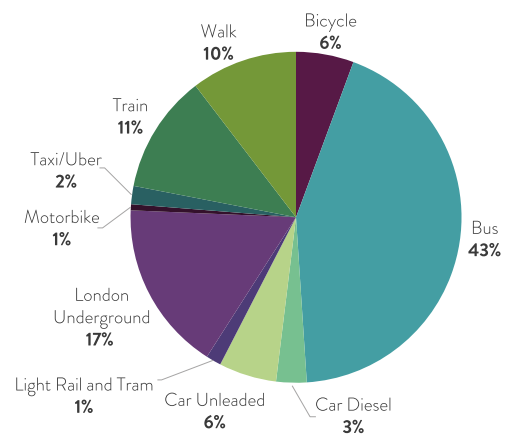
Employee commuting is analysed by dividing our workforce into two groups:

### Head Office-based



Survey made to our HO-based employees between 25 March 2025 and 1 April 2025 related to the commuting habits in 2024. Transport distribution as above for a population of 44 employees (head count) with a confidence level of 95% and 3% error margin.

### Site-based employees.



Survey made to our site-based employees between 20 May 2024 and 17 June 2024, related to the year 2023. Transport distribution as above for a population of 1111 employees (head count) with a confidence level of 95% and a 7% error margin.

# Commuting

In 2024, JR&Co distributed a commuting survey to all employees to better understand travel patterns and their environmental impact. Response rates were 54.55% among head office employees and 9.86% among site-based employees.

As shown in the graph above, train travel is the most common mode of transport to the Head Office, while bus travel is the primary mode for site locations.

With a total workforce of 1,198, employee commuting is a significant contributor to our overall carbon footprint. As detailed in the **Emissions** section of this report, the total commuting distance recorded in 2024 is equivalent to circling the Earth 99 times or completing nearly five round trips to the Moon, highlighting the importance of sustainable transport initiatives within our operations.

Given the scale of these emissions, we are taking steps to improve data accuracy and reduce our environmental impact:

- In 2025, all employees will be asked to update their home addresses to ensure more accurate distance and emissions calculations.
- A new and more comprehensive commuting survey will be launched, with targeted efforts to increase participation, especially among Site-based employees, to gain a more clearer picture of current travel habits.

Further analysis, actions and initiatives will be outlined in the **Emissions** chapter of this report.



# Commuting

## Fleet Vehicles

In 2023, Julius Rutherfoord & Co. took a major step forward in its environmental journey by achieving 95% electrification of the vehicle fleet, well aligned with our 2025 target. This demonstrates the efforts and ongoing commitment to reducing carbon emissions and transitioning away from fossil fuels while achieving our proposed targets. The remaining 5% of the fleet is scheduled for replacement by the end of 2025, in line with our goal of reaching 100% electrification.

The move away from diesel and petrol-powered vehicles has already had a measurable impact. As seen in the table below, overall fleet energy consumption dropped by 33% between FY23 and FY24. This reduction is largely driven by a 64% decrease in unleaded petrol use and a 41% decrease in diesel use. At the same time, the proportion of energy derived from electricity rose significantly, from 28.7% in FY23 to 57.8% in FY24, reflecting the rapid increase of our electric fleet.

To support this shift, we expanded on-site charging infrastructure in early 2023, quadrupling the number of charging points at our head office. This has ensured our growing fleet of electric vehicles can remain fully charged and operational throughout the workweek.

These improvements are not only reducing our environmental impact, they are also being recognised externally. In 2024, Julius Rutherfoord was named a **National Bronze Winner at the Green Apple Awards** for Innovation in the Service Industries, highlighting our leadership in sustainable business practices.



The table below summarises the year-on-year change in fleet energy consumption by fuel type:

Commuting	FY23 Fleet (MJ)	FY24 Fleet (MJ)	Fleet Change (MJ)	% FY23	% FY24	% Change
Diesel	55,948	32,810	-23,138	11.35%	9.95%	-41.35%
Electricity	141,636	190,490	+48,854	28.73%	57.79%	+34.50%
Unleaded	295,436	106,396	-189,040	59.92%	32.26%	-63.98%
Total	493,020	329,696	-163,324	100%	100%	-33.13%

A detailed breakdown of the emissions associated with each fuel type is included in the **Emissions** chapter of this report, where we analyse year-on-year changes across Scope 1 and 2 categories.

Looking ahead, we will continue to closely monitor vehicle performance and energy efficiency as we progress toward full electrification by the end of 2025. This transition remains a central component of our wider strategy to cut emissions and improve sustainability.



# Commuting

## Private Mileage

Private mileage represents a category of indirect emissions arising from employee-owned vehicles used for company purposes. While these vehicles are not under JR&Co's direct control, they are a material component of our Scope 3 footprint and remain important for understanding the climate impact of business travel across our workforce.

In **FY24**, energy use from private vehicles used for business travel increased slightly by **2.29%**, rising from **185,065 MJ** in **FY23** to **189,302 MJ**. While overall mileage remained relatively stable, the data reveals shifts in the types of vehicles employees are using for company-related travel.

## Overview of Changes in Vehicle Fuel Use

- Petrol vehicles remained the dominant fuel type for private mileage in FY24, though their share declined compared to FY23, an indication of a slowly diversifying vehicle mix among employees.
- Diesel vehicles appeared in the data for the first time, accounting for a significant portion of total energy use. This sharp increase may reflect a change in commuting patterns or employee vehicle choices, possibly replacing plug-in hybrid electric vehicles (PHEVs), which saw a substantial drop in mileage.
- Hybrid usage declined further in FY24, continuing a downward trend. This may reflect changing employee preferences or a general reduction in business-related private mileage for those vehicles.

The steep decline in PHEV use may be attributed to infrastructure limitations, user convenience, or a transition to other vehicle types such as diesel, which may offer greater range or practicality for longer commutes.

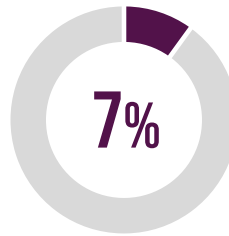
Commuting	FY23 Private mileage (MJ)	FY24 Private mileage (MJ)	Mileage Change (MJ)	% FY23	% FY24	% Change
Petrol	142,602	124,308	-18,294	77.06%	65.67%	-12.83%
Hybrid	18,703	13,643	-5,060	10.11%	7.21%	-27.06%
Diesel	0	49,000	+49,000	0.00%	25.89%	+100.00%
PHEV	23,760	2,352	-21,408	12.84%	1.24%	-90.10%
Total	185,065	189,302	+4,237	100%	100%	+2.29%

# Commuting

## FY25 Commitment



Fleet Electrification



Commuting Reduction

## Commuting Summary Table

Category	FY23	FY24	Change	Notes
<b>FY24 Commitment</b>	100% fleet electrification by end of 2025	95% electrification achieved in 2023	<b>Ongoing/ On track</b>	Remaining 5% to be phased out by 2025
<b>Total Fleet Energy Use (MJ)</b>	493,020	329,696	-163,324 MJ (-33.13%)	Driven by transition to electric vehicles
<b>Diesel</b>	55,948 (11.35%)	32,810 (9.95%)	-23,138 MJ (-41.35%)	Significant reduction in fossil fuel use
<b>Unleaded</b>	295,436 (59.92%)	106,396 (32.26%)	-189,040 MJ (-63.98%)	Rapid decline in petrol use
<b>Electricity</b>	141,636 (28.73%)	190,490 (57.79%)	+48,854 MJ (+34.50%)	EV use increased with fleet electrification
<b>Private Mileage (Total MJ)</b>	185,065	189,302	+4,237 MJ (+2.29%)	Slight increase overall
<b>Petrol</b>	142,602 (77.06%)	124,308 (65.67%)	-18,294 MJ (-12.83%)	Still dominant, but declining
<b>Hybrid</b>	18,703 (10.11%)	13,643 (7.21%)	-5,060 MJ (-27.06%)	Continued decline
<b>Diesel</b>	0 (0.00%)	49,000 (25.89%)	+49,000 MJ (+100%)	First year recorded, likely replacing PHEVs
<b>PHEV</b>	23,760 (12.84%)	2,352 (1.24%)	-21,408 MJ (-90.10%)	Sharp decline; possible range concerns

# Energy

## 2024 Commitment:

In FY24, we committed to using **100%** renewable electricity and set a goal to reduce head office energy consumption by 2%.

Outcome:

**100% renewable electricity supplied to the Head Office**  
**Energy consumption at the Head Office reduced by 20% (target: 2%)**

## 2025 Commitment:

We remain committed to using **100%** renewable energy in 2025 and have raised our head office energy reduction target to 4% for FY25.

## Electricity Consumption

In FY24, Julius Rutherfoord & Co Ltd set two clear energy-related targets:

- A **2% reduction in total energy consumption compared to FY23**
- **Achieving 100% renewable energy supply for the Head Office**

Both targets were **successfully met and significantly exceeded**. JR&Co achieved a **20.05% reduction** in total electricity consumption, far surpassing the 2% goal. Total energy use decreased from **371.80 GJ to 297.27 GJ**, a result of targeted operational efficiency measures and continued performance monitoring.

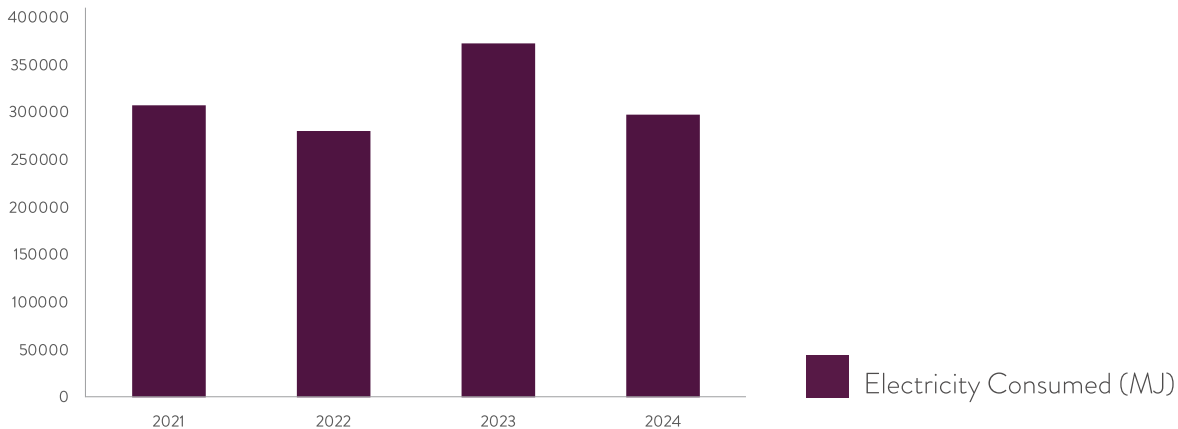
Energy source	FY23 Energy (GJ)	FY24 Energy (GJ)	Energy Change (GJ)	% FY23	% FY24	% Change
Total Electricity Consumption	371.80	297.27	-74.53	100.00%	100.00%	<b>-20.05%</b>
Renewable Sources	199.36	297.27	+97.91	53.61%	100.00%	<b>+49.11%</b>
Non-Renewable Sources	172.44	0.00	-172.44	46.39%	0.00%	<b>-100.00%</b>

JR&Co fully transitioned to **100% renewable electricity** by June 2023, eliminating the use of non-renewable energy sources that made up **100% of electricity use in FY22** and **46.39% in FY23**. This switch, backed by **REGO certificates** and primarily sourced from **biomass and wind energy**, reflects the company's strategic commitment to carbon reduction and long-term sustainability.



# Energy

A **97.91 GJ increase in renewable energy consumption** (+49.11%) highlights this investment in cleaner energy and directly supports JR&Co's **Scope 2 emissions reduction strategy**, significantly cutting indirect emissions from electricity use.



## Electricity Use Breakdown and Fleet Insight

To better track carbon reduction efforts and understand the impact of electric vehicle (EV) adoption, electricity consumption at the Head Office is now segmented into two categories:

- **Head Office Operations** (lighting, IT, HVAC, etc.)
- **EV Charging Points** (used by the company fleet)

This breakdown provides clearer insight into energy usage patterns and enables more accurate monitoring of how fleet electrification contributes to overall electricity demand.

Energy source	FY23 Energy (GJ)	FY24 Energy (GJ)	Energy Change (GJ)	% FY23	% FY24	% Change
Total Electricity Consumption	371.80	297.27	-74.53	100.00%	100.00%	-20.05%
Head-Office Operations	288.47	214.26	-74.21	77.58%	72.06%	-25.73%
Business travel, HO charging points	83.33	83.01	-0.32	22.42%	27.94%	-0.38%
Business travel, charging points outside HO	58.35	106.51	+48.16	-	-	+54.78%

Notably, electricity used for EV charging remained almost constant, despite overall energy use declining. As a result, **charging points accounted for a larger share of total electricity use in FY24 (27.94%) than in FY23 (22.42%)**. This trend suggests that as building energy use becomes more efficient, fleet-related consumption is becoming a more prominent component of total demand, also because we increased out fleet to 95% in mid 2023.

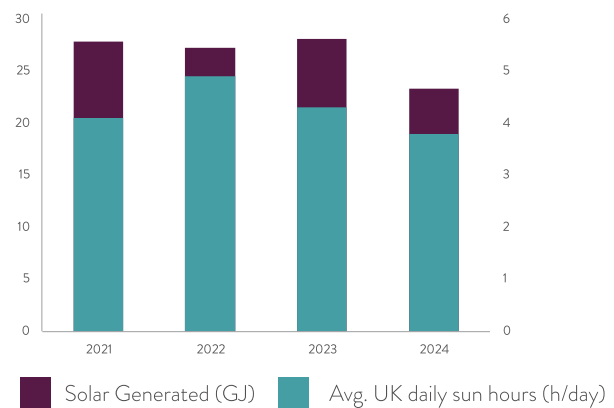
# Energy

## Solar Energy

In FY24, Julius Rutherfoord & Co Ltd generated **23.30 GJ (23,303.73 MJ)** of electricity through its **36 rooftop solar panels**, covering **60 m<sup>2</sup> of the Head Office roof**. Estimated **50% (11.65 GJ)** of this energy was exported back to the national grid, while the other half was estimated consumed on-site, reducing the company's demand for purchased electricity and supporting Scope 2 emission reductions.

However, **FY24 recorded the lowest level of solar generation since 2021**, with output falling by **4.78 GJ (17.03%)** compared to FY23. This decline aligns with a decrease in the UK's average daily sunlight hours, from **4.3 hours/day in 2023 to 3.8 hours/day in 2024**, highlighting the impact of seasonal weather variability on generation capacity.

Year	Solar Energy Generated (GJ)	Avg. UK Daily Sun hours (h/day)
2021	27.83	4.1
2022	27.27	4.9
2023	28.08	4.3
2024	23.30	3.8



Despite the decrease in solar output, the ability to **generate and export clean electricity** remains a strength of JR&Co's sustainability performance. The company's grid feed-in capability ensures that excess renewable energy supports broader national decarbonisation.

Energy source	FY23 Energy (GJ)	FY24 Energy (GJ)	Energy Change (GJ)	% FY23	% FY24	% Change
Total Electricity Consumption	371.80	297.27	-74.53	100.00%	100.00%	-20.05%
Electricity Generated	28.08	23.30	-4.78	7.55%	7.84%	-17.03%
Electricity feed-in	14.04	11.65	-2.39	3.78%	3.92%	-17.02%

Internally generated electricity from solar accounted for **7.84% of head-office electricity demand**, reinforcing JR&Co's long-term commitment to energy self-sufficiency and net zero goals.

# Energy

## Tracking On-site Electricity Consumption

In FY24, Julius Rutherford & Co Ltd reduced its on-site electricity consumption by 20%, from 371.8 GJ in FY23 to 297.3 GJ. This reduction demonstrates our ongoing efforts to improve energy efficiency across operations and directly supports our broader sustainability objectives. Lower electricity usage also translates to fewer indirect emissions, helping us make tangible progress toward our carbon reduction goals.

Energy source	FY23 Energy (GJ)	FY24 Energy (GJ)	Energy Change (GJ)	% FY23	% FY24	% Change
Total Electricity Consumed On-site <sup>1</sup>	371.80	297.27	-74.53	100.00%	100.00%	<b>-20.05%</b>

<sup>1</sup> Total energy consumption was calculated using the GRI 302: Energy 2016 standard.

To ensure this progress is sustained, we monitor energy use closely through a combination of internal reporting and regular QHSSE reviews. These include detailed analyses of electricity and fleet data, allowing us to measure the impact of efficiency initiatives and identify areas for further improvement.

Our targets are clear: reduce electricity use at our head office by at least 4% in FY25 and maintain 100% renewable electricity sourcing. We track these metrics quarterly, using them to guide action, verify the success of implemented strategies, and keep our efforts aligned with our long-term environmental commitments.

## Environmental Impacts and Strategic Outlook

Energy use is a defining factor in Julius Rutherford & Co Ltd's environmental performance. It influences not only our operational carbon footprint but also our ability to adapt to future climate risks and regulatory expectations. Our efforts to reduce energy and increase renewable sourcing are delivering measurable environmental benefits.

## Actual Environmental Impacts

Our transition to 100% renewable electricity at the Head Office, alongside efficiency gains across operations and transport, has resulted in a reduction in greenhouse gas emissions and fossil fuel dependence. As of FY24:

- All electricity used at the Head Office is sourced from REGO-certified renewable energy.
- Electrification of our fleet now covers the vast majority of operational vehicles.
- Our solar installation continues to support clean self-generation, reducing demand on the national grid and feeding surplus electricity back into it.

# Energy

These shifts have directly contributed to reductions in Scope 1 and Scope 2 emissions, improved local air quality, and greater operational sustainability. By eliminating non-renewable electricity use and replacing petrol and diesel vehicles with electric alternatives, we are phasing out the environmental pressures associated with fossil fuels.

## Potential Environmental Impacts and Future Strategy

Looking ahead, the full environmental value of our energy initiatives will be realised through continued progress in several key areas:

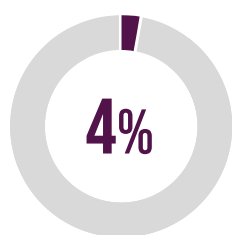
- **Fleet Electrification:** Completing our transition to a fully electric fleet by the end of 2025 will further reduce direct emissions and contribute to cleaner air in the communities we serve.
- **Commuting Reductions:** With commuting a substantial contributor to Scope 3 emissions, our 2025 target to reduce commuting-related emissions by 7% has become a critical focus. Some initiatives include improved data accuracy, employee engagement, and modal shift strategies.
- **Solar and Renewable Integration:** Although solar output is inherently variable, on-site renewable generation strengthens our energy independence and offers meaningful long-term potential for emissions reduction. It complements our broader renewable energy strategy.
- **Energy Resilience and Climate Risk:** Reducing energy demand improves our resilience against energy price volatility and future climate regulations. These actions prepare us for tightening environmental standards.

