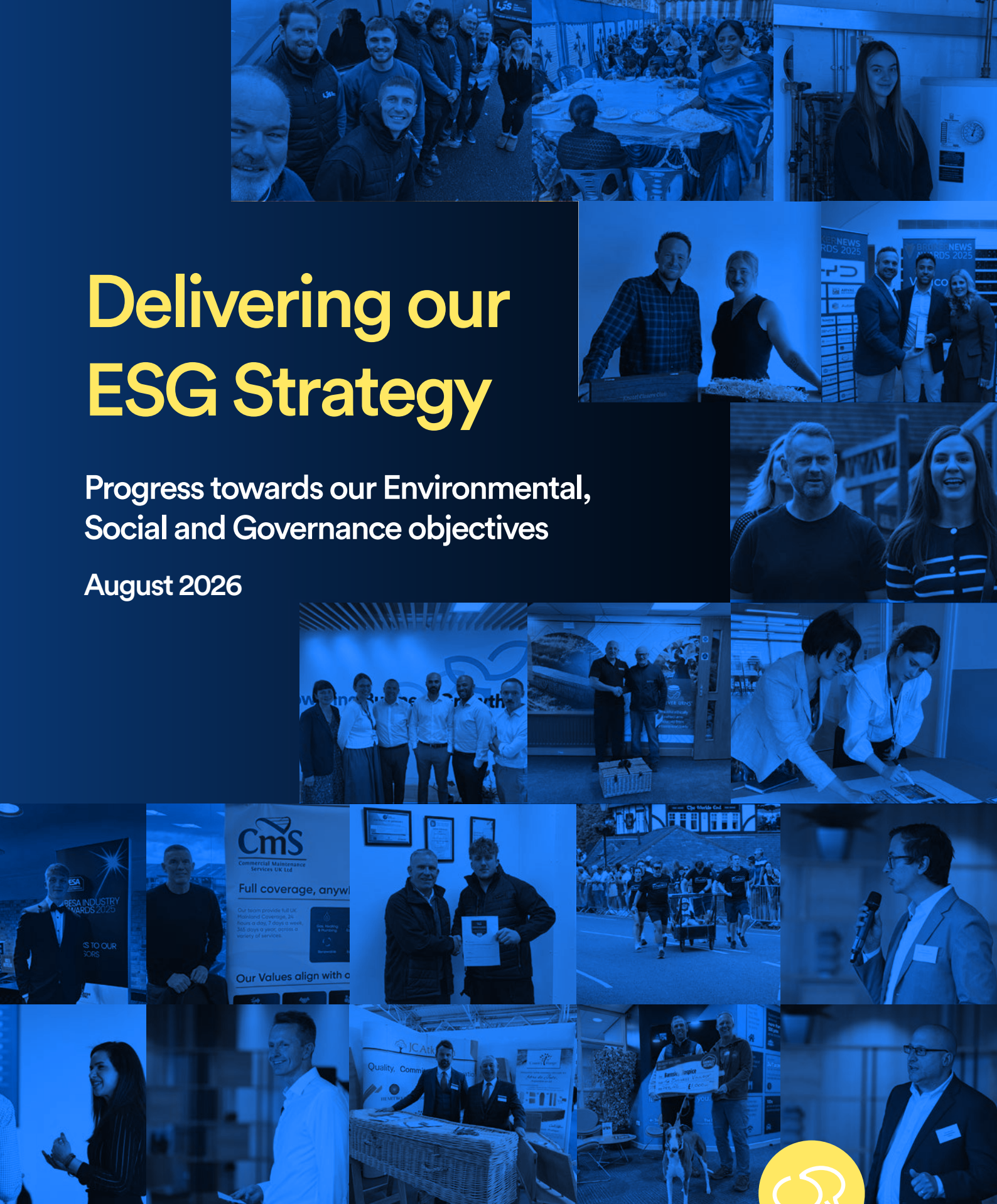


Delivering our ESG Strategy

Progress towards our Environmental, Social and Governance objectives

August 2026



Newable



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Supporting ambitious, high potential B2B companies

For more than four decades, Newable has evolved but its purpose has remained the same: to power business growth. Our redefined “Buy, Grow, Realise” strategy continues to guide how we support ambitious, high potential B2B companies across various sectors. What sets us apart is not only the capital we invest, but the deep expertise and access our teams bring to every business we invest in. When we connect people, capital, ideas and opportunities, growth follows.