These efforts ensure that our approach to energy use not only mitigates environmental impacts today but shapes a more sustainable and adaptive business for the future.





## FY25 Commitment



Energy Reduction Target: Maintain



Renewable Sourcing

## Energy Summary Table

Category	FY23	FY24	Change	Notes
<b>FY24 Commitment</b>	2% reduction target	2% target, 100% renewable goal	Achieved & exceeded	20.05% reduction; 100% renewable achieved
<b>Total Electricity Consumption (GJ)<sup>1</sup></b>	371.80 GJ	297.27 GJ	-74.53 GJ (-20.05%)	Energy efficiency improvements implemented
<b>Renewable Energy Share</b>	199.36 GJ (53.61%)	297.27 GJ (100.00%)	+97.91 GJ (+49.11%)	Transition to 100% renewables via REGO-certified sources
<b>Non-Renewable Share</b>	172.44 GJ (46.39%)	0.00 GJ (0.00%)	-172.44 GJ (-100%)	Fully phased out by June 2023
<b>Solar Energy Generated</b>	28.08 GJ	23.30 GJ	-4.78 GJ (-17.03%)	Affected by reduced UK sun hours (4.3 → 3.8 h/day)
<b>Consumed On-site</b>	14.04 GJ (est.)	11.65 GJ (est.)	-2.39 GJ	Direct energy consumption
<b>Exported to Grid</b>	14.04 GJ	11.65 GJ	-2.39 GJ (-17.02%)	Supports national decarbonisation
<b>HO Operations Energy Use</b>	288.47 GJ (77.58%)	214.26 GJ (72.06%)	-74.21 GJ (-25.73%)	Behaviour improvements
<b>EV Charging – HO</b>	83.33 GJ (22.42%)	83.01 GJ (27.94%)	-0.32 GJ (-0.38%)	Share increased due to EV fleet growth
<b>EV Charging – Off-site</b>	58.35 GJ	106.51 GJ	+48.16 GJ (+54.78%)	Related to 95% electrified fleet by mid-2023

<sup>1</sup> Total energy consumption was calculated using the GRI 302: Energy 2016 standard.

# Waste

## 2024 Commitment

In FY24, we committed to **zero waste to landfill** and reaching a **70% recycling rate**.

### Outcome:

**Zero waste to landfill commitment Recycling rate reached 62.37% (target: 70%)**

## 2025 Commitment

We remain committed to **zero waste to landfill** and have **reaffirmed our 70% recycling target for FY25**.

## Challenges in FY23–FY24

We encountered operational difficulties due to problems with our previous waste subcontractor during the last quarter of FY23 and the first quarter of FY24. Specifically, there were failures in **data recording and reporting**, which compromised the accuracy of our waste metrics. Additionally, a **significant portion of waste from client sites** was mistakenly included in our internal waste data for the last quarter of FY24, distorting our recycling rate and making it appear lower than it truly was.

As a result, our overall recycling statistics for FY24 fell short of expectations. Recognising the urgency of the issue, we **changed our waste subcontractor after Q1 2024** to restore the integrity of our reporting and improve operational efficiency. Internal measures were also implemented to prevent client waste figures from being added to our own.

## Waste Management & Recycling Performance

In FY24, our recycling rate was **62.37%**, short of our 70% target. While this reflects the impact of early-year disruptions and reporting inconsistencies, performance throughout the year showed encouraging signs of progress, rising from **51% in Q1 to 81% in Q3**.

A key highlight in FY24 was the **substantial reduction in overall waste volume**. The total waste generated decreased from 24.56 tons in 2023 to 10.81 tons in 2024, **representing a 44.2% reduction** (13.75 tons). While we acknowledge that data reporting from the previous year, under our former waste subcontractor, was suboptimal and may not be entirely reliable, we remain committed to refining our strategies. Our focus remains on ensuring ongoing progress in both waste reduction and recycling rate improvement.



# Waste

The table below demonstrates how our waste was managed in FY23 and FY24, highlighting shifts in volume and treatment methods:

Treatment Method	FY23 Volume (ton)	FY24 Volume (ton)	Volume Change (ton)	% FY23	% FY24	% Change
Anaerobic Digestion	3.15	2.085	-1.065	12.83%	21.24%	+8.41%
Energy from Waste	8.50	3.695	-4.805	34.62%	37.63%	+3.02%
Recycled	12.91	4.04	-8.87	52.56%	41.13%	-11.42%

Although the volume of material treated via anaerobic digestion and energy recovery increased as a share of the total, our conventional recycling rate declined by **11.42%**, largely due to early-year issues. These included inaccurate reporting and the misclassification of client waste as internal.

Despite these setbacks, we are confident that the corrective actions taken will support more reliable waste data and stronger recycling outcomes in the year ahead.

## Waste Streams and Zero-to-Landfill Strategy

The number of waste streams at our Head Office (HO) increased by 64% in FY24, reflecting a broader and more responsible approach to waste segregation. Four new categories: coffee waste, flexible plastics, paper & security paper, and textiles, were introduced to improve material recovery and reduce residual waste.

We now manage waste through the following dedicated streams at our Head Office:

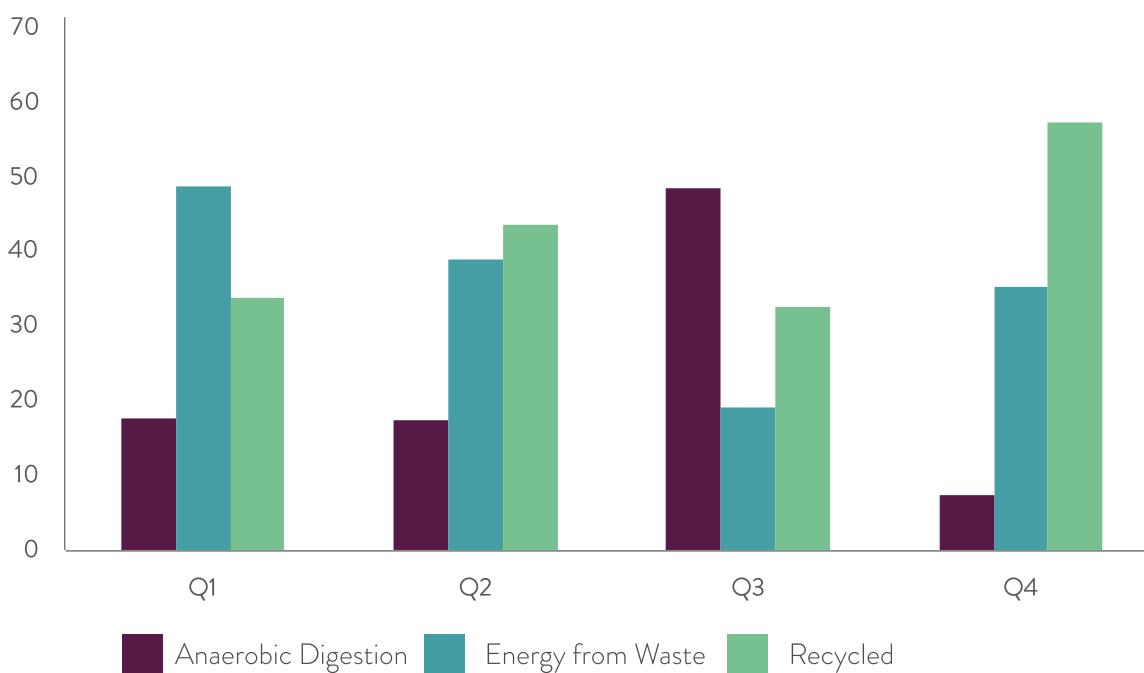
- **General Waste:** Non-recyclable materials.
- **Mixed Recycling:** Paper, cardboard, plastics, and metals.
- **Food Waste:** Organic waste from kitchens and break areas.
- **Glass:** Bottles, jars, and similar items.
- **Coffee Waste:** Grounds from daily use.
- **Flexible Plastic:** Soft plastics, previously harder to recycle.
- **Textiles:** Used uniforms, rags, and cleaning cloths.
- **Paper & Security Paper:** Regular office paper and confidential material, handled securely.
- **Batteries:** Used in equipment and handheld tools.
- **Lamps:** Fluorescent tubes and other spent lighting.
- **WEEE (Waste Electrical and Electronic Equipment):** Obsolete cleaning devices and electronics.

# Waste

These streams support our ongoing zero-to-landfill policy, a core pillar of our sustainability programme. All waste is diverted from landfill using a hierarchy of methods:

- **Recycling:** Prioritised wherever and whenever possible.
- **Reuse:** Extending material and equipment life.
- **Anaerobic Digestion:** Converting organic waste into soil nutrients.
- **Hazardous Waste Safe Disposal:** For EEEs, batteries, and lamps.
- **Energy From Waste:** A last-resort option to recover energy from non-recyclables.

While energy recovery ensures waste is not landfilled, we acknowledge it is not ideal due to the permanent loss of materials. Our efforts continue to focus on maximising recycling and reuse to align with circular economy principles.



## Paperless Site Files: A Step Toward a Greener Future

Reducing waste often means rethinking the way we work, and technology has proven to be a key tool in reducing paper use. In FY24, we introduced a creative solution to deliver information to our employees more efficiently: the rollout of **paperless site files** across **305 client sites in London**.

By replacing traditional, bulky paper-based files with **digital versions accessible via QR codes**, we significantly reduced paper consumption and improved operational efficiency. Health and safety instructions are now embedded in these digital files and easily accessed via QR codes on employee ID cards, ensuring that vital information is always up to date and readily available, enhancing both safety and convenience.



# Waste

The initiative contributed to a **75.6% reduction in paper consumption at our head office by the end of FY24**. This allowed us to make a more accurate assessment of the savings achieved. In total, we saved **£775.50 on paper costs** and an additional **£6,900 on printing**, bringing the total savings from this small but impactful project to £7,675 per year.

However, we also faced some challenges. One of our client sites experienced a 75% increase in paper usage, although 71.4% of that paper being 100% recycled paper, resulting in an additional paper acquisition cost. We're reviewing this case to identify opportunities for improvement in FY25.



At our head office, we also introduced the use of **100% recycled paper**, which in FY24 made **95% of all paper used** at our Head Office. Company-wide, this shift contributed to an overall 79.6% usage rate of 100% recycled paper, marking a substantial improvement in sustainable procurement practices.

Combined with our broader digitalisation efforts and paper use reduction strategies, in FY24 alone, we estimate that these initiatives saved the equivalent of 11 trees, reduced printing-related emissions, and contributed to lowering our overall waste footprint.

This project, while relatively small in scope, reflects our belief that sustainability is driven by consistent, everyday actions. As a result, JR&Co was proud to receive national recognition in the form of a **2024 Silver Green Apple Award winner** in the **Services Industry, Waste Management** category.

## Circular Economy Practices and Green Cleaning Systems

To further reduce environmental impacts, **Julius Rutherford** continually tests and adopts environmentally friendly and safe products that meet the needs of our company, clients and employees. For the past couple of years, **Odorbac** Tec has been our go-to, fully biodegradable multipurpose cleaning product. It supports a circular economy by allowing bottles to be returned to the manufacturer for refilling, significantly reducing waste and minimising the environmental risks associated with traditional cleaning products.

In FY24, we began testing **Ozoklenz**, an ozone-based cleaning system. Unlike conventional cleaning products, **Ozoklenz** eliminates the need for bottle refills and drastically reduces the amount of packaging waste and emissions from transportation, as it is a stationary machine that stays at client sites. By harnessing the natural cleaning power of ozone, **Ozoklenz** offers a chemical-free, eco-friendly alternative.



# Waste

In addition to sourcing environmentally friendly products, we actively extend the lifespan of our equipment. Our storeroom teams regularly carry out small equipment repairs, helping to reduce waste and avoid unnecessary replacements. This approach not only minimises our environmental impact but also reinforces our commitment to sustainability and resource efficiency.

## Stakeholder Engagement and Responsible Waste Partnerships

Effective waste management at Julius Rutherfoord & Co relies on active collaboration with key stakeholders, including employees and our waste management partners. Feedback from staff, together with consultations and audits conducted by our waste providers, is essential to evaluating performance and continually improving our waste reduction initiatives.

As part of our commitment to responsible supplier management, we carry out annual due diligence audits of our waste management contractors. These assessments ensure waste is handled in compliance with environmental, sustainability, and health and safety regulations.

Following a change in waste subcontractor, we conducted a comprehensive due diligence review of our new provider, including a site visit to their Materials Recovery Facility (MRF). Operational Managers, the Client Support team, and our QSE Manager participated in the visit, which served two key purposes:

- **Operational Understanding:** Understanding of how waste is received, sorted, processed, and prepared for recycling or final disposal. This helped align our internal processes with the subcontractor's systems and ensured that waste from our operations would be managed in line with standards.
- **Due Diligence Audit:** Simultaneously, it was conducted a formal due diligence audit to assess the subcontractor's compliance with legal and environmental regulations, safety protocols, and waste traceability measures. The audit verified that the facility met our performance and compliance expectations.

This collaborative approach not only strengthened our partnership with the new waste provider but also reinforced our commitment to transparent, accountable, and sustainable waste management practices.



# Waste

## Training & Engagement

Our site-based employees have continuous digital access to the site file, which includes up-to-date guidance on best practices for **water and energy conservation** as well as **waste segregation and reduction**. This information is reviewed and updated annually, ensuring it remains relevant and effective.

To ensure a smooth transition to the new waste management system at our Head Office, we organised dedicated training sessions for employees focused on the updated waste streams and proper sorting practices. In April 2024, our new waste subcontractor visited the office to introduce their services, explain how each waste stream is managed, and outline the final destinations of our waste. To make the learning experience more engaging, we also hosted interactive recycling games, encouraging participation and reinforcing key waste segregation principles in a fun and memorable way.



## Waste-Related Impacts & Management

Our operations generate a variety of waste streams, and their management has a direct environmental and social impact. The main impacts include:

- **Resource loss**, when materials aren't recovered for reuse or recycling.
- **Carbon emissions**, especially from waste transport and waste processes.
- **Potential contamination**, particularly from hazardous materials (WEEE, batteries, lamps).
- **Missed circularity opportunities**, when valuable materials are not diverted properly.

In FY24, we observed positive progress, including a **44.2% reduction in total waste volume**. While the recycling rate (62.37%) remained below our 70% target, structural improvements, such as better segregation, digitalisation of site documents, and products procurement, can help us achieve better results in future.

To minimise negative impacts and promote circular economy practices, we prioritise:

- **Source segregation**: now with 11 distinct waste streams.
- **Lower-impact products**: including refillable or zero-packaging systems.
- **Digital waste reduction**: like QR-based site files to reduce paper waste.
- **Community impact**: e.g. coffee waste transformed into fuel, and IT equipment donations supporting literacy initiatives.

# Waste

Our waste subcontractor is subject to **regular audits and facility checks**, ensuring that waste is handled in accordance with environmental, health, and safety regulations. Engagement and training sessions are provided to staff to ensure correct sorting and to maximise recovery.

Going forward, we aim to further reduce emissions, increase material recovery, and enhance reporting accuracy through ongoing collaboration and innovation.

## Turning Waste into Community Impact

In FY24, our new waste provider helped us turn everyday waste into meaningful environmental and social impact. By processing our waste through their charitable and sustainability-focused initiatives, they enabled us to contribute to real-world positive outcomes, including:

- **23 meals donated** to those in need via **Plan Zheroes**, supported through a 25p contribution for every food waste collection made from our JR-HO.
- **67 eco-friendly coffee logs produced** from JR&Co collected coffee grounds, which are processed by **Envar** into clean-burning coffee bricks, reducing greenhouse gas emissions and offering a sustainable fuel source.
- **6 homes powered for a month**, thanks to energy recovered from JR&Co general waste, calculated using conversion data from **Cory** and usage benchmarks provided by **Uswitch**.
- **25 tutoring sessions funded** for children at risk of illiteracy, through the JR&Co donation of working IT equipment in support of **The Children's Literacy Charity**.

## Looking Ahead to FY25

Following the learnings of FY24, we have **recommitted to our original recycling target of 70%** for FY25. With improved procedures, expanded waste streams, and enhanced subcontractor performance, we are confident in our ability to meet this goal. Efforts will focus on:

- Better internal waste segregation.
- More accurate data tracking and audits.
- Enhanced training and employee engagement around recycling practices.

We view FY24 as a critical learning moment and remain committed to transparency, accountability, and continuous improvement as we make our sustainable waste management system more robust. We believe that transparency about setbacks, combined with a strong plan for continuous improvement, is essential to building trust and long-term sustainability.