This belief extends beyond commercial performance. We have always recognised that long term success is inseparable from responsible business. Over the last six years, we have helped our businesses strengthen their ESG impact, and today that commitment is more important than ever.

Our ESG Strategy sits at the heart of how we operate, anchored by three priorities that shape the decisions we make:

- Driving inclusive economic growth.
- Delivering sustainability for a better future.
- Operating transparently and responsibly.

This sixth ESG report reflects the progress made across the Newable Group and the steps we are taking to go further. The achievements highlighted here are the result of the dedication, expertise and passion of our people. Their work ensures that Newable continues to create a positive impact—commercially, socially and environmentally—while supporting the next generation of thriving UK businesses.

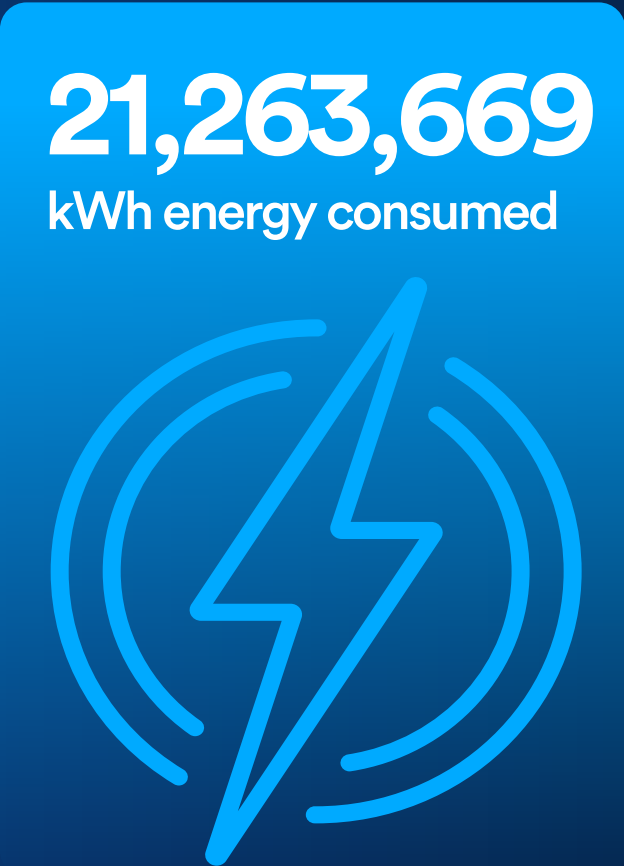
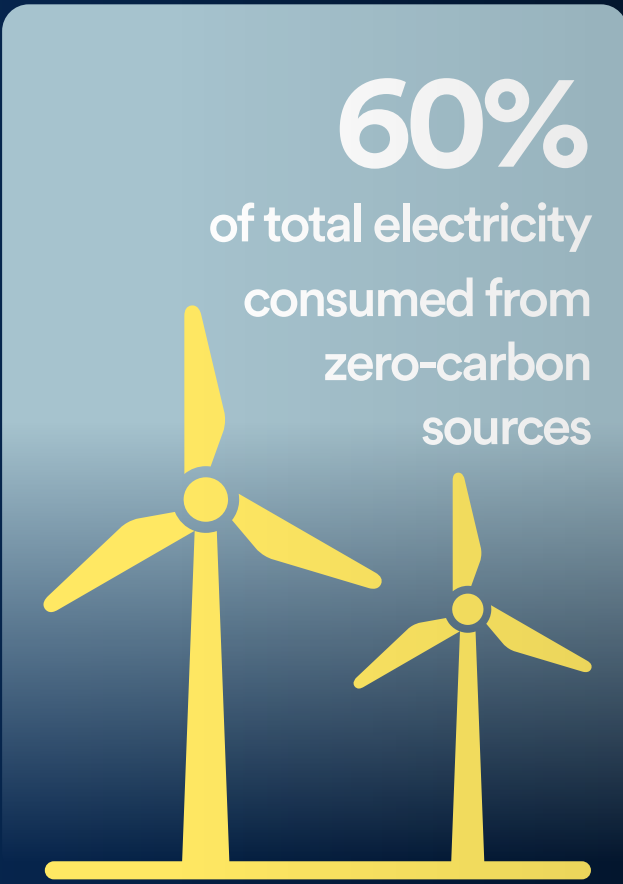
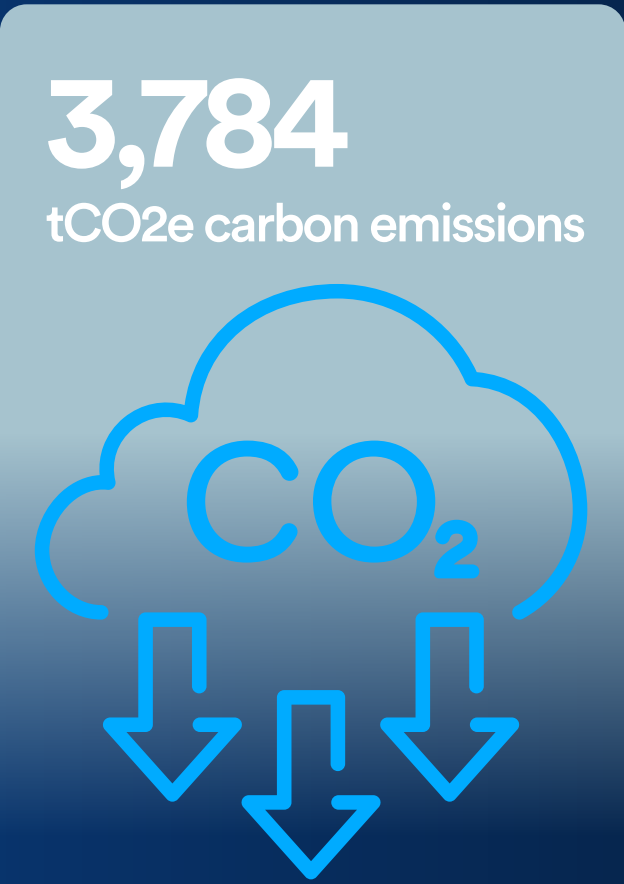
I am proud of what we have accomplished together, and even more excited about what lies ahead as we continue to build a better future for business.

To learn more about our commitments, visit newable.co.uk/our-commitment-to-esg or contact us at ESG@newable.co.uk.



Kind regards,
Chris Manson, Newable CEO

Highlights from FY2025-26



Delivering sustainable growth through responsible business

Newable’s 2026 ESG Report demonstrates continued progress in embedding Environmental, Social and Governance principles across the Group’s strategy, operations and investment approach. Aligned with its purpose of supporting high-potential UK businesses through its “Buy, Grow, Realise” model, Newable remains focused on inclusive economic growth, environmental responsibility and strong governance.

Progress is framed around Newable’s three ESG priorities: driving inclusive economic growth, delivering sustainability for a better future, and operating transparently and responsibly.

Performance during the year was strongest in social impact and governance, supported by practical environmental improvements across the portfolio. The principal challenge remains reducing emissions from fleet-intensive operations, which are central to the Group’s Net Zero pathway.

Environmental performance: building momentum towards Net Zero

Newable continued to advance its environmental agenda through energy efficiency, renewable electricity, resource optimisation and more sustainable business practices across the portfolio.

Transport remains the Group’s most material environmental challenge, accounting for 68% of

total carbon emissions and 57% of total energy consumption. CMS, LFS and JCA generate 96.5% of transport emissions, reflecting their operational profiles.

To address this, the Group has established Net Zero roadmaps to 2035, including a target to transition at least 20% of its fleet to zero-emission vehicles, supported by fleet optimisation, route planning, electrification and alternative fuel evaluation.

Social impact: driving inclusive growth and community value

Social impact remains a defining strength of Newable’s ESG performance, combining SME support, workforce development and community engagement to create measurable economic and social value.

Open London supported 117 SMEs, delivered 2,820 hours of business support and allocated £140,000 in grant funding. Newable Advice also provided decarbonisation support to 100 SMEs, helping them improve resilience and reduce environmental impact.

Investment in people remained central, with the CMS apprenticeship programme supporting 80 active apprentices, including 40 new recruits, while wider training initiatives strengthened capability and resilience across the Group.

Community value also expanded through initiatives such as the XCHG, which hosted 139 events, welcomed 7,476 participants and generated £45,000 of community and workspace value, alongside partnerships supporting safety, food security and biodiversity.

Governance: strengthening resilience, transparency and accountability

Governance remains a mature and well-developed pillar of Newable’s ESG framework, with continued strengthening of risk management, compliance, cyber security and supply chain oversight. Newable also demonstrated disciplined portfolio governance through the acquisition of Amulet Hotkey and the partial exit from ARC Building Solutions, supporting diversification, resilience and long-term value creation.