# Waste

FY25

## Commitment:

- Zero waste to landfill
- 70% recycling target

## Waste Summary table

Category	FY23	FY24	Change	Notes
<b>2024 Commitment</b>	Zero waste to landfill; 70% recycling target	Zero waste to landfill achieved; recycling target not met	–	62.37% recycling rate, impacted by subcontractor issues and data inaccuracies
<b>Total Waste Volume (tons)</b>	24.56t	10.81t	-13.75 tons (-44.2%)	Significant reduction in waste generation
<b>Waste Treatment Breakdown (tons)</b>				
Anaerobic Digestion	3.15t (12.83%)	2.085t (21.24%)	-1.065 tons (-33.8%); +8.41% points	Increased proportion, reflecting organic waste focus
Energy from Waste	8.50t (34.62%)	3.695t (37.63%)	-4.805 tons (-56.5%); +3.02% points	Last-resort recovery option
<b>Recycled (excl. AD)</b>	12.91t (52.56%)	4.04t (41.13%)	-8.87 tons (-68.7%); -11.42% points	Decrease due to data/reporting issues
<b>Waste Streams (number)</b>	7	11	+4 streams (+64%)	New categories including coffee waste, textiles, flexible plastics
<b>Paper Reduction (Head Office)</b>	Baseline paper use	75.6% reduction in paper consumption	-75.6%	Due to paperless site files rollout & paper reduction use at HO



# Waste

## Waste by composition, in metric tons (t)

	Waste diverted from disposal	Waste directed to disposal
Waste composition		
Batteries and accumulators other than 20 01 33	0.03	0.00
Biodegradable kitchen or canteen waste	2.09	0.00
Coffee Waste	0.07	0.00
Discarded EEE	0.08	0.00
Discarded EEE other than 20 01 21 and 20 01 23 (hazardous)	0.91	0.00
Dry mixed recycling	2.45	0.00
Flexible Plastics	0.03	0.00
Glass	0.04	0.00
Mixed Metal	0.08	0.00
Mixed Paper	0.03	0.00
Municipal waste	0.00	3.7
Plastic packaging	0.01	0.00
Security Paper	0.29	0.00
Textiles	0.04	0.00
Total waste	6.12	3.69

## Waste diverted from disposal by recovery operation, in metric tons (t)

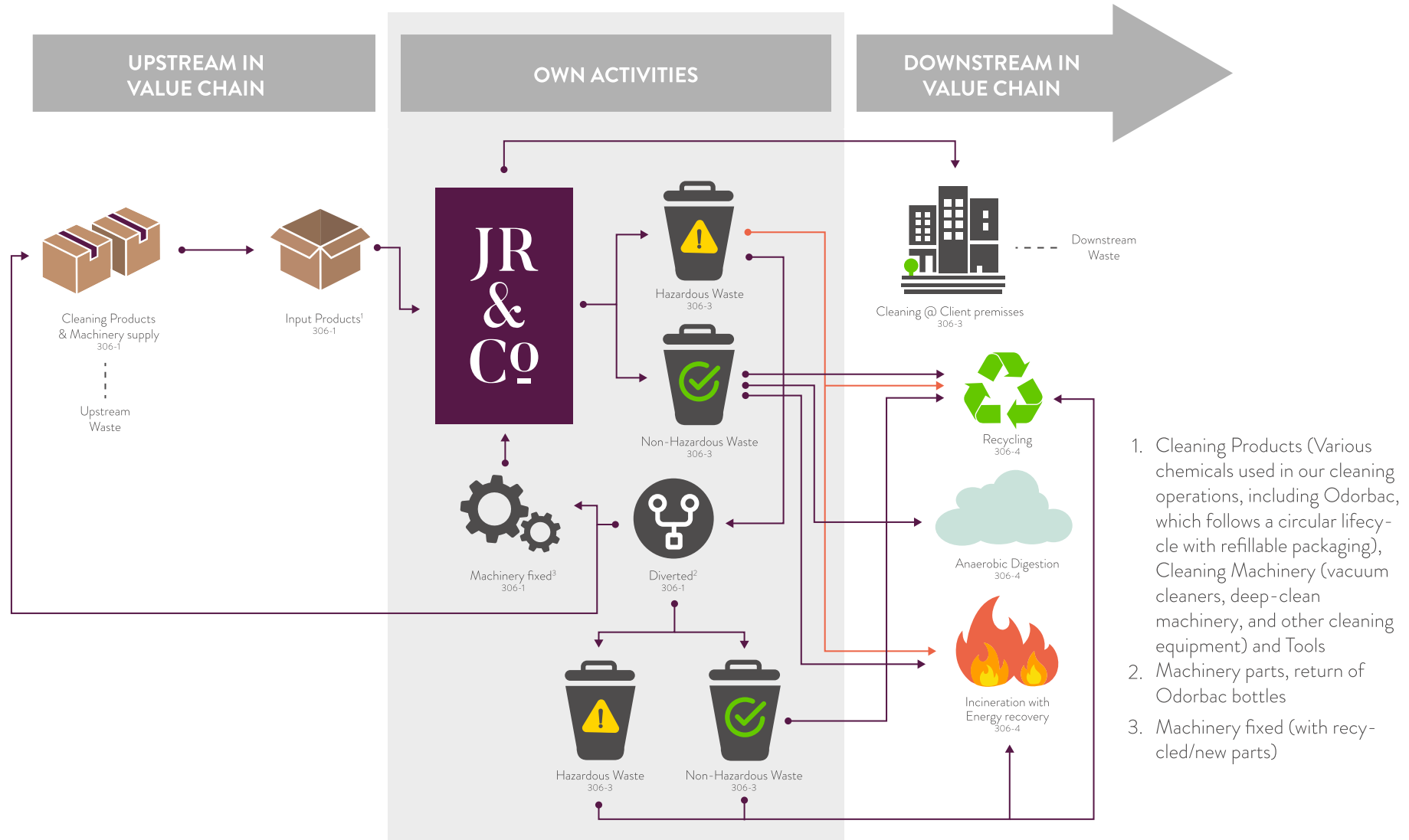
	Onsite	Offsite	Total
Hazardous waste			
Preparation for reuse	0.00	0.00	0.00
Recycling	0.00	0.91	0.91
Other recovery operations			
Total			0.91
Non-hazardous waste			
Preparation for reuse	0.01	0.00	0.01
Recycling	0.00	5.21	5.21
Other recovery operations			
Total			6.13

## Waste directed to disposal operation, in metric tons (t)

	Onsite	Offsite	Total
Non-hazardous waste			
Incineration (with energy recovery)	0.00	3.7	3.7
Other recovery operations			
Total			3.7

## Process Flow Visualisation

Visualising the flow of materials through our operations helps identify points of waste generation and opportunities for intervention. The following diagram illustrates our waste management process:



# Products & Suppliers

At JR&Co, we work closely with our **suppliers and subcontractors** to identify, trial, and adopt sustainable solutions that support our environmental and operational objectives. We prioritise partners who demonstrate a clear commitment to improving their sustainability practices, including efforts around carbon reduction, waste minimisation, and circularity.

Building on these supplier partnerships, we continue to implement sustainable cleaning products across our operations. Our core solution remains OdorBac, a non-hazardous, 100% biodegradable multipurpose cleaner supplied in containers made from recycled plastic. **OdorBac** supports our closed-loop model by enabling container return, refill, and reuse, minimising single-use plastics and promoting circular resource use across all client sites.

In 2024, we began trialling **Ozoklenz**, an ionised water-based cleaning system that produces a highly effective, chemical-free disinfectant on-site. Stronger than bleach and requiring no plastic packaging or transport, Ozoklenz presents a promising opportunity to further reduce environmental footprint.

## OdorBac

### 2025 Commitment

JR&Co will improve site-level data collection to enhance the accuracy of OdorBac usage and return tracking. The company aims to increase the proportion of OdorBac containers returned across all sites to 55% by the end of FY26, supporting its circular model and reducing reliance on single-use plastics through an expanded closed-loop system.

## Driving Circularity Through Closed-Loop Systems

Our use of OdorBac reflects a deliberate shift toward circularity, where containers are collected, refilled, and reused, minimising waste and extending product lifecycles. This closed-loop system supports our broader efforts to reduce plastic waste and improve material efficiency across operations.

Return rates for OdorBac containers improved between FY23 and FY24. The return rate for 5L containers rose from 48.91% to 50.83%, a +1.92 percentage point increase. Overall, the total container return rate rose from 44.99% to 48.25%, marking a +3.26 percentage point improvement.



OdorBac is  
our elected  
multipurpose  
cleaning  
product

# Products & Suppliers

Container Type	FY23 Bought	FY23 Returned	FY23 Return %	FY24 Bought	FY24 Returned	FY24 Return %	Return Rate Change
1L Containers	309	0	0.00%	194	0	0.00%	0.00%
5L Containers	3,573	1,747	48.91%	3,636	1,848	50.83%	<b>+1.92%</b>
<b>Total</b>	<b>3,882</b>	<b>1,747</b>	<b>44.99%</b>	<b>3,830</b>	<b>1,848</b>	<b>48.25%</b>	<b>+3.26%</b>

\*Returned figures given by the supplier

## Savings and Environmental Benefit

Thanks to improvements in collection and supply chain processes, **plastic savings increased significantly**. In FY24, JR&Co achieved a plastic saving of **296.00 kg**, up from **257.76 kg** in FY23, an increase of **38.24 kg**, or **+14.83%**.

Year	Returned 5L Containers	Plastic Savings (kg)*	Change (kg)	% Change
FY23	1,747	257.76	—	—
FY24	1,848	296.00	+38.24	<b>+14.83%</b>

\*Plastic saving figures given by the supplier

This improvement reflects the combined efforts of our suppliers and internal teams and colleagues. It highlights the essential role that container returns play in delivering meaningful environmental benefits. Each container returned eliminates the need for a single-use replacement, helping to reduce waste and conserve resources.

While recycling is a better option than landfill (which JR&Co avoids entirely) or energy-from-waste, refilling containers within a closed-loop system is even more sustainable. It keeps materials in use at their highest value for longer, reduces the need for energy-intensive reprocessing, and significantly lowers overall plastic demand.

## Looking Ahead

To fully unlock the potential of our circular approach, we are prioritising an increase in the return rates of both 1L and 5L containers, which are central to our plastic recovery efforts. Strategies under consideration include:

- Improved logistics and scheduling for container pick-up from client sites
- Incentivisation programs to boost participation and compliance
- Manager engagement and training to reinforce return expectations

Maintaining and strengthening closed-loop systems like OdorBac will remain a key priority in our sustainability strategy moving forward.

# Products & Suppliers

## Ozoklenz: Cleaning the World Naturally

### Testing in 2024

#### Our Commitment to a Healthier Planet

In FY24, we started trials on Ozoklenz, a revolutionary, planet-friendly cleaning system that replaces harmful chemical cleaners with the natural power of ozone. As businesses face increasing pressure to reduce their environmental impact, Ozoklenz provides a powerful, sustainable alternative without compromising on hygiene.

#### A Natural Solution

Inspired by nature, Ozoklenz replicates the natural formation of ozone during lightning storms. Using a wall-mounted unit, **oxygen is charged with high voltage to create ozone ( $O_3$ )**. This ozone is then infused into mains water, producing **Aqueous Ozone**, a powerful, chemical-free cleaning solution.

#### Why Aqueous Ozone?

- 30x more powerful than bleach
- 3,000x faster acting
- Completely chemical-free
- Safe for people, pets, and the planet
- Leaves no toxic residues
- Reduces carbon footprint



#### Sustainability in Action

As we explore alternatives to traditional cleaning products, Ozoklenz presents a number of promising sustainability advantages that could complement JR&Co's environmental strategy. The system produces a powerful, chemical-free disinfectant on-site, using only ionised water and electricity, removing the need for harmful cleaning chemicals and significantly reducing packaging waste.

Because the solution is generated directly at the point of use, it also eliminates the carbon emissions associated with product transport and distribution. If successfully adopted, Ozoklenz could support not only our goals of reducing Scope 3 emissions but also our clients, further minimising single-use plastics within our operations.

We will continue to assess its performance, safety, and practicality across diverse site conditions as part of our 2024 trials.



# Products & Suppliers

## Contractors

### *Assessment Year: 2024 | Participants: 10 Key Contractors*

As part of our commitment to responsible business practices and sustainable procurement, we conducted an Environmental, Social, and Governance (ESG) self-assessment with our primary suppliers and subcontractors. This exercise helps us evaluate alignment with our values and identify opportunities for shared improvement across our value chain.

## Environmental Performance & Risk Awareness

### Waste & Water Management

- **70%** of contractors have assessed their waste production and management practices.
- **50%** have evaluated their water usage and wastewater management impacts.
- These figures suggest a moderate level of environmental awareness, with room for increased assessments of operational impact and best practice adoption.
- Biodiversity Impact:
- Only **20%** have conducted biodiversity risk assessments, revealing a significant gap in understanding site-level ecological impacts.

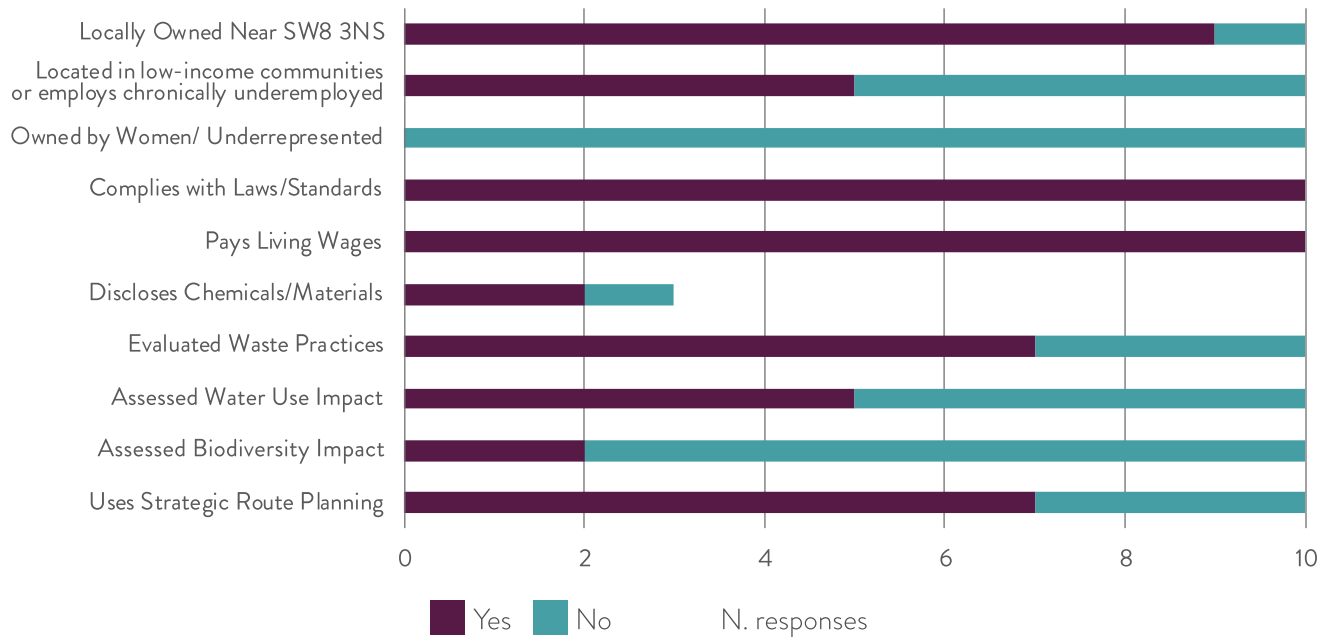
### Materials Transparency

- **67%** of contractors are currently able to disclose chemicals or materials of concern related to human or environmental health.
- As regulations and customer expectations increase, we will prioritize engagement on traceability, compliance, and product stewardship.

### Local Sourcing & Inclusive Growth

- **90%** of suppliers are based within a 200-mile radius of our Head Office (SW8 3NS), reinforcing our commitment to supporting regional economies.
- However, only **50%** operate in low-income communities or hire from underrepresented labour pools.
- None of the respondents reported majority ownership by women or individuals from historically underrepresented populations, signalling an area for procurement diversification.

# Products & Suppliers



## Ethical Standards & Workforce Practices

- **100%** compliance with local and international laws and standards was reported across all contractors, a strong baseline for ethical operations.
- **All** respondents also confirmed that they provide **living or fair wages**, reinforcing our shared belief in social equity and responsible employment.
- **70%** use **strategic route planning** for their fleets, indicating a proactive approach to fuel efficiency and emissions management, essential in progressing toward climate goals.

# Products & Suppliers

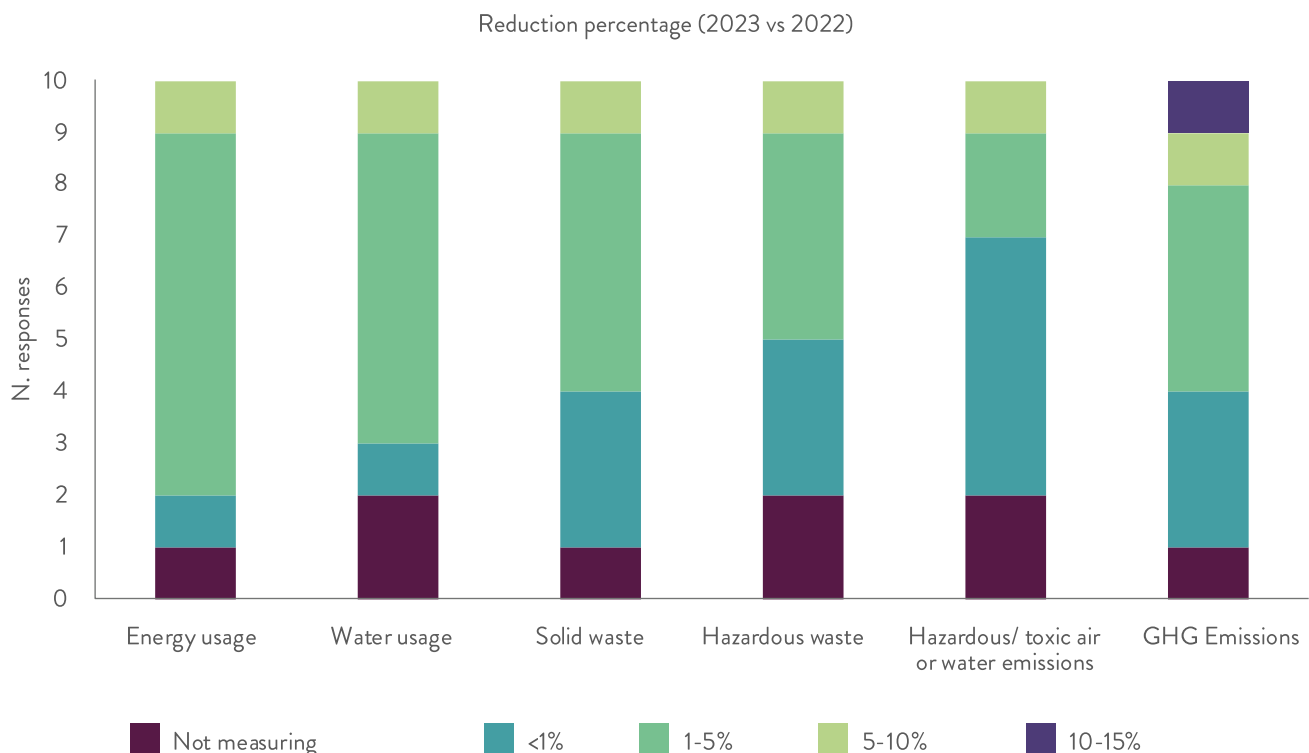
## Environmental Performance Trends (2023 vs 2022)

To complement our 2024 ESG self-assessment, we also asked year-on-year environmental performance data from our 10 key contractors. This quantitative snapshot provides further context on operational trends and progress in reducing environmental impacts across energy, water, waste, and emissions.