The Group implemented a Fraud Prevention Management Plan in line with the UK Economic Crime and Corporate Transparency Act, supported by fraud awareness training for more than

70 Senior Managers and enhanced controls, including segregation of duties and multi-factor authentication.

Cyber security capabilities continued to mature, with all businesses meeting or exceeding Microsoft Secure Score benchmarks. ISO 27001 was maintained, Cyber Essentials Plus was renewed across key entities and Cyber Essentials was achieved by other businesses.

Ethical supply chain management is underpinned by supplier due diligence, codes of conduct and audit programmes. Oasis Coffins continues to demonstrate leadership through World Fair Trade Organisation certification, supporting more than 300 employees and around 1,000 indirect beneficiaries.



ANGUS MACLENNAN,
GROUP CHAIR, NEWABLE



Environmental

Our commitment

To deliver sustainability for a better future

Objective **1** Optimise inputs

Objective **2** Reduce outputs

Objective **3** Advocate for sustainability

We are committed to reducing our environmental impact and addressing climate change for the benefit of our clients, our business, and the wider planet. As a trusted adviser to growing businesses, we recognise our responsibility not only to manage our own environmental footprint but also to support sustainable growth across the organisations we work with.

By improving resource efficiency, minimising emissions and waste, and promoting sustainable practices throughout our operations and stakeholder network, we aim to create lasting positive environmental impact. We have identified the areas where we can make the most significant contribution, set ambitious targets, and continually review our policies and practices to drive consistent improvement across the Newable Group.



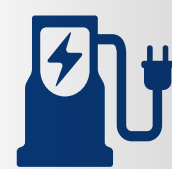
Driving down environmental inputs across the Group

Newable Group made further progress in reducing the environmental impact of its operations during FY2025-26, supported by its commitment to achieve Net Zero Scope 1 and Scope 2 emissions by 2035. The year was shaped by stronger energy data, targeted efficiency action and changing levels of business activity across the portfolio.

Total energy consumption remained broadly stable at 21,263 MWh, while location-based emissions reduced to 3,784 tCO₂e, down by c.12.5%. This reflects continued reductions in electricity and combustion fuels, partly balanced by higher transport energy demand in growth-oriented operations. Together, these results highlight three areas shaping the Group's pathway to Net Zero: transport fuel dependency, site-based efficiency and data quality.



Total Energy Consumption
21,263 MWh
Broadly stable overall energy demand



Transport Energy
Up 16%
Key area for future decarbonisation

Transport remains the key energy challenge

Transport fuel consumption remains the defining feature of the Group's energy profile, accounting for over 60% of total energy use and more than two-thirds of total emissions.

This reflects the operating models of CMS, JCA and LFS, where fleet activity is central to service delivery and revenue generation. During FY2025-26, transport energy consumption increased by 16%, driven principally by fleet expansion, higher production volumes and increased service activity.

- LFS recorded higher mileage associated with increased production and repairs activity, contributing to a **26% increase in transport fuel consumption**.
- CMS, the Group's largest energy consumer, expanded its fleet by c.23% to support business growth, resulting in a **19% increase in transport energy**.
- JCA experienced an **11% increase in transport energy**, driven by operational changes requiring additional vehicle movements.

This reflects commercial momentum, but also reinforces a core strategic priority: decoupling growth from transport fuel dependency.

Progress in electricity and combustion efficiency

Across the portfolio, electricity and combustion fuel use fell, reflecting site-level efficiency measures and tighter energy management.

At Group level:

- Electricity consumption decreased by c.10%, from 4.7 GWh to 4.2 GWh.
- Gas and combustion fuel use fell by c.10%
- Both changes reflect efficiency improvements and reduced site demand.

Progress was evident across several operating businesses:

- JCA reduced electricity consumption by 21%, driven by investment in automation and manufacturing efficiency.
- Weldfast achieved reductions in both electricity (-28%) and combustion fuels (-43%) following site consolidation and improved warehouse operations.
- LFS improved site efficiency, reducing electricity and gas consumption despite overall business growth.

- Newable Advice delivered substantial reductions in both electricity (-19%) and overall energy consumption (-30%) through targeted operational and behavioural changes.

These reductions show that site-based efficiency measures are delivering measurable results, even where business demand continues to rise.

Decoupling growth from energy use

Performance across the Group highlights clear differences between business models and their associated energy requirements.

Growth with lower energy use

NewFlex, Synergy and LFS demonstrate that growth can be delivered alongside lower energy consumption:

- NewFlex increased revenue by replacing two older sites with premium buildings while reducing gas consumption by 12%.
- Synergy saw the biggest income growth, alongside reductions in **both gas (-2.5%) and electricity (-14%) consumption**.
- LFS improved operational performance alongside a **29% reduction in electricity consumption and an 11% reduction in gas consumption**, despite a strong increase in transport activity (+26%).

Growth linked to transport demand

Additionally, LFS also shows a closer link between operational activity and energy use:

- LFS increased both revenue and transport consumption, with growth directly supported by fleet expansion and increased operational reach.

These businesses remain important contributors to Group performance and represent the principal areas for future decarbonisation effort.

Next steps

The FY2025-26 data reinforces the strategic priorities linked to the Group's 2035 Net Zero commitment:

- Continue reducing **electricity and combustion fuel use**.
- Transform **fleet operations** to reduce reliance on transport fuels.

As the UK electricity grid continues to decarbonise, future environmental performance will increasingly depend on fleet transition, logistics optimisation and reduced travel demand.



Supporting sustainable forests

Newable's environmental commitment is to deliver sustainability for a better future. Its three objectives are: to optimise inputs, reduce outputs and advocate for sustainability. Companies across the Group actively try to limit their environmental impact by setting ambitious targets to reduce their environmental footprint, rigorously examining policies and practices to lead the way for themselves and their clients.

Sustainable practices

In the pursuit of this commitment, trees can and do often play an important role. Trees are vital for life on earth, providing oxygen, absorbing carbon dioxide, and supporting biodiversity.

Trees and other vegetation stabilise soil, regulate the water cycle, and reduce flooding. They cool urban environments, offer habitats for wildlife, and help improve mental health. The total number of trees has decreased significantly due to human activity, making their protection and plantation crucial for environmental resilience.

Newable Group has two companies that use timber as raw material for manufacturing: London Fire Solutions (LFS) and J.C. Atkinson and Son (JCA). Both are Forest Stewardship Council (FSC)-certified, operating in a framework to reduce environmental impact across the supply chain, enhancing traceability, and demonstrating alignment to global sustainability. The mission of the FSC is to promote environmentally appropriate, socially beneficial, and economically viable management of the world's forests through education and certification. FSC ensures timber comes from responsibly managed forests and helps safeguard biodiversity, maintain ecosystem services, and support the rights and livelihoods of forest-dependent communities.

LFS enhances biodiversity with sustainable sourcing and tree planting

LFS is a UK market leader in passive fire protection and provides a one-stop service, including surveying, manufacturing, installation, certification and maintenance of fire doors, screens and other fire-stopping solutions. Sustainability is one of the cornerstones of LFS's operations. As an FSC-accredited organisation, LFS ensures all its timber is FSC-certified, meaning it can track its journey from forest to factory, through to the customer's front door. This is done thanks to a chain-of-custody number on all documentation which ensures a transparent audit trail from source to installation. This certification is subject to an annual audit, reinforcing the company's dedication to the environment.

As part of LFS's commitment to reducing outputs, it has partnered with Forest Carbon in a tree planting scheme named Carbon Club. Forest Carbon is a leader in developing woodland creation and in peatland restoration projects for carbon capture and ecosystem development. As part of this partnership, LFS donates £1 for every door produced, contributing to planting a tree. LFS believes everyone must play a part in fighting climate change and ensures their growth is sustainable by contributing positively to the environment. LFS uses this tree planting scheme both to offset its environmental impact but also to enhance biodiversity and support a healthier planet. Since the scheme's launch in 2024, LFS has helped to plant 2,477 trees.

By combining responsible sourcing with biodiversity projects, LFS is helping to deliver Newable Group's environmental objectives to reduce environmental impacts, support nature recovery and contribute to a lower-carbon future.

J.C. Atkinson and Son (JCA) takes a stand

JCA is the largest independent manufacturer of coffins and caskets to the UK funeral market which provides customers with environmentally conscious and responsible options. In the 1990s, the firm became one of the first companies in the sector to take a stand on responsible sourcing, refusing to buy wood unless it came from a proven sustainable source. At the time, practices across the industry were very different: enormous four-foot-wide mahogany logs were traded with little thought for the forests they came from or the communities affected by their extraction. By breaking with these norms and prioritising environmentally friendly products, JCA helped set a new benchmark for ethical procurement and environmental stewardship. Over the last 30 years, the business has ensured all its mahogany-style wood coffins come from a named sustainable source, pioneered the use of waste wood in chipboard, and secured FSC-certification for their coffins.

Advocating for sustainability has been in JCA's DNA for decades as evidenced in its Greener