The majority of contractors demonstrated modest but positive improvements across core indicators. For example, 70% reported a 1–5% reduction in energy usage, and 60% achieved similar reductions in water consumption. Improvements in solid waste (50%) and hazardous waste (40%) followed closely, indicating a general shift toward more efficient resource management. GHG emissions showed slightly more variation, while 40% of contractors reported a 1–5% reduction, one contractor achieved a 10–15% reduction, signalling early leadership in decarbonisation.

However, the data also revealed that a notable proportion of contractors (20–30%) are not yet measuring key environmental metrics, particularly related to hazardous waste and emissions. This point out the need for further capacity building and greater adoption of environmental data tracking as part of day-to-day operations.

Looking ahead, we will continue to work with our supply chain partners to promote consistent measurement, enhance transparency, and drive reductions aligned with our collective sustainability goals.



# Emissions

## 2024 Commitment

We are committed to reducing our Carbon Footprint by 5% in FY24, compared to the previous year.

### Outcome:

⚠ Total emissions for FY24 were **420.80 tCO<sub>2</sub>e**, down 2% from FY23.

## 2025 Commitment

Maintain Carbon Neutral status through accurate measurement, external verification, and the offsetting of all Scope 1, 2, and Scope 3 emissions. JR&Co will establish near- and long-term Science Based Targets (SBTi), assess alignment with these targets, and aim to reduce its carbon footprint by 7.14% compared to the previous year.



## Emissions Management and Governance

At JR&Co, we recognise our responsibility to reduce greenhouse gas (GHG) emissions across all areas of our operations, from direct emissions at our main site to indirect emissions throughout our supply chain. In FY23, emissions were formally identified as a material issue, reflecting their impact on climate change and the associated environmental, social, and regulatory risks.

Our emissions management strategy is built on three core pillars: **Measurement**, **Reduction**, and **Engagement**. Oversight of this strategy is led by our Sustainability Manager, in collaboration with the QHSSE Committee, which brings together senior leaders from Operations, Finance, HR, Business Support, and includes the Managing Director.

## Why Emissions Are Material

As a commercial cleaning services provider with a large mobile workforce, JR&Co environmental footprint is significantly shaped by **staff commuting**, **fleet fuel consumption**, and **site energy use**. The climate impact of these activities contributes directly to global warming and indirectly influences social expectations.

Emissions were redesignated as a material topic in FY24 based on their wide-ranging impact and relevance to our business. This decision reflects their high environmental significance, particularly in terms of greenhouse gas contributions, as well as growing concern from key stakeholders, including clients, employees, and government bodies. Emissions are also closely tied to our reputation and ability to meet procurement requirements.

# Emissions

## Carbon Reporting

Since 2018, we have committed to reducing our carbon footprint by 5% each year as part of our sustainability strategy. In FY25, we have raised this target to a 7.14% reduction across all emission scopes combined, reflecting our growing ambition and sense of urgency.

To strengthen the accuracy and scope of our carbon reporting, we expanded our analysis to include key Scope 3 emissions for FY23, such as business travel, employee commuting, and water use. We also transitioned our reporting period to align with our financial year (January to December), and redefined FY23 as our new baseline year. As a result, FY24 will be the first year in which we measure and report progress against this more comprehensive and aligned baseline, offering a clearer and more complete view of our carbon reduction performance.

## GHG Emission Analysis

### Total Emissions Summary

We have been measuring and calculating our carbon footprint since 2018 for our Scope 1 and 2 and certain emissions for Scope 3. Last year we decided to expand our carbon footprint and include all Scope 1, 2 and 3 emissions at JR&Co and consequently redefine our baseline year to FY23.

**This would be our first year of comparison with the baseline year.**

Reporting Period:	1 January 2024 – 31 December 2024
Consolidation Approach:	Operational Control
Baseline year:	2023 – 427.16 tonnes CO <sub>2</sub> e
Current Total emissions:	2024 – 420.80 tonnes CO <sub>2</sub> e

In FY24, Julius Rutherford & Co Ltd recorded a total of **420.80 tonnes CO<sub>2</sub>e** in greenhouse gas emissions. These emissions are grouped into:

GHG Emissions Category	FY24 Emissions (tCO <sub>2</sub> e)	% of Total Emissions
Scope 1 (Direct)	8.62	2.05%
Scope 2 (Indirect – Energy)**	19.14	4.55%
Scope 3 (Other Indirect)	393.04	93.40%
Total Emissions	420.80	100%

The total breakdown reflects that **Scope 3 accounts for 93.4% of the company's total footprint**, highlighting the importance of managing indirect emissions within the supply chain, employees commuting, and operational logistics.

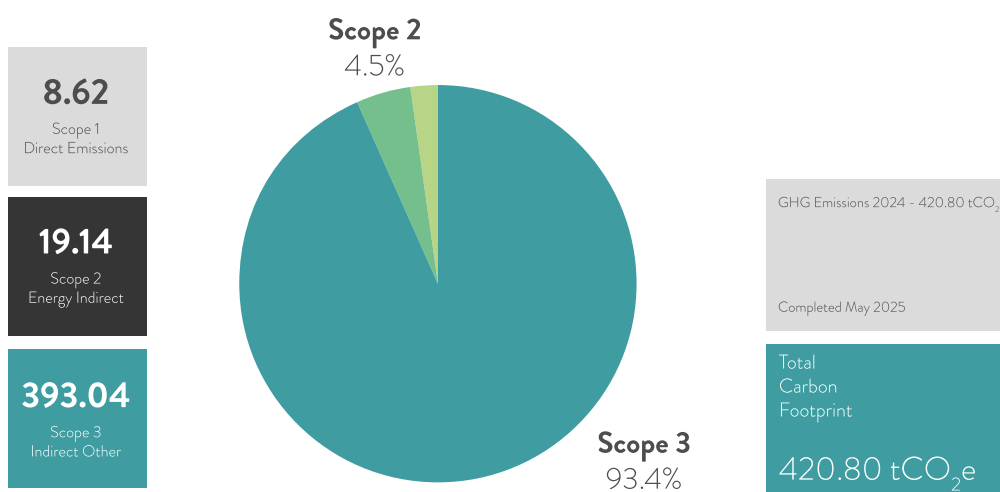


# Emissions

In FY24, Julius Rutherfoord & Co Ltd emitted a total of 420.80 tonnes CO<sub>2</sub>e. The emissions profile is heavily weighted toward Scope 3, which represents 93.4% of total emissions. These are primarily driven by employees commuting and well-to-tank fuel emissions.

Direct emissions (Scope 1), largely from a small remaining fleet of non-electric vehicles, now represent just 2.05%, reflecting the success of the electrification strategy. Scope 2, related to electricity consumption, stands at 4.55%, controlled via behaviour changes and operational efficiencies.

This distribution confirms that while direct and energy-related emissions are being effectively managed, the company's future decarbonisation efforts must focus on Scope 3, especially in commuting impacts.



# Emissions

## SCOPE 1

### Direct Emissions (2.05% of Total)

Scope 1 emissions were exclusively from the company's remaining non-electric fleet:

Source	FY23 (tCO <sub>2</sub> e)	FY24 (tCO <sub>2</sub> e)	Variation (tCO <sub>2</sub> e)	% Change YoY
Company Owned/Leased Vehicles	21.76	8.62	-13.14	-60.39%

This significant reduction is a direct result of the 95% fleet electrification initiative completed in mid-2023. Expected to reach 100% fleet electrification in 2025 with the replacing of the remaining fossil fuel vehicles with electric.

## SCOPE 2

### Indirect Energy Emissions (4.55% of Total)

Scope 2 includes both on-site electricity usage and charging of electric fleet vehicles:

Source	FY23 (tCO <sub>2</sub> e)	FY24 (tCO <sub>2</sub> e)	% of Scope 2	Variation (tCO <sub>2</sub> e)	% Change YoY
On-site Electricity (Head Office)	21.39	17.10	89.37%	-4.29	-20.05%
EV Charging Stations	3.35	2.04	10.63%	-1.31	-39.10%
<b>Total</b>	<b>24.74</b>	<b>19.14</b>	<b>100%</b>	<b>-5.60</b>	<b>-22.63%</b>

Despite a slight increase in electricity usage for EV charging, overall emissions from energy consumption decreased, largely due to improved energy efficiency and behavioural changes within the office.

# Emissions

## SCOPE 3

### Other Indirect Emissions (93.40% of Total)

Scope 3 emissions remained the predominant contributor to JR&Co total carbon footprint, accounting for 93.40% of overall emissions. This category continues to present the most complexity in both measurement and mitigation, given the diverse and indirect nature of its sources. Total Scope 3 emissions rose from 380.7 ton CO<sub>2</sub>e in FY23 to 393.0 ton CO<sub>2</sub>e in FY24, reflecting a year-on-year increase of 3.25% (12.38 tCO<sub>2</sub>e).

Category	FY23 (kg CO <sub>2</sub> e)	FY24 (kg CO <sub>2</sub> e)	% of Scope 3	Variation (tCO <sub>2</sub> e)	% Change YoY
Employees Commuting	270,148.49	282,857.20	72.0%	+12.71	+4.71%
Well-to-Tank Emissions	83,512.14	81,521.69	20.7%	-1.99	-2.38%
Business Travel	18,240.63	16,582.33	4.2%	-1.66	-9.08%
Homeworking Energy	5,679.62	10,040.14	2.6%	+4.36	+76.77%
T&D Losses	1,910.34	1,691.74	0.4%	-0.22	-11.43%
Inbound Deliveries	92.92	149.80	<0.1%	+0.06	+61.23%
Water Usage	591.04	70.71	<0.1%	-0.52	-88.04%
Waste	483.06	68.19	<0.1%	-0.41	-84.89%
Hotel/Event Stays	0	60.04	<0.1%	+0.06	-
<b>Total Scope 3</b>	<b>380,658.24</b>	<b>393,041.82</b>	<b>100%</b>	<b>+12.38</b>	<b>+3.25%</b>

Employee commuting remained the largest source of Scope 3 emissions, representing 72.0% of the category. Emissions from commuting increased by 4.71%, rising from 270,148.49 kg CO<sub>2</sub>e to 282,857.20 kg CO<sub>2</sub>e. This growth suggests a greater number of employees commuting (1111 in FY23 and 1198 in FY24) and possibly longer average travel distances.

Well-to-tank emissions (those associated with the extraction, processing, and delivery of fuels) formed the second-largest component, contributing 20.7% of Scope 3. Unlike commuting, this category saw a modest decline of 2.38%, suggesting a slight improvement in fuel use efficiency or a change in energy sourcing that warrants further exploration.

Business travel emissions decreased by 9.08%, continuing the downward trend observed in recent years. The drop from 18,240.63 kg CO<sub>2</sub>e to 16,582.33 kg CO<sub>2</sub>e likely reflects ongoing efforts to reduce non-essential travel and the normalisation of virtual meetings as a business practice. In contrast, emissions from homeworking energy nearly doubled, increasing from 5,679.62 kg CO<sub>2</sub>e to 10,040.14 kg CO<sub>2</sub>e.

Emissions from homeworking energy usage increased significantly in FY24, rising from 5,679.62 kg CO<sub>2</sub>e in FY23 to 10,040.14 kg CO<sub>2</sub>e in FY24, an increase of 4.36 tCO<sub>2</sub>e or approximately 76.8% year-on-year. This rise is not due to a change in employee behaviour but rather the inclusion of additional operational employees within the reporting boundary that were previously unaccounted for. The refinement in data collection and scope alignment ensures a more complete representation of Julius Rutherfoord & Co Ltd's indirect emissions, particularly under Scope 3.

# Emissions

Other categories such as transmission and distribution losses, waste, water use, inbound deliveries, and hotel/event stays remained marginal in their overall contribution, collectively making up less than 1% of Scope 3 emissions. However, some changes are noteworthy, particularly the inclusion of hotel/event stays in FY24, which, while small in impact, reflects improved granularity in data collection.

Overall, while total Scope 3 emissions have increased slightly, the data reveals both opportunities and challenges. The rise in commuting emissions indicates that workforce behaviour and location are central to future emissions reductions. Simultaneously, the continued decline in business travel and slight improvements in fuel-related emissions show the positive effects of policy and behavioural shifts.

## Overview of Total Emissions Comparison 2024 vs 2023

Julius Rutherford & Co Ltd emitted a total of **420.80 tonnes of CO<sub>2</sub>e** in FY24, representing a **1.49% reduction** compared to FY23 (427.16 tCO<sub>2</sub>e). This reduction, while modest, reflects ongoing efforts to lower JR&Co environmental impact, particularly through improved operational efficiencies.

Emission Source	FY23 (tCO <sub>2</sub> e)	FY24 (tCO <sub>2</sub> e)	% of 2024 Total	Variation (tCO <sub>2</sub> e)	% Change YoY
Scope 1	21.76	8.62	2.05%	-13.14	-60.39%
Scope 2	24.74	19.14	4.55%	-5.60	-22.63%
Scope 3	380.66	393.04	93.40%	+12.38	+3.25%
Total	427.16	420.80	100%	-6.36	-1.49%

Emissions values are in metric tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e)

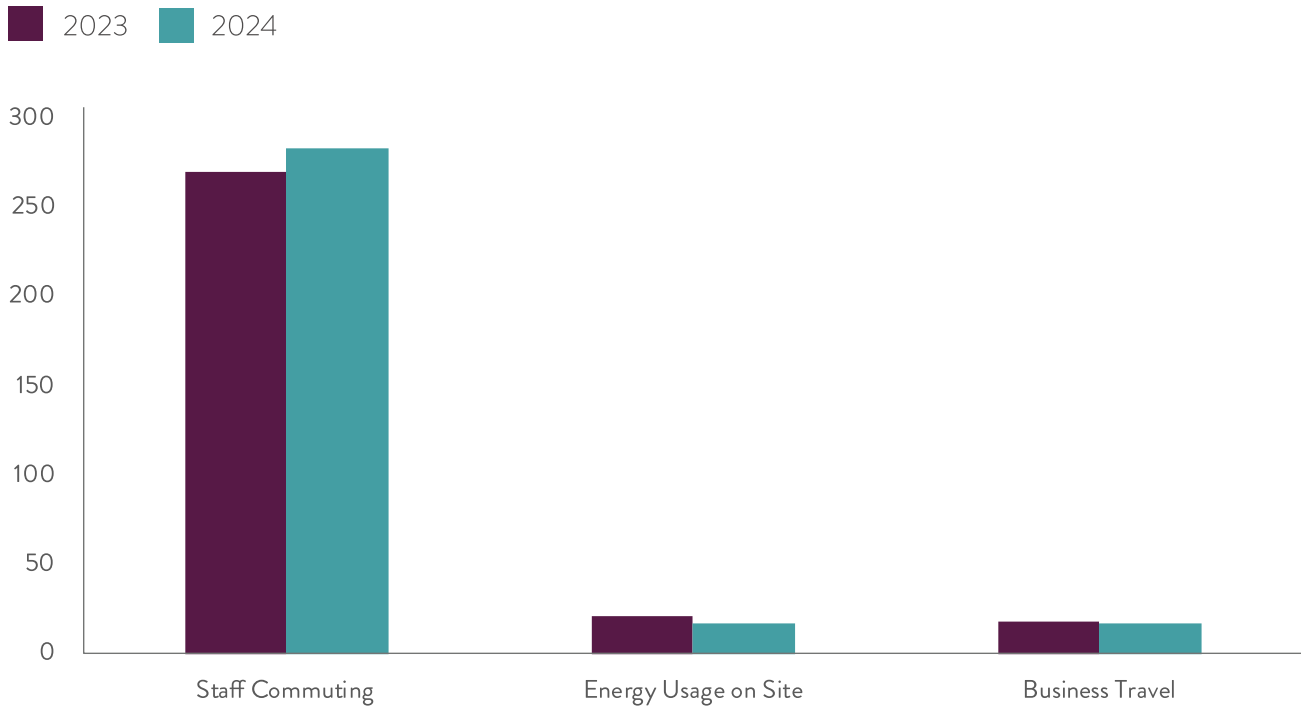
The breakdown across the three emission scopes reveals varying trends. **Scope 1 emissions**, which include direct emissions from owned or controlled sources, saw a substantial decline of **60.39%**, falling from 21.76 tCO<sub>2</sub>e in 2023 to just 8.62 tCO<sub>2</sub>e in 2024. This drop is largely attributed to reduced use of fossil fuels, with further transition to electric vehicles contributing to the improvement.

**Scope 2 emissions**, covering indirect emissions from purchased electricity, decreased by **22.63%**, from 24.74 tCO<sub>2</sub>e to 19.14 tCO<sub>2</sub>e. This reduction occurred despite a slight rise in electricity usage from EV charging, as overall electricity consumption in the office declined due to behavioural changes and increased energy efficiency measures.

Conversely, **Scope 3 emissions**, which include all other indirect emissions (such as business travel, staff commuting, and supply chain impacts), increased by **3.25%**, rising from 380.66 tCO<sub>2</sub>e to 393.04 tCO<sub>2</sub>e. Scope 3 emissions now account for over 93% of the company's total carbon footprint. The increase was driven primarily by a rise in employee number and commuting.

Overall, the company achieved measurable reductions in Scopes 1 and 2 through improved operational practices and reduced reliance on fossil fuels. However, the rise in Scope 3 emissions point out the growing importance of addressing employee-related activities as part of the JR&Co broader decarbonisation strategy.

# Emissions



## Calculating Emissions and Emission Factors

Our carbon footprint is calculated by an external company, following a methodology aligned with ISO 14064 and the Greenhouse Gas (GHG) Protocol standards.

Calculations are based on activity data we supply, such as energy consumption (kWh) or vehicle mileage, which are then multiplied by relevant emissions factors from credible sources. The most commonly used are the **UK Government Conversion Factors for Company Reporting** (DBEIS/DEFRA), with the current version being **2024 (v1.1, valid until 10/06/2025)**.

In some cases, emissions factors may also come from scientific journals or independent studies, depending on the data type and specific requirements.

The calculations assume full disclosure and accuracy of the data we've provided. Where estimations or assumptions were necessary, these are clearly noted within the report.



# Emissions

## Assumptions and Estimations

Where primary emissions data could not be collected, the following assumptions and estimations were used:

- Vehicle emissions were calculated using Defra vehicle categories and HM Government Emission Factors (2024).
- A total of 1.35 tCO<sub>2</sub>e was avoided as a result of Renewable Energy Tariffs, using the Market-based method of reporting.
- Throughout the reporting period, some staff worked remotely from home. Due to the unknown primary energy data from staff at home, the energy usage was calculated based on the number of days staff worked, assuming 8 hours per day.
- Scope 3 inbound delivery emissions were calculated using estimated weight and distance, using UK DEFRA freight emission factors for the predominant delivery type.
- Water consumption figures were prorated for the organisation.
- Water waste figures were estimated based on water consumption data.
- Transmission and distribution losses associated with electricity usage, as well as 'well to tank' emissions from combustion fuels were included in the assessment.
- Any incidental emissions less than 1% from the sources measured were not included.

## Emissions Reduction Strategies

Having made substantial progress in reducing our **Scope 1 and 2 emissions**, notably through fleet electrification, internal efforts to reduce Energy consumption, and the adoption of renewable energy, our attention is now shifting fully towards **Scope 3 emissions**, which represent over 93% of our total carbon footprint. The largest contributor within Scope 3 is **employee commuting**, making it a critical area for action.

### *Immediate Measures (FY25 Implementation)*

To improve the accuracy of our commuting emissions data and to identify impactful reduction opportunities, two key initiatives will be implemented in FY25:

**Address Validation:** We will conduct an internal review to validate and update all employee addresses. Since commuting distance calculations are based on postcodes, ensuring address accuracy is essential to reliably measure emissions.

**Updated Travel Survey:** A new employee travel survey will be launched to capture how staff commute to worksites, including the type of transportation used. This will allow us to refresh and improve our internal datasets, ensuring alignment with actual commuting behaviours.

Both actions are scheduled for rollout and completion within FY25 and will serve as a foundation for more targeted measures.

# Emissions

## Medium-Term Strategies

In parallel with data improvements, we are also exploring more structural changes:

**Proximity-Based Staff Allocation:** Where operationally feasible, we will prioritise assigning staff to worksites closest to their place of residence. This not only reduces travel distance and emissions but also enhances employee wellbeing by **reducing commute times and increasing personal time**.

## Long-Term Opportunities

To further support low-carbon commuting options, we will evaluate the feasibility of introducing employee mobility schemes, such as:

**Cycle to Work Scheme:** We aim to assess potential participation in cycling incentive programmes, helping to make cycling a more attractive and accessible commuting option. These combined actions will affect our **Scope 3 emissions at their root**, supporting both environmental outcomes and the wellbeing of our workforce.

## Carbon Neutrality

In FY24, Julius Rutherfoord & Co. marked its third consecutive year as a carbon neutral company, offsetting the entirety of our **Scope 1, 2, and 3 emissions, totalling 420.80 tCO<sub>2</sub>e**. We have supported internationally certified carbon offset projects, independently verified by the **Verified Carbon Standard (VCS)**, the **Gold Standard (VER)**, and the **UN Certified Emission Reductions (CER)** programmes. These projects are selected not only for their carbon impact, but also for their wider social and environmental benefits, supporting **education, employment, access to clean water**, and delivering a **net positive impact on biodiversity and local ecosystems**. Please see below the supported project descriptions of our carbon footprint offset contributions this year:

**Blue Carbon Mangrove Restoration, Pakistan:** This pioneering project in Pakistan's Indus River Delta is the world's first verified blue carbon initiative, aiming to restore 350,000 hectares of mangroves over 60 years. It is expected to remove around 142 million tonnes of CO<sub>2</sub>e, making a significant contribution to global climate mitigation.

Beyond environmental impact, the project brings major social benefits, creating jobs, improving access to clean water, healthcare, and education, and lifting over 70% of the local population out of poverty.

Located in a Key Biodiversity Area, it protects habitats for 11 globally threatened species, combining wetland restoration with community engagement and sustainable resource management.

# Emissions



**Wind Power in Maharashtra, India:** This 20-year project installs 17 wind turbines in western India, replacing fossil fuel-based electricity with clean, renewable energy. It is expected to reduce greenhouse gas emissions by approximately **48,590 tonnes of CO<sub>2</sub>e annually**.

Beyond emissions reduction, the project supports local sustainable development—creating around **900 jobs** during construction and ongoing operations, improving infrastructure, and stimulating the local economy. It also encourages technological advancement in wind energy, driving further innovation and investment in renewable energy across the region.



**Orinoco River Basin Conservation and Reforestation, Colombia:** Located in Colombia, this project restores over **20,000 hectares** of forest in the Orinoco River Basin—once degraded by deforestation and land clearing for cattle grazing.



# Emissions

The initiative sequesters over **214,000 tCO<sub>2</sub>e annually**, while also preserving wetlands and preventing soil erosion to stabilise the ecosystem.

By regenerating native habitats, the project supports critical biodiversity, creating safe environments for endangered species such as the **Puma, giant otter, pink Amazon river dolphin**, and **Orinoco crocodile**.

Socially, the project has created **381 local jobs** with fair wages, and provides **education and training programmes, fire prevention networks**, and **community engagement initiatives**. It serves as a model for how climate action can drive environmental restoration and sustainable development together.



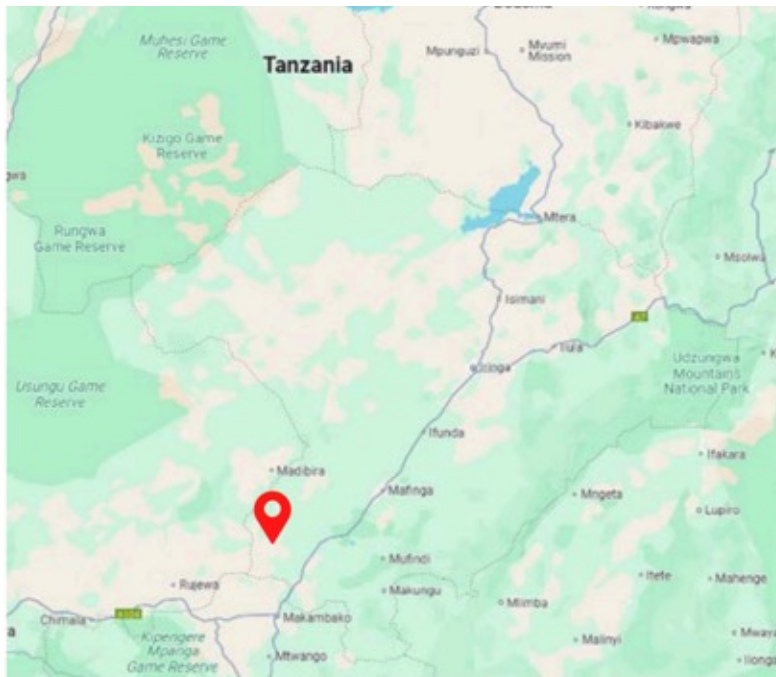
## Community Forest Programmes and Education, Tanzania:

Based in Tanzania's Southern Highlands, this reforestation project aims to restore over **6,500 hectares** of degraded farmland by planting pine and eucalyptus forests, removing more than **8,000 tonnes of CO<sub>2</sub>e per year**. It addresses the severe forest loss caused by human-led wildfires and land degradation.

Beyond carbon reduction, the project delivers vital environmental benefits by improving soil and water quality, conserving biodiversity, and protecting habitats for iconic species like elephants, lions, and the endangered Kipunji monkey.

Socially, the project provides over **100 permanent jobs** and seasonal work for around **500 local workers**. Additionally, **10% of climate finance** supports community development, funding schools, centres, and essential infrastructure like roads and water systems. Educational outreach, including tree-planting days and climate learning, helps empower the next generation to protect their environment.

# Emissions



We view carbon offsetting not as a final solution, but as a **meaningful temporary measure** that supports climate action while we continue to **prioritise the reduction of our own emissions at the source**. Offsetting allows us to take immediate responsibility for our environmental impact, but our long-term focus remains firmly on **continuous emissions reduction** through smarter operations, sustainable procurement, and investment in low-carbon technologies. By integrating offsetting into a broader, evolving sustainability strategy, we ensure it complements, rather than replaces, our ambition to achieve lasting carbon reductions across our business.





# Emissions

## FY25

Commitment: **7.14%** reduction goal; SBTi alignment, Carbon Neutral maintained

### Emissions Summary Table

Category	FY23	FY24	Change	Notes
<b>FY24 Commitment</b>	Baseline	5% reduction vs. 2023 baseline	Outcome: <b>-1.49%</b>	Missed target; achieved 2% actual drop
<b>Total Emissions (tCO<sub>2</sub>e)</b>	427.16	420.80	-6.36 tCO <sub>2</sub> e (-1.49%)	Includes all Scope 1, 2, and 3
<b>Scope 1 (Direct)</b>	21.76	8.62	-13.14 (-60.39%)	95% fleet electrification completed
<b>Scope 2 (Indirect - Energy)</b>	24.74	19.14	-5.60 (-22.63%)	Efficiency gains and renewable energy sourcing
<b>Electricity (HQ)</b>	21.39	17.10	-4.29 (-20.05%)	
<b>EV Charging</b>	3.35	2.04	-1.31 (-39.10%)	
<b>Scope 3 (Indirect - Other)</b>	380.66	393.04	+12.38 (+3.25%)	93.4% of footprint; main challenge area
<b>Staff Commuting</b>	270.15	282.86	+12.71 (+4.71)	Largest contributor to Scope 3
<b>Well-to-Tank Fuel</b>	83.51	81.52	-1.99 (-2.38%)	
<b>Business Travel</b>	18.24	16.58	-1.66 (-9.08%)	
<b>Homeworking Energy</b>	5.68	10.04	+4.36 (+76.77%)	
<b>T&amp;D Losses</b>	1.91	1.70	-0.21 (-11.43%)	
<b>Inbound Deliveries</b>	0.09	0.15	+0.06 (+61.23%)	
<b>Company Water Usage</b>	0.59	0.07	-0.52 (-88.04%)	
<b>Company Waste</b>	0.48	0.07	-0.41 (-84.89%)	
<b>Hotel/Event Stays</b>	0.00	0.06	+0.06	
<b>Carbon Neutral Status</b>	Achieved	Achieved	-	Via offsetting of all Scopes

# Social Highlights

## Employee Engagement & Recognition

- JR&Co Stars Awards celebrated staff with 235 client nominations in 2024
- “Thank Your Cleaner Day” saw direct recognition at hundreds of client sites

## Gender & Pay

- Workforce: 750 female, 448 male
- Mean gender pay gap: 5.0%; Median: 1.8%
- Mean bonus gap: 38.9%; Median: 36.0%

## Workforce Structure & Diversity

- 1,198 total employees: 282 full-time, 916 part-time
- 96% of workforce based on client sites
- Workforce includes employees from 50+ nationalities
- Top nationalities: Spanish (23.73%), British (18.49%), Portuguese (17.14%), Ghanaian (9.68%)
- 79% of employees identify as BAME; 95.32% from minority ethnic backgrounds (incl. White–Other)

## Health, Safety & Wellbeing

- ISO 45001 certified health & safety system; monthly leadership reviews
- 96 incidents in 2024 (+65.5% YoY due to improved reporting)
- 7 high-consequence injuries (RIDDOR), 183 working days lost
- Major risks: slips/trips (25%), equipment (23%), manual handling (21%)
- Just Rewards platform offers EAP, wellbeing content, and multilingual support

## Career Development & Retention

- Julius Rutherford Career Pathway (JRCP) supports role-based training and growth
- 41.1% overall turnover (below industry average)
- 19.33% of site staff have 5–15 years tenure
- Tenure highlights stability and long-term employee relationships

## Volunteering & Community Impact

- 1.90% of annual profit donated to social/ environmental causes
- 247 volunteer hours in 2024 (+109.9% YoY)
- 33,300 meals donated via The Felix Project
- £1,398 raised in Santa Stairs Climb for The Felix Project
- Race for Life: £1,037.50 raised by 11 employees
- Monthly street cleanups and Thames beach clean support local environments



# Workforce Structure & DEI

## Workforce Structure & Diversity, Equity and Inclusion

### 2024 Commitment:

Implement a robust system to understand all employee data and year on year improve our ratings.

**Outcome:**

Employee data system is currently under construction, with foundational work completed and live Power BI data sources with full implementation expected by the end of FY25.

### 2025 Commitment:

Complete the build and begin year-on-year analysis of employee data to identify trends and priority areas. Use insights to shape targeted initiatives that improve overall employee satisfaction and strengthen communication, recognition, and retention.

### 2024 Year-End Overview

At JR&Co, our people are at the heart of every service we provide. Whether working at a client site or at Head Office, our teams uphold the quality, professionalism, and commitment that define our company. In a sector where work is often carried out behind the scenes, we take pride in recognising and supporting the colleagues who make it possible. With the closing of 2024, we reflect on the strength, diversity, and resilience of our workforce, and the shared values that bring us together.

With colleagues working across a wide range of sites and settings, our workforce model reflects both the diversity of our people and the demands of our industry.

### A Flexible and Service-Oriented Team

As of December 2024, JR&Co employed 1,198 staff members, including 282 full-time and 916 part-time employees, with a combined equivalent of 740 full-time employees (FTEs). This structure reflects the operational realities of the cleaning sector, a service-oriented environment that requires flexibility, responsiveness, and a strong local presence.

Employment Type	Client Site	Head Office	Total
Full-time	240	42	282
Part-time	916	–	916
Total	1,156	42	1,198

# Workforce Structure & DEI

This distribution is strongly weighted toward client-facing roles, and rightly so, our work happens where our clients are. In fact, over 96% of our team worked directly at client sites during 2024, delivering essential services that maintain the spaces people rely on every day. These roles, whether part-time or full-time, are central to our success.

While many of our employees work independently or in small teams, each cleaner, regardless of site size, has direct access to their manager, either through an on-site supervisor or via regular contact with their area manager. This approach ensures operational consistency, immediate support, and an important connection to the wider JR&Co team.

Each client site is also linked to a dedicated operations manager who works closely with our Head Office team. These managers act as a bridge between the frontline and central operations, helping to maintain alignment in communication, wellbeing, and service quality.

This decentralised model can present challenges in maintaining daily connection and visibility, but it also allows JR&Co to remain agile and responsive to client needs. Through sustained investment in communication tools, training, and local leadership, we ensure that every team member; regardless of role, location, or working hours; feels supported, informed, and valued.

**Our client-site colleagues are the everyday face of JR&Co. Whether part-time or full-time, working alone or in teams, they are never out of reach, and always part of the company.**

## Diversity as a Core Strength

The diversity of our workforce reflects the nature of the cleaning sector, and also speaks to the strength of JR&Co as a company. Our teams bring together a wide range of backgrounds, nationalities, and experiences, which contribute directly to the quality, adaptability, and professionalism that define our service.

At JR&Co, we are proud to be a company where people from a wide range of backgrounds come together to access meaningful work, a sense of purpose, and the opportunity to grow. Whether someone is new to the company or has been with us for many years, each colleague plays a part in shaping a workplace culture grounded in respect, collaboration, and a shared commitment to delivering high-quality service.

## Nationalities Represented

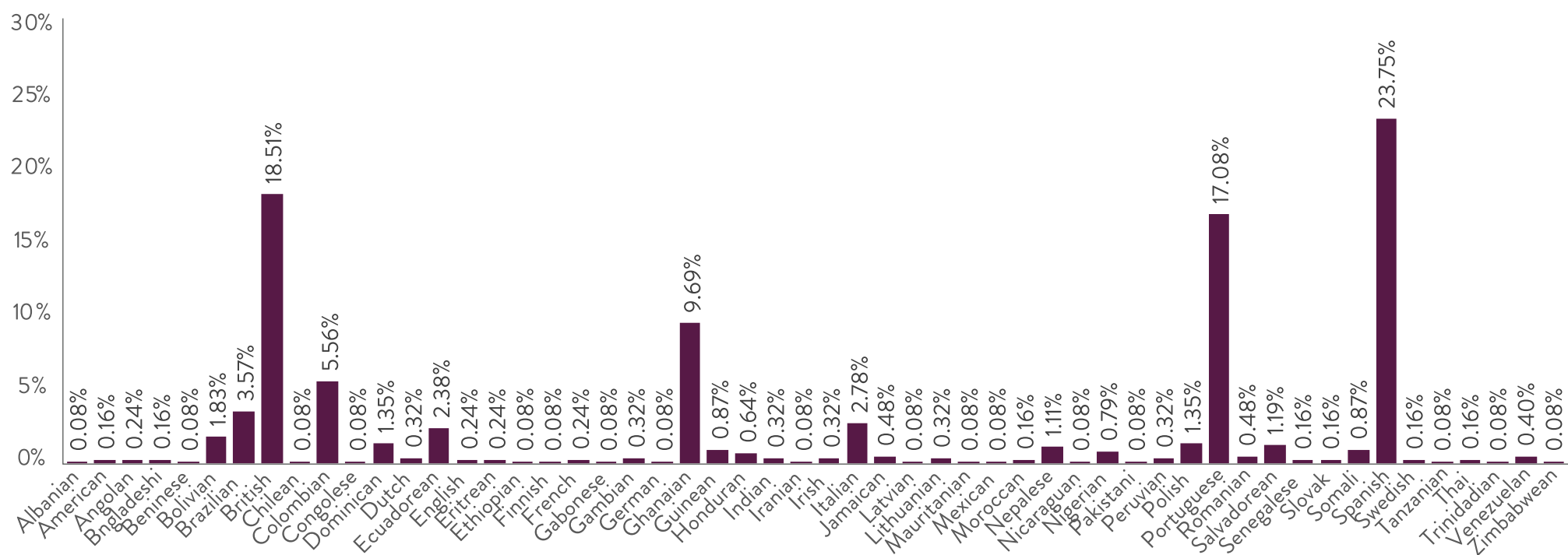
During 2024, our workforce included employees from over 50 nationalities and a broad spectrum of ethnic backgrounds, with strong representation from Spanish, Portuguese, British, and Ghanaian colleagues. Together, these four nationalities alone account for nearly 70% of the workforce.

Top Nationalities	% of Workforce
Spanish	23.73%
British	18.49%
Portuguese	17.14%
Ghanaian	9.68%

22.8% of our workforce chose not to disclose their nationality

# Workforce Structure & DEI

In addition to these communities, our workforce proudly reflects a broad international presence, with team members from Latin America, Sub-Saharan Africa, Europe, and Asia. This diversity enriches our workplace with a wide range of perspectives and experiences. To further support an inclusive and respectful environment, we delivered Unconscious Bias and Diversity & Inclusion training to all employees, reinforcing our commitment to a more equitable and culturally aware company culture.





# Workforce Structure & DEI

## Ethnic Diversity

JR&Co's workforce reflects the broad ethnic and cultural diversity that characterises both our sector and the communities we serve. Over one-third of our employees identify as **Black – African (35.87%)**, followed by strong representation from **Hispanic (18.13%)** and **White – Other (15.98%)** backgrounds.

Ethnic Group	% of Workforce
Black - African	35.87%
Hispanic	18.13%
White - Other	15.98%
Mixed - Other	8.77%
Black - Other	4.48%
White - British	4.68%

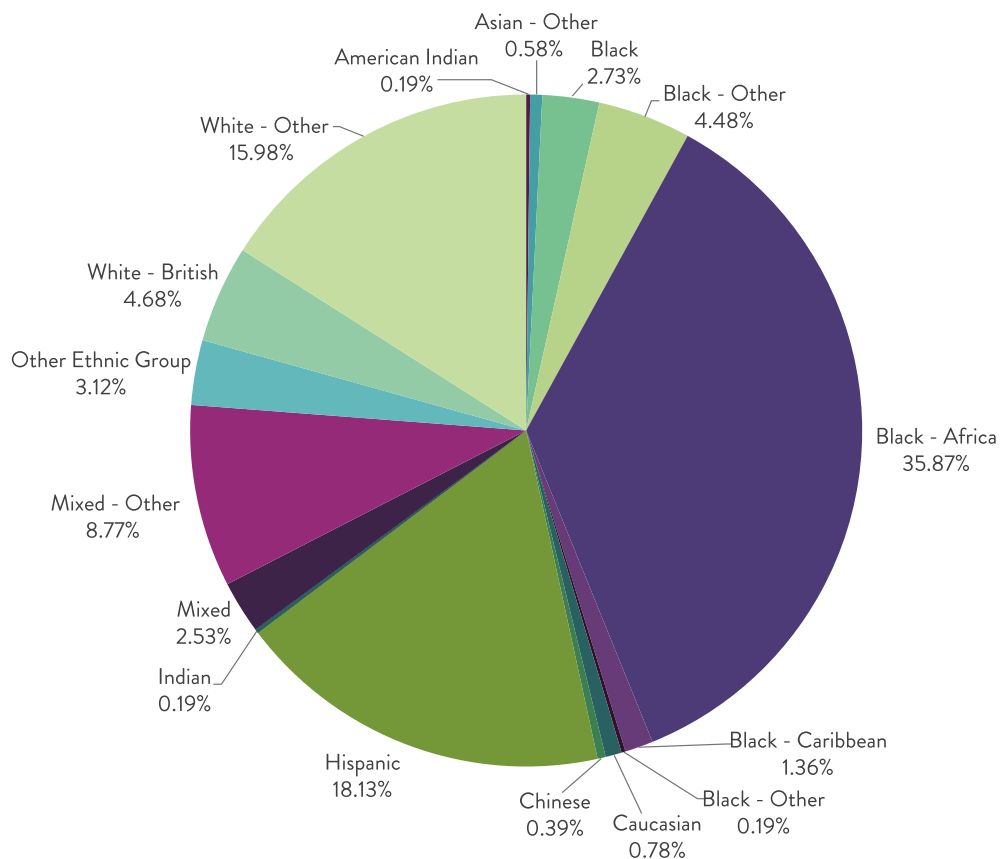
**35.87%**   **18.13%**   **15.98%**  
Black – African   Hispanic   White – Other

Based on available data, **approximately 79% of employees identify as being from BAME backgrounds** (Black, Asian, Mixed, and other non-White ethnic groups, excluding White – Other). When we include **White – Other**, which typically represents European nationalities such as Portuguese, Spanish, and Romanian, the proportion of employees from minority **ethnic backgrounds** rises to **95.32%**.

# Workforce Structure & DEI

These figures reinforce JR&Co's role as a multicultural employer and as a workplace that provides meaningful employment to individuals from underrepresented and minority communities. This diversity strengthens the company, shaping how we work and how we connect with the people and places we engage with.

Looking ahead, it is important to consider how this representation is reflected across different levels of the company. JR&Co recognises the value of diverse perspectives in decision-making and leadership. As part of future workforce planning, we will analyse representation across job roles and functions to better understand where opportunities exist to support progression and improve visibility at all levels of the business.



While the data provides a strong indication of diversity within JR&Co, it is important to note that 68.5% of employees chose not to disclose their ethnicity. Although this rate is statistically acceptable in terms of the sample population, it limits the completeness of the picture and the accuracy of detailed analysis.

# Workforce Structure & DEI

## Gender, Pay and Working Patterns

At JR&Co, we are committed to building a work environment that is not only fair and inclusive but also responsive to the different needs and experiences of our employees, whether they are working on-site with clients or at our Head Office. In 2024, we continued to monitor key metrics that help us understand workforce dynamics across gender, pay equity, and flexible working arrangements.

The cleaning industry in the UK is known for high employee turnover rates. Online data indicate that annual employee turnover rates can reach between 75% and 400%, particularly in roles with high physical demands and limited career progression opportunities.

## Career Development and Progression in JR&Co

### *The Julius Rutherford Career Pathway (JRCP)*

Since 2023, JR&Co has offered all employees access to the Julius Rutherford Career Pathway (JRCP), a structured development programme that defines the skills and training required for each role in the company. It provides clarity around expectations and creates a clear route for career progression, supporting employees in building long-term futures within JR&Co.

Each job role includes both required skills and developmental opportunities. For example, supervisors complete training relevant to their role, such as payroll and leadership. If they wish to progress, JR&Co supports them with funded training, including BICSc Licence to Practice accreditation and WorldHost Customer Service courses, to prepare for positions such as Operations Manager or a move to Head Office roles.

This structure is applied consistently across the business, reinforcing JR&Co's commitment to internal growth and development. The JRCP not only supports performance in current roles but encourages ambition, initiative, and pride in personal progress.



## Turnover and Tenure

### *Understanding Retention and Longevity Across JR&Co*

At JR&Co, we are committed to creating a workplace where employees feel supported to stay, grow, and thrive. Tracking both turnover and tenure provides valuable insight into how employees experience their time with us, and where we can continue to strengthen retention across all levels of the company.

# Workforce Structure & DEI

## Turnover Performance

During 2024, JR&Co recorded an overall employee turnover rate of **41.1%**, representing a year-on-year increase of **8.2%** compared to **38% in 2023**. While turnover is a natural aspect of operations in the cleaning sector, JR&Co's rate remains well below the **industry average**, which typically ranges from **75% up**, and in some cases exceeds **400%** in high-turnover frontline roles.

Importantly, the outlook remains positive. JR&Co's turnover rate is not only lower than the industry standard but continues to be shaped by proactive retention initiatives such as the **Julius Rutherford Career Pathway (JRCP)**, staff recognition programmes, and the strong working relationships built between employees and their managers.

## Tenure Distribution: A Snapshot of Stability and Opportunity

As of 2024, **over two-thirds (68.34%)** of our workforce at client sites have been with JR&Co for **less than four years**. This is natural for a company in the cleaning sector, where many join seeking flexible roles or enter through frontline work.

Tenure Group	Client-site	Head Office
<2	36.93%	0.92%
2-4	31.41%	1.29%
5-7	12.46%	0.61%
8-10	6.87%	0.31%
11-15	7.79%	0.25%
16-20	0.86%	0.06%
21+	0.00%	0.25%
Total	96.32%	3.68%
Grand total	100%	100%

At the same time, **nearly one in five client-site employees (19.33%)** have been with the company for **five to fifteen years**, including:

**12.46%**  
with 5–7 years of service

**6.87%**  
with 8–10 years

**7.79%**  
with 11–15 years

This steady presence of long-serving team members is a piece of evidence of the relationships, recognition, and trust built over time. These colleagues provide continuity, experience, leadership at the local level, and a wealth of operational experience that strengthens every part of our service.

# Workforce Structure & DEI

Further, while our **Head Office team represents just 3.68%** of the total workforce, it includes employees in every tenure band, including **0.25% with over 21 years of service**. This long-standing dedication at the core of our business speaks about the positive environment we strive to foster.

Whether an employee joins us for a year or a decade, our goal is to ensure that every experience is one of respect, growth, and value.

## Gender Pay and Representation

### *Understanding Pay Equity and Progress in 2024*

At JR&Co, we are committed to fairness, transparency, and equal opportunity in every aspect of our people practices, including pay. Each year, we review our gender pay data to better understand where imbalances exist, what drives them, and how we can continue to improve.

In 2024, our **mean gender pay gap** stood at 5.0%, meaning women are paid 5% less than men, and the **median pay gap at 1.8%**, these differences reflect an encouraging level of equity in overall pay structures, supported by our efforts to maintain gender balance in recruitment, promotion, and internal progression.

Metric	2024 Result
Mean gender pay gap	5.0%
Median gender pay gap	1.8%
Mean bonus gender pay gap	38.9%
Median bonus gender pay gap	36.0%
Bonus recipients – Male	11.01%
Bonus recipients – Female	9.32%

## Bonus Gap and Career Progression

Our 2024 analysis shows a **significant gender gap in bonus payments, with a mean bonus pay gap of 38.9%**, and a median gap of 36.0%. In addition, **11.01% of men** received a bonus in 2024, compared to **9.32% of women**, reinforcing the link between role distribution and variable pay outcomes.

These gaps are not due to unequal bonus allocation within equivalent roles, but rather to **structural patterns**: roles that attract higher bonuses, such as operations management and performance-linked positions, currently include a **higher proportion or recruitment of male employees**.

# Workforce Structure & DEI

## Pay Equity and National Living Wage Compliance

At JR&Co, we are committed to ensuring that every employee is paid fairly for the work they do. In 2024, our data reflects a strong alignment with national living wage standards and a continued emphasis on transparency and compliance.

Across the organisation, only **0.51% of our direct employees** earned slightly below the **National Living Wage (NLW)**, a minimal proportion, especially within a large and diverse workforce. Among those affected, the **average shortfall** was extremely small: just **0.0005% of the hourly rate**, or less than **one-tenth of a percent**.

Gender	% Paid Below NLW	Average Wage Gap (Below NLW)
Female	0.50%	0.0005%
Male	0.53%	0.0004%
Total	0.51%	0.0005%

These results highlight a **consistently equitable approach across genders**, with nearly identical rates for both male and female employees. The small number of cases where pay fell marginally below the NLW is likely due to technical or temporary circumstances, such as adjustments in contracted hours or processing timelines, not a reflection of systemic pay discrepancies.

At JR&Co, we view wage fairness as a baseline, not a benefit. Everyone deserves to be compensated transparently and in line with national standards, and we are proud to meet that commitment.

As we continue to grow, we will maintain robust checks and responsive systems to ensure that every cleaner, supervisor, and support staff member receives fair, timely, and accurate pay for the vital work they perform each day.



# Workforce Structure & DEI

## Celebrating 30 Years of JR&Co

A Achievement Marked with Gratitude and Joy

On 20 May 2024, Julius Rutherford reached a remarkable mark, 30 years as an incorporated company. To honour this achievement, we brought our JR&Co community together at our annual Summer Party, hosted in the beautiful Battersea Park.

This wasn't just a celebration of years passed, it was a celebration of people. Our employees, their families, and friends gathered to reflect on our shared journey, from our early days to the company we are today.



## A Day of Connection and Celebration

The event was alive with activity: laughter echoed, children played, teams caught up beyond the day-to-day, and new friendships formed. Delicious food, live music and thoughtful details created a day that felt as personal as it was festive. Every moment reflected what JR&Co stands for, people-first values, attention to detail, and a sense of community.

One of the most heartening sights was seeing our teams from across sites and departments come together outside the work setting. Whether on the picnic benches, dancing under the spring sun, or enjoying the raffle and activities, the event offered a rare moment to pause, reconnect, and celebrate one another.

## Reliving the Moments

To capture the magic of the day, we created a short video demonstrating the best moments, from shared meals and music to the smiles, conversations, and connections that defined the occasion. For those who couldn't attend, or those who simply want to relive the fun, this video is a joyful reminder of what it means to be part of JR&Co.

HERE'S TO THE NEXT

30

YEARS

# Workforce Structure & DEI

## Employee Engagement and Recognition

At Julius Rutherford, we prioritise a supportive and inclusive work environment where every employee feels valued and motivated. We maintain strong communication through various channels: our Connect + App, linked to our employee benefits platform, allows for seamless communication and peer recognition, with multilingual support to reach all employees. Alongside digital tools, emails, physical flyers, and, crucially, our line managers ensure messages from Head Office are effectively communicated.

## Thank You Cleaner Day

Thank You Cleaner Day 2024 was a remarkable demonstration of our commitment to recognising the frontline heroes of JR&Co. Head Office teams and managers left their desks and visited hundreds of client sites across London to personally thank our cleaning teams. These visits went beyond simple gestures, they included thoughtful gifts and meaningful conversations that showed genuine appreciation for the hard work and dedication of our site based colleagues.

For many employees, this direct interaction served as a powerful reminder that their work is not only noticed but truly valued. The day fostered a renewed sense of connection and pride, bridging the gap between client-facing teams and support staff. One manager described it as “not just a thank-you, but a recognition of what makes JR&Co different—the people.”

## JR&Co - Thank Your Cleaner Day 2024 | Celebrating Our Cleaning Heroes

## Recognising Excellence: JR&Co Stars Awards

Our culture of recognition extends throughout the year with the JR&Co Stars Awards, a program created to celebrate the individuals and teams who consistently go above and beyond. In 2024, we received 235 nominations, each highlighting stories of exceptional care, professionalism, and commitment.

These awards are unique because they come directly from the clients, reflecting the real impact our colleagues have on their environments. Both individual and team awards acknowledge excellence in reliability, attention to detail, and a positive attitude. Each nomination highlights not just the quality of work but the heart and dedication behind it, strengthening our reputation for excellence across every site we serve.

## A Personal Touch at Christmas

To close the year on a personal note, every JR&Co employee received a gift card and a Christmas card, personally delivered by their operations managers. This thoughtful tradition ensures that every colleague feels seen and appreciated, no matter their role or shift pattern.

# Workforce Structure & DEI

The hand-delivery by managers added a warm, personal touch that reinforced our shared values and sense of community. It was an opportunity to thank each individual for their commitment throughout the year, from early mornings and late evenings to behind-the-scenes contributions that often go unnoticed but are essential to our success.

At JR&Co, from client-nominated awards to festive recognition, we continue to build a culture where every contribution is valued and every person feels part of something greater.

## Employees Data Summary table

Employees by gender:	Female	Male	Other*	Not Disclosed	Total
Number of employees (head count)	750	448	0	0	1198
Number of full-time employees (head count)	132	150	0	0	282
Number of part-time employees (head count)	618	298	0	0	916

Employees by county:	Number of full-time employees (%)	Number of part-time employees (%)	Number of employees (%)
Bedfordshire	0.00	0.06	0.06
Berkshire	0.06	0.00	0.06
Buckinghamshire	0.06	0.06	0.12
Derbyshire	0.00	0.06	0.06
Dorset	0.06	0.00	0.06
East Sussex	0.06	0.00	0.06
Essex	0.37	2.39	2.76
Greater London	16.75	74.36	91.10
Greater Manchester	0.00	0.06	0.06
Hampshire	0.06	0.06	0.12
Hertfordshire	0.12	0.12	0.25
Kent	0.25	1.17	1.41
Northamptonshire	0.00	0.06	0.06
Nottinghamshire	0.00	0.06	0.06
Shropshire	0.06	0.06	0.12
Somerset	0.00	0.06	0.06
South Yorkshire	0.06	0.00	0.06
Surrey	0.92	2.45	3.37
West Berkshire	0.00	0.06	0.06
West Midlands	0.00	0.06	0.06

# Occupational Health & Safety

## 2024 Commitment:

In FY24, enhance the effectiveness of safety training programs by making the competency tests more rigorous. Aim to reduce incidents related to manual handling by 2%.

### Outcome:

Competency tests more rigorous Incidents related to manual handling increased by 21% (target: -2%)

## 2025 Commitment:

Establish systems to consistently track our Health & Safety Audit Compliance Rate, ensuring all audited sites meet JR standards by FY26. Increase near-miss reporting by 10% as of the end of FY25 to strengthen early risk detection and proactive hazard control.

At JR&Co, promoting a safe and healthy working environment is included into every aspect of how we operate. We maintain a comprehensive **Occupational Health and Safety (OHS) management system**, designed not only to meet but to exceed legal requirements. This system is fully aligned with **ISO 45001** standards and is subject to annual external audits, ensuring its ongoing rigour and relevance. Alongside our ISO certification, our accreditations with **CHAS** and **SafeContractor** further reflect our commitment to maintaining the highest health and safety standards across the business.

These certifications help ensure that safety practices are consistently applied and continuously improved throughout the company. Our OHS framework covers **all employees**, whether full-time, part-time, temporary, or remote, as well as **non-employee workers under JR&Co's control**, including subcontractors and third-party service providers. From client sites and mobile teams to administrative staff at Head Office, our system is designed to be inclusive, practical, and responsive to the unique risks of each work environment.

To maintain alignment across such a diverse workforce, we expect all subcontractors and partners to adhere to safety standards equivalent to those applied internally. This unified approach strengthens our culture of shared responsibility and accountability, regardless of job role or location.

JR&Co acknowledges that occupational health and safety risks can arise not only through our own operations but also through our business relationships. This includes subcontractors and third-party service providers working on our behalf.

As part of contract onboarding, all subcontractors undergo health and safety induction and compliance verification. For example, in 2024, a subcontractor's employee, became trapped while collecting third-floor washrooms bins at a client site due to a faulty door release button. The client's team investigated and repaired the fault. They also confirmed that in such cases, workers can use the fire exit or activate the emergency break-glass.

# Occupational Health & Safety

In response, JR&Co updated client site briefings to ensure all direct and indirect staff are aware of local emergency exits and procedures in case of emergency, ensuring OHS controls universally, regardless of direct employment.

**Health and safety leadership is driven from the top.** The **Managing Director** assumes overall responsibility for OHS, supported by senior managers across operations, HR, customer service, finance, and sustainability. All line managers have completed **IOSH training**, equipping them with the knowledge required to manage risk effectively within their teams. Oversight and expert guidance are also provided by our **independent Health & Safety consultant, who supports compliance**, training, policy development, and audits.

To ensure transparency and responsiveness, we hold monthly **Health & Safety management meetings** attended by key members of the leadership team and our external consultant. These meetings are a structured forum for reviewing internal and external audit outcomes, analysing incidents, evaluating training programmes, and addressing feedback raised by employees. The insights gained help us identify trends, implement corrective actions, and refine procedures in a timely and collaborative way.

## Risk Assessment and Incident Investigation

At JR&Co, the assessment and management of workplace risks is an integral part of our operational and safety culture. Prior to the start of any new contract, a visit is carried out by our Mobilisation and Project Manager to evaluate the specific tasks required and identify potential health and safety hazards associated with the site. This initial assessment forms the basis for our tailored **Risk Assessment and Method Statements (RAMS) and COSHH documentation**, which are then, if needed, compiled into a site-specific file.

In 2024, we strengthened this process by introducing a digital system that ensures immediate and consistent access to site documentation across our entire portfolio. Each location is now equipped with a **QR code-linked site file**, providing instant access to the most up-to-date documents via mobile devices. To further improve accessibility, the same QR code is also printed on every employee's lanyard, allowing team members to retrieve key information at any time, wherever they are working. This innovation enables real-time updates and guarantees that all sites are operating with the latest versions of our policies and procedures, without delays, printing errors, or version inconsistencies.

# Occupational Health & Safety

This improvement in documentation and accessibility was recognised externally: **JR&Co was awarded a Silver Green Apple Award for Waste Management** in 2024, highlighting our continued commitment to sustainability and responsible operational practices.

Our approach to risk management goes beyond documentation. We engage in both routine and non-routine hazard identification, led by our operational managers and external Health & Safety consultant. This independent expert not only conducts on-site audits and creates risk assessments but also develops targeted training aligned with the specific activities of our workforce.

**Incident reporting and investigation are conducted through a structured, online process.** All site-based workers are required to report accidents, near misses, and unsafe conditions directly to their manager. These reports are submitted through an online incident form, completed collaboratively with the involved employee. Based on severity, further investigation may be conducted by the divisional director, supported by Head Office personnel and the external H&S consultant.

**All significant incidents, including RIDDOR-reportable cases, time-lost injuries, or public incidents, trigger in-depth reviews,** ensuring that the causes are understood and that corrective and preventive actions are identified. These actions are overseen and approved during regular H&S management meetings, ensuring full alignment with our company-wide safety strategy.





# Occupational Health & Safety

## Incident Analysis

Health and safety remains central to JR&Co operational integrity. With over 1,100 employees working across a wide portfolio of client sites, many operating alone, during non-standard hours, or in physically demanding conditions, risk awareness and prevention must be part of daily routines. In 2024, although the number of reported incidents increased significantly, this also reflected advances in transparency, reporting accuracy, and the company's ability to track and respond to emerging patterns with greater speed and insight.

JR&Co recorded **96 health and safety events** in 2024, representing a **65.5% increase** compared to the previous year. This included **46 accidents** (up 53%), **37 other reportable incidents** (up 61%), and **12 near misses**, a 160% increase that suggests greater hazard awareness and willingness to report among site-based teams.

Beyond the rise in reporting, the operational and human impacts were significant. A total of **183 working days were lost** due to incident-related absences, nearly **tripling** the figure recorded in 2023, illustrating the broader implications of workplace incidents, especially in roles that involve physical demands, time pressure, or lone working.

Year	Accident	Incident	Near Miss	Total
2022	17	7	2	26
2023	30	23	5	58
2024	46	37	13	96

These trends should be viewed through two contexts: firstly, the nature of our work, physically active, mobile, and dispersed, and secondly, the continued improvement of our internal reporting processes. Since the launch of the digital incident reporting platform in 2022, visibility into frontline risks has greatly improved, allowing for faster and easier reporting and investigations.

While overall incident numbers increased, it is significant that **no fatalities, specified injuries, dangerous occurrences, gas incidents, or occupational diseases** were recorded in 2024. Nevertheless, the upward trajectory in both incident frequency and time-lost injuries confirms that exposure to risk remains considerable, particularly in areas involving equipment handling, manual labour, and physically strenuous tasks.

JR&Co benchmarks its safety performance using standardised injury rates per million hours worked. In 2024, the **recordable injury rate rose to 38.55**, doubling the previous year's rate and more than tripling that of 2022. The number of **high-consequence injuries reportable under RIDDOR** also rose to **seven cases**, compared to three in 2023 and none in 2022, bringing the corresponding rate to **0.63 per million hours worked**.

The increase in rates is partly influenced by the reduction in total hours worked, down by approximately 19% compared to 2022, which naturally increases the proportional impact of each incident. However, this does not diminish the seriousness of the trend. The data points to a clear rise in both the frequency and severity of workplace injuries, reinforcing the need for targeted, preventive measures.

When health and safety incidents occur, JR&Co ensures that remediation goes beyond incident resolution. For higher-consequence incidents (e.g., RIDDOR reportable), corrective actions may include retraining, tasks reassigned, or procedural changes. All remediation actions are tracked in our digital incident log and reviewed in monthly Health & Safety meetings to assess their effectiveness and prevent recurrence.

# Occupational Health & Safety

## Causes of Incidents: Key Risk Areas

An in-depth review of 2024 incident data shows that the majority of cases were linked to recurring risks. The three most frequently reported categories, **slips, trips and falls (25%)**, **equipment-related incidents (23%)**, and **manual handling (21%)**, together account for nearly **three-quarters of all incidents**. These are consistent with the physical and repetitive nature of cleaning work, often carried out under time constraints and in varied environments. The increase in reported manual handling incidents can also be attributed to the introduction of a new reporting system by end of 2022, which led to improved awareness and a rise in incident reporting during the year that still affected 2024 data.

Year	Incident Cause	Incident Cause %	YoY Change %
2024	Slips/Trips & Falls	25	85
	Equipment	23	-12
	Manual Handling	21	82
	Driving	11	1000
	Illness	6	20
	COSHH	5	0
	Fire / Security	4	33
	Other	2	0
	Subcontractor	2	0

The sharp rise in **slip/trip-related incidents** and **manual handling injuries** emphasizes the need for ongoing training, site hazard audits, and clear safe working protocols. Although **equipment-related incidents** saw a slight decline, they remain a substantial portion of total cases and require sustained focus on equipment maintenance and user training.

A sharp rise in **driving-related incidents**, now representing **11% of total cases**, must also be mentioned. This category saw a **1,000% increase**, largely due to the fact that such events were not systematically recorded before. Now that vehicle-related risks are being captured, JR&Co will undertake a full review of mobile working practices to assess driver, and strengthen risk controls for employees driving a car.

Together, these findings highlight that while improvements in awareness and reporting are evident, the root causes of incidents remain largely consistent. Targeted interventions in training, site audits, and safety culture will be essential to reversing these trends in the year ahead.

# Occupational Health & Safety

## Outcomes: How Our People Are Affected

The most common injury outcomes continue to reflect the repetitive, hands-on nature of operational roles. **Cuts and bruises (28%) and sprains, strains, and fractures (27%)** made up the majority of cases, both associated with handling equipment, lifting, bending, and movement in tight or cluttered spaces.

Year	Incident Outcome or Potential	Incident Outcome or Potential %
2024	Cuts/Bruises	28
	Sprains/Strains/Breaks	27
	Property Damage / Financial Costs	26
	Illness	11
	Distress	5
	Burns	2

**Musculoskeletal injuries** remain an area of concern, even with manual handling training in place. These injuries, often linked to repetitive movements or physical strain, suggest that greater emphasis may be needed on **reinforcing training awareness** and ensuring **consistent on-site supervision**. Without proper attention, such injuries can lead to fatigue, reduced performance, and increased absence.

The inclusion of **illness and psychological distress** in the reporting process, accounting for 16% of total cases combined, is a positive sign that employees are beginning to recognise and report less visible, but equally serious, health issues. This reflects growing awareness of **psychosocial risks**, such as isolation, time pressure, and emotional fatigue, especially among lone workers or those managing demanding schedules.

Additionally, while **property damage and financial costs** (26%) do not result in direct injury, they often point to underlying safety risks, such as misuse of equipment, or procedural oversights, that can eventually lead to harm if not addressed.

Together, these outcomes reinforce the need for a **holistic approach to health and safety**, one that goes beyond physical injury prevention to include mental health support, fatigue management, and stronger communication between client site based colleagues and head office. As JR&Co continues to evolve its safety systems, ensuring that all types of harm; physical, emotional, and economic; are taken seriously will be essential to building a safer and more resilient workforce.

JR&Co monitors a range of indicators to assess the effectiveness of our occupational health and safety measures. We track and report on all health and safety events, including:

- Type of event: accident, incident, or near miss
- Cause of incident: e.g. slips, manual handling, equipment, COSHH
- Outcome or potential outcome: such as injury type, illness, distress, or property damage
- Fatalities, dangerous occurrences, gas incidents, or occupational diseases.
- Recordable Injury Rate (RIR): 38.55 per million hours worked in 2024
- Lost Time Incident Rate (LTIR): 0.63 per million hours worked

# Occupational Health & Safety

We are working toward consistently tracking our H&S Audit Compliance Rate, ensuring that all audited sites meet minimum health and safety standards. In parallel, we aim to track and achieve full H&S training coverage across all employees on specific safety topics by the end of 2026.

## Health and Safety Training and Worker Participation

At JR&Co, ensuring that all workers are equipped to carry out their duties safely is fundamental for our health and safety strategy. We provide **comprehensive occupational health and safety training** to everyone under our operational control, including permanent staff, temporary workers, and subcontracted personnel, so that safety awareness becomes part of our daily culture.

Our training programme is designed to address both **general principles of workplace safety** and the **specific risks associated with cleaning and site-based activities**. Topics range from hazard identification and risk assessment to the safe handling of substances and equipment. Content is developed in collaboration with our **external Health & Safety consultant**, whose technical expertise ensures that the training reflects current legislation, best practices, and the realities of our work environments.

Training is delivered **online**, free of charge and during **paid working hours**, to ensure that all employees, regardless of role, schedule, or location, can participate without barriers. For those requiring additional support, such as **language translation or digital access assistance**, managers are responsible for facilitating inclusive participation, making sure that no one is excluded from vital training due to communication or technology gaps.

All staff, whether full-time, part-time, or temporary, receive mandatory training as part of both **onboarding and continuous professional development**. Participation is required, and workers are fully compensated for the time spent completing training modules. Additional training needs are identified particularly following an incident, a role change, or a new task being introduced, to ensure that our workforce remains informed and equipped as conditions evolve.

Beyond training, **worker engagement** plays a central role in how we manage and improve health and safety. While JR&Co does not operate a formal joint management, worker health and safety committee, we have implemented a **monthly Health & Safety meeting** structure that ensures direct and meaningful employee input. These meetings are attended quarterly by senior leaders across departments, including Operations, HR, Customer Services, Finance, and Sustainability, as well as our external consultant.

Workers are encouraged to raise health and safety concerns, suggestions, or observations with any member of the H&S meeting group, who can bring the matter forward for review. This open approach ensures that concerns can be voiced freely and without fear of reprisal. In addition, any worker who believes they are in an unsafe situation has the **right to stop work or remove themselves with no risk of negative consequences** for exercising this right.

The monthly meetings serve as the platform for reviewing all training, incident, and audit data. **Decision-making authority lies with the H&S responsible**, allowing for timely actions and responsive improvements. This structure supports our aim of **continuous improvement** and ensures that safety is never static but evolves in line with feedback, data, and frontline experience.

# Occupational Health & Safety

## Promoting Health and Wellbeing

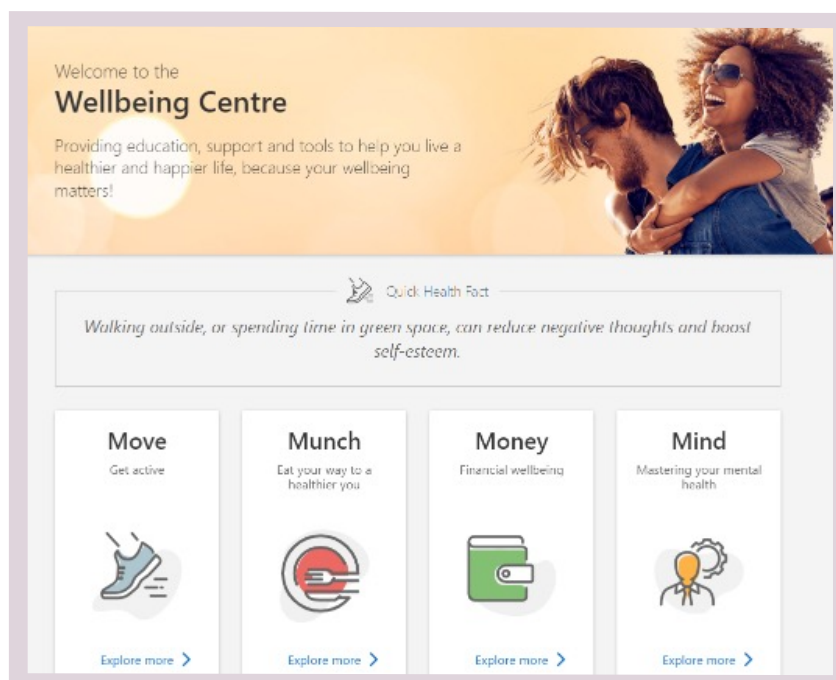
At JR&Co, we understand that supporting employee wellbeing goes beyond managing occupational risks, it also means creating the conditions for our people to live healthier, more balanced lives. While we do not provide access to non-occupational healthcare services, we actively promote health and wellbeing through a variety of voluntary initiatives aimed at encouraging positive lifestyle choices and reducing non-work-related health risks.

Our approach is delivered through the **Just Rewards platform**, which combines employee communications, wellbeing content, and access to practical support services. This includes a dedicated **Employee Assistance Programme (EAP)** and a **Wellbeing Hub**, where employees can find resources on mental health, financial wellbeing, nutrition, and physical activity. All materials are available in **English, Spanish, and Portuguese**, ensuring accessibility across our multilingual workforce.

Through Just Rewards, employees can explore a wide range of wellbeing tools, from healthy recipes and fitness guidance to financial planning support. These resources are designed to support healthier habits at work and at home, addressing common risks such as poor nutrition, sedentary routines, and stress.

To reinforce mental health support within our workplace, JR&Co has trained a diverse group of employees as **Mental Health First Aiders**, certified by Mental Health First Aid England. This group includes colleagues from various departments and levels of seniority, helping to ensure that support is approachable and readily available across the business.

A key element of our wellbeing strategy is the **Employee Assistance Programme (EAP)**, delivered in partnership with Health Assured. This **confidential 24/7** service provides direct access to trained professionals who offer support with a wide range of personal and work-related issues. These include mental health concerns such as stress, anxiety, and depression, as well as relationship challenges, bereavement, substance dependency, and financial difficulties.





# Occupational Health & Safety

## The EAP includes:

- Immediate telephone support available **24/7, 365** days a year
- Access to up to six structured counselling sessions per issue, either by phone or online, subject to a clinical assessment
- Advice on medical, legal, and financial matters
- Support for lifestyle and wellbeing issues including diet, exercise, low self-esteem, and anger management
- Guidance for family and relationship matters, retirement planning, and domestic abuse
- This service is free of charge, anonymous, and available to all employees. It ensures that support is accessible when it is needed most, while promoting a culture of openness, care, and resilience.

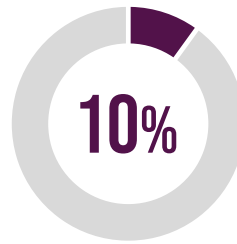
Combining **digital access, peer support, and professional services**, JR&Co fosters a working environment where health and wellbeing are supported **proactively, compassionately, and without stigma**, helping our people thrive both on and off the job.



# Occupational Health & Safety

## Health & Safety Summary Table

FY25 Commitment Track audit compliance and training coverage; ensure all sites meet standards by end of FY26.



Increase Near-Miss Reporting by 10% by FY25 Close.

Category	FY23	FY24	Change	Notes
2024 Commitment	Improve training via more rigorous competency tests; reduce manual handling incidents by 2%	⚠️ Competency tests improved; manual handling incidents rose by 21%	–	Target not met; incident increase despite training updates
Number of fatalities (work-related injury)	0	0	No change	No fatalities recorded
Fatality rate (work-related injury)	0	0	No change	–
High-consequence injuries (RIDDOR)	3	7	+4 cases	Sharp increase due to better reporting
Rate of high-consequence injuries	0.22	0.63	+0.41	–
Recordable work-related injuries	26	43	+17 injuries (+65.4%)	Linked to better reporting and incident visibility
Recordable injury rate	18.89	38.55	+19.66	Reflects revised reporting standards
Work-related ill health (cases)	0	0	No change	–
Fatalities from ill health	0	0	No change	–
Total hours worked	1,376,432	1,115,290	-261,142 hours (-19%)	–

# Charity & Volunteer Work

## 2024 Commitment:

Contribute 120 social impact hours, 160 environmental volunteer hours, and donate 1% of profit to social and environmental causes.

### Outcome:

Commitment met for profit donation. 120 social hours a year, 160 environmental volunteer.

## 2025 Commitment:

Contribute 200 social impact hours and 200 environmental volunteer hours, a 80% increase in total volunteer hours, and maintain the 1% profit donation to social and environmental causes.

Donations: 1.90% of profit

## Giving Back in 2024

At JR&Co, in 2024, we continued to support a diverse group of charitable organisations, reflecting both our company values and the causes that matter to our employees, clients, and partners. From addressing urgent global challenges to uplifting local communities, our contributions aimed to create meaningful and lasting impact.

Last year's donations were directed to a wide range of initiatives spanning education, health, social justice, and environmental sustainability. Whether through company-led giving or employee-driven fundraising efforts, we were proud to play a small part in supporting the essential work carried out by these organisations. The total value donated represents 1.90% of our annual profit, an increase of 0.86% from previous year, and a reflection of our belief that commercial success should be accompanied by active and intentional giving.



# Charity & Volunteer Work

## Our 2024 contributions included support for:

- **WaterAid** – Providing clean water, decent toilets, and good hygiene to communities around the world.
- **Crown & Manor** – Supporting a youth club in Hackney, North London, that offers recreational and educational programmes for young men.
- **St. Vincent de Paul Society** – Supporting individuals facing poverty in England, Wales, and abroad by offering practical help at any stage before, during, or after a crisis.
- **Battersea Dogs & Cats Home** – Caring for and rehoming lost and abandoned animals while promoting responsible pet ownership.
- **British Heart Foundation** – Funding research and support services to fight cardiovascular diseases.
- **Cricket Green School** – A specialist school for children and young people with diverse learning needs. In 2024, we contributed to their fundraising efforts to help purchase two new pieces of equipment for the Primary playground.
- **Leukaemia Care** – Offering emotional and practical support to anyone affected by leukaemia and related blood cancers.
- **Institute of Cancer Research** – Leading innovative cancer research to improve diagnosis, treatment, and survival outcomes worldwide.
- **Hatfield Primary School** – A local school fostering inclusive education and community engagement among young learners.
- **Endometriosis UK** – Providing support, awareness, and advocacy for individuals affected by endometriosis.
- **The Felix Project** – Rescuing surplus food and redistributing it to charities, schools, and people in need across London.
- **The London Legal Support Trust** – Funding free legal advice services to ensure access to justice for those unable to afford representation, particularly during times of financial hardship.



# Charity & Volunteer Work



## 247h

### Volunteer Work Hours

This increase in volunteer engagement reflects a growing commitment across JR&Co to act on our values and contribute time, not just funds, to causes that matter. By dividing efforts into social and environmental categories, we are better able to track impact, align with our sustainability goals, and encourage employees to support initiatives that resonate with them personally. Among these, our partnership with The Felix Project stands out as a meaningful example of how volunteering and financial support can work hand in hand to drive real change.

**Total volunteer  
hours increased  
by 109.9%**

The significant rise in volunteer hours, from **117.69 total hours in 2023** to **247 total hours in 2024**, represents a **109.9% increase**, highlighting a deepening organisational commitment to hands-on community engagement. This growth reflects not only greater participation across teams but also a clearer structure, with hours now categorised into **Social (200h)** and **Environmental (213.5h)** contributions. A substantial portion of these hours were logged through activities with **The Felix Project**, whose work redistributing surplus food to people in need spans both social and environmental impact. As such, the overlap between categories highlights the multifaceted value of certain initiatives and the interconnected nature of our commitments. These results affirm JR&Co's strategy to embed volunteering into its culture, supporting personal involvement alongside corporate giving.





# Charity & Volunteer Work



THE  
FELIX  
PROJECT

GOOD FOOD FOR GOOD CAUSES

At Julius Rutherfoord & Co. (JR&Co), we are dedicated to making a meaningful impact on both the environment and the communities we serve. In 2024, we strengthened this commitment by partnering with The Felix Project, a London-based charity dedicated to tackling food waste and hunger. This collaboration aligns with our core values, reinforcing our dedication to environmental sustainability and social responsibility. Through financial contributions and hands-on volunteering, we have actively supported food rescue and redistribution efforts throughout the year.

## The Felix Project: A Mission to Reduce Food Waste and Hunger

The Felix Project operates on a simple yet powerful belief: good food should never go to waste, and no one should go hungry. The charity rescues surplus food from supermarkets, wholesalers, and food manufacturers, redistributing it to those in need across London. Beyond addressing food insecurity, The Felix Project also helps mitigate food waste, an escalating environmental concern.

Founded in 2015 by Justin Byam Shaw in memory of his son, Felix, the charity carries forward Felix's spirit of empathy and compassion. A central moment for Justin was Felix's concern over children going hungry at a football tournament, a sentiment that inspired the foundation of The Felix Project. Today, the charity honours Felix's legacy by ensuring that surplus food reaches those who need it most.

## Julius Rutherfoord & Co.'s Support and Contributions

JR&Co's support for The Felix Project in 2024 highlights our commitment to addressing food insecurity and reducing waste through practical, community-driven solutions. Contributing 0.39% of our annual profit, we helped fund essential operations such as food recovery, preparation, and redistribution across London. But our involvement went beyond financial support, employees across JR&Co dedicated their time to volunteering in warehouses, kitchens, and food collection initiatives. This combination of monetary contributions and hands-on participation reflects our belief that meaningful change happens when business success is shared and channelled into sustainable, social and environmental impactful action.

# Charity & Volunteer Work

## The Felix Project Volunteer Activities and Initiatives

- 1. Warehouse Assistance** JR&Co employees have volunteered as warehouse assistants, sorting surplus food and preparing deliveries for community organisations. Their efforts have helped ensure the efficient redistribution of food to those who need it most.
- 2. Felix's Kitchen** Volunteers from JR&Co have also contributed at Felix's Kitchen in Poplar, where they helped prepare food and package nutritious, ready-made meals using surplus food. These meals were then distributed to charities, schools, and community organisations across London, providing essential food relief.
- 3. Apple Picking Initiative** As part of The Felix Project's efforts to rescue surplus organic fruit, JR&Co volunteers took part in apple picking. Generous farmers donated their orchards, and volunteers helped harvest organic apples, ensuring that the produce was distributed to communities in need. This initiative not only provided fresh fruit to those experiencing food insecurity but also supported sustainable farming practices.
- 4. Santa Stairs Climb Charity Challenge** In December 2024, JR&Co participated in the Santa Stairs Climb at Canary Wharf's One Canada Square. Four of our employees took on the challenge of climbing 1,031 steps across 48 floors, raising **£1,398** through social media efforts. The funds raised supported The Felix Project's mission to rescue and redistribute meals across London.

**33,300 meals<sup>2</sup>  
donated to  
Londoners in  
2024**

Through our collective efforts in the previously mentioned volunteer activities and initiatives for 2024, our JR&Co volunteers helped create and distribute **33,300 meals** to Londoners in need, an achievement that JR&Co is immensely proud of. We will continue to encourage our employees to foster this spirit of generosity, teamwork, and social and environmental responsibility.

<sup>2</sup>According to Felix every hour of time donated equates to 200 meals for Londoners.



# Charity & Volunteer Work

## Community Engagement and Volunteering

Our volunteer efforts extend beyond The Felix Project. At JR&Co, we remain dedicated to causes that reflect our values of compassion, inclusion, and social impact. Throughout the year, we actively encouraged and supported employee involvement in a variety of fundraising events and hands-on initiatives, deepening our connection with the communities around us. The examples below highlight some of the ways our team got involved.

### Race for Life

Eleven JR&Co employees participated in Cancer Research UK's Race for Life, the nation's leading fundraising campaign for cancer research. Together, they raised £1,037.50 through social media efforts, joining thousands across the country in supporting life-saving scientific progress. This initiative demonstrated not only our commitment to health-related causes, but also the strength of our team spirit as colleagues united around a common purpose.



### London Legal Support Trust (LLST)

We continued our long-standing support for the London Legal Support Trust, a charity that ensures access to justice for individuals who cannot afford legal representation. By funding free legal advice agencies, LLST helps people facing issues such as homelessness, domestic violence, debt, and discrimination. JR&Co contributed 0.12% of our annual profit to help sustain these vital services across London and the South East.



### Litter Picking & Beach Clean Events

As part of our ongoing environmental commitment, JR&Co once again participated in Wandsworth Borough's No Litter Pledge, a local initiative under the broader My Wandsworth campaign. Since 2022, our Head Office team has taken part in monthly street clean-ups, weather permitting, collecting litter around our office to help maintain a cleaner, more welcoming and sustainable neighbourhood.



We also took part in our first-ever beach clean along the Thames, invited by one of our subcontractors. This initiative resulted in the collection of **15kg of waste**, reinforcing our hands-on commitment to reducing pollution and caring for shared public spaces.














# Sustainability Summary Table













	GRI Disclosure	Topic	KPI/Indicator	Performance Summary	2024 Target Status	2025 Target	SDG
Commuting & Transport	--	Commuting	Total commuting emissions; survey response rate	2024 survey conducted with 54.55% HO and 9.86% site response rates. Total travel distance equivalent to 99 Earth orbits. Improved participation required for 2025.	● No specific target; performance reported	7% reduction in commuting	13 CLIMATE ACTION
Commuting & Transport	--	Fleet electrification	% of fleet electrified; fuel type breakdown	95% electrification achieved in FY23 and maintained in FY24. Diesel and petrol reduced significantly; electricity rose to be 57.8% of fleet energy use.	● Ongoing/On track	Achieve 100% fleet electrification	7 AFFORDABLE AND CLEAN ENERGY 13 CLIMATE ACTION
Commuting & Transport	--	Private Mileage	Private mileage energy use by fuel type	Slight increase (+2.29%) in MJ. Major drop in PHEV use (-90%); diesel appeared for first time and now represents 25.89% of private mileage energy use.	● No specific target; performance reported	Continue monitoring and reporting performance	13 CLIMATE ACTION
Energy	GRI 302-1	Energy Supply to HO	% of energy from renewable sources	Increased from 53.61% in FY23 to 100% in FY24	● Target met	Maintain 100% renewable electricity via REGO-certified supply	7 AFFORDABLE AND CLEAN ENERGY
Energy	GRI 302-4	Energy Consumption	% reduction in electricity use	Reduced by 20.05% in FY24 (target was 2%)	● Target met	4% reduction in electricity use	7 AFFORDABLE AND CLEAN ENERGY
Energy	GRI 302-1	Self-Generated Solar Energy	% of electricity demand covered by solar	7.84% of HO demand met by solar; 50% exported	● No specific target; performance reported	No specific target; performance reported	7 AFFORDABLE AND CLEAN ENERGY
Energy	GRI 302-1	EV Charging	% of electricity used for EV charging	27.94% of electricity used for EVs in FY24	● No specific target; monitor EV charging as fleet expands	No specific target; monitor EV charging as fleet expands	11 AFFORDABLE AND CLEAN ENERGY 13 CLIMATE ACTION
Energy	GRI 302-1	Solar Generation Trend	Solar energy generated (GJ)	Decreased by 17.03% due to lower sunlight hours	● No specific target; decrease explained by weather	No specific target; decrease explained by weather	7 AFFORDABLE AND CLEAN ENERGY
Waste	GRI 306-4	Waste Recycling	% of waste recycled	Reached 62.37% (target: 70%)	● Target not reached	Achieve 70% recycling rate	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Waste	GRI 306-2	Anaerobic Digestion	% of waste to anaerobic digestion	Decreased by 33.8% (from 3.2t to 2.1t)	● No specific target; performance reported	Continue monitoring and reporting performance	12 RESPONSIBLE CONSUMPTION AND PRODUCTION

# Sustainability Summary Table










	GRI Disclosure	Topic	KPI/Indicator	Performance Summary	2024 Target Status	2025 Target	SDG
Waste	GRI 306-5	Energy-from-Waste	% of waste to energy	37.63% of waste treated via energy recovery; Decreased 56.5% (from 8.5t to 3.7t)	● No specific target; managed as last resort	Set up targets to reduce % waste to energy	
Waste	GRI 306-2	Hazardous waste recycled	% of hazardous waste recycled	Increased 3033%(from 0.03t to 0.91t)	● No target defined	Continue monitoring and reporting performance	
Waste	GRI 306-3	Waste Volume	Total waste (tonnes)	Decreased 44.2% (from 24.56t to 10.81t)	● No target defined	Continue reducing total waste generation	
Waste	GRI 306-2	Circular Cleaning OdorBac	Plastic saved (kg)	296 kg saved; return rate increased to 48.25% (from 1747 to 1848 returned containers)	● Return rate increased; savings improved	<b>Increase container return rate to 55% by end FY26;</b> track usage data	
Waste	GRI 306-1	Paper Reduction	% reduction in paper use	Reduced by 75.6%	● No target defined	Maintain reduction and use 100% recycled paper	
Emissions	--	Total Scopes	Total emissions reduction (%)	2% reduction on total emissions (target of 5%)	● Target not reached	<b>Reduce carbon footprint by 7.14%</b>	
Emissions	--	Maintain Carbon Neutral status	Total emissions offset	Carbon Neutral for third consecutive year	● Target met	<b>Maintain Carbon Neutral status</b>	
Emissions	GRI 305-1	Scope 1 Emissions	Fleet emissions (tCO <sub>2</sub> e)	Reduced by 60.4% due to 95% fleet electrification	● No specific target; 95% electrified	Reach 100% fleet electrification	
Emissions	GRI 305-2	Scope 2 Emissions	Emissions from purchased electricity	Scope 2 emissions reduced by 22.63%	● No specific target;	4% reduction; Reduce Scope 2	
Emissions	GRI 305-3	Staff Commuting (Scope 3)	Emissions from commuting (tCO <sub>2</sub> e)	Increased by 4.7%; now 72% of Scope 3 emissions	● No specific target; performance reported	Reduce commuting emissions by 7%	



# Sustainability Summary Table

	GRI Disclosure	Topic	KPI/Indicator	Performance Summary	2024 Target Status	2025 Target	SDG
Emissions	GRI 305-3	Private Mileage (Scope 3)	Private vehicle energy use (MJ)	Increased by 2.29%; diesel use introduced	● No specific target; performance reported	No specific target; monitor private mileage	
Emissions	--	SBTi – Near-term targets	Qualitative commitment	Commitment made to set SBTi targets	● Ongoing/On track	<b>Establish and publish near-term targets</b>	
Emissions	--	SBTi – Long-term targets	Qualitative commitment	Commitment made to set SBTi targets	● Ongoing/On track	<b>Establish and publish long-term targets</b>	
Workers/ Employees	--	Employee Data Analysis & Action	Workforce trends and initiatives	Employee data system under build in FY24; trends and priority areas to be identified via year-on-year analysis	● No specific target; commitment made	Begin year-on-year analysis of employee data to identify trends and shape targeted actions to improve satisfaction, recognition, and retention	 
Workers/ Employees	--	Workforce Diversity	% of BAME employees; top ethnicities	95.3% of workforce from minority ethnic backgrounds; 79% identify as BAME; top groups: Black-African (35.87%), Hispanic (18.13%), White-Other (15.98%)	● No specific target; performance reported	Analyse representation across job levels	 
Workers/ Employees	--	Turnover and Tenure	% turnover; tenure distribution	Overall turnover: 41.1% (below industry average); 68.3% of workforce has <4 years of service; 19.3% have 5–15 years	● No specific target; performance reported	Strengthen retention through JRCP and local leadership	
Workers/ Employees	--	Employee Benefits & Wellbeing	Use of EAP; MHFA coverage	All employees have access to EAP and Just Rewards; trained MHFA staff across departments; 24/7 support services in place	● No specific target; performance reported	Expand wellbeing engagement via Just Rewards	
Workers/ Employees	--	Career Pathway (JRCP)	Access to training; % promoted internally	JRCP supports all roles with defined skill and development plans; training includes BICSc and WorldHost; career path clearly structured	● No specific target; performance reported	Continue expanding JRCP access and usage	
Workers/ Employees	--	Parental and Flexible Work	Availability of flexible work; gender ratio	76.5% of employees are part-time; flexible model supports operational demands; gender-balanced workforce	● No specific target; performance reported	Maintain flexibility and monitor gender balance	 

# Sustainability Summary Table

	GRI Disclosure	Topic	KPI/Indicator	Performance Summary	2024 Target Status	2025 Target	SDG
Workers/ Employees	--	Gender Pay and Bonus Gap	Mean and median pay/bonus gaps	Mean pay gap: 5.0%, median: 1.8%; mean bonus gap: 38.9%, median: 36.0%; bonus linked to role type more than performance	● No specific target; performance reported		
Occupational Health & Safety	GRI 403-2	Occupational Health & Safety	TRIR (Total Recordable Incident Rate)	TRIR increased to 38.55 in 2024 due to better reporting; no fatalities; 7 RIDDOR injuries recorded	● Target not reached	<b>Increase near-miss reporting by 10%; track audit compliance rate and ensure all sites meet JR standards by FY26.</b>	
Occupational Health & Safety	GRI 403-1	H&S Training & Worker Participation	% of workforce trained; monthly H&S meeting structure	All staff receive paid H&S training; multilingual and accessible delivery; monthly H&S meetings include worker input and external expert participation	● Target met	Maintain full coverage and formalise worker participation model	
Occupational Health & Safety	GRI 403-9	Work-Related Injury/Illness	Injury type and rate; hours lost	183 working days lost; 96 total H&S events reported (up 65.5%); zero fatalities; RIDDOR rate: 0.63 per million hours worked	● No specific target; performance reported	Reduce recordable injuries and manual handling incidents	
Charity & Volunteer work	--	Community Engagement	# of projects funded; community involvement	12 community projects supported; multiple volunteer events incl. Race for Life, LLST, and Wandsworth Clean-Up	● No specific target; performance reported	Expand project impact and team participation	
Charity & Volunteer work	--	Profit Donation	% of profit donated	<b>Donated 1.90% of profit (target was 1%);</b> supported 12 charities including The Felix Project, Cancer Research, Endometriosis UK	● Target met	<b>Maintain 1% profit donation</b>	
Charity & Volunteer work	--	Volunteer Hours – Social	# of hours volunteered (social)	200 social hours contributed in 2024 (vs. 120 target); a 66.7% increase	● Target met	<b>Maintain or increase hours; target 200h</b>	
Charity & Volunteer work	--	Volunteer Hours – Environmental	# of hours volunteered (environmental)	213.5 environmental hours contributed; includes beach clean, apple picking, and food redistribution	● Target met	<b>Maintain or increase hours; target 200h</b>	
Charity & Volunteer work	--	Total Volunteer Hours	Total hours; YoY % change	247 total hours in 2024; <b>109.9% increase over 2023</b> ; driven by The Felix Project and employee engagement	● Target met	<b>Achieve 80% increase</b>	

# Data

This year marks our second formal year of sustainability reporting. As part of improvements made in 2023, we changed our reporting cycle to align with the calendar and financial year (January to December), moving away from the previous April–March cycle. This alignment enhances consistency between financial and sustainability reporting, enabling more accurate comparisons and supporting future assurance processes.

We calculate greenhouse gas (GHG) emissions across Scopes 1, 2, and 3 with support from an external environmental consultancy. In 2023, we expanded the boundaries of our Scope 3 reporting by capturing emissions from employee commuting and supplier activity. These additions now enable us to account for 100% of GHG emissions associated with Julius Rutherfoord & Co.'s operations, including all relevant indirect emissions.

Our employee-related metrics are primarily derived from our human resources systems. Some data, such as employee gender related information and total headcount, are also verified via external finance reports. Additional environmental and operational data are drawn from internal systems, site audits, contractor submissions, and voluntary staff surveys.

We acknowledge that environmental and social datasets may not yet meet the same accuracy standards as financial data. Some reported figures, especially those that rely on third-party submissions or estimations, may contain inaccuracies or gaps. This is especially true for short-time reporting categories under GRI, where consistent historical data was not always maintained. Where this occurs, limitations are noted, and improvement measures are in place.

All performance data included in this report reflects activity and progress during the 2024 calendar year (FY24), with final updates validated by May 2025. Any significant revisions after this date will be transparently updated in the next reporting cycle.

We are committed to transparency and continuous improvement in our sustainability practices. For more information, please visit [www.juliusrutherfoord.co.uk](http://www.juliusrutherfoord.co.uk).





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

MANAGING DIRECTOR

*Chris Jarvis*

Certified



Corporation

## GET IN TOUCH



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a call with  
our team.

[www.juliusrutherfoord.co.uk](http://www.juliusrutherfoord.co.uk)  
020 7819 6700  
[info@juliusrutherfoord.co.uk](mailto:info@juliusrutherfoord.co.uk)

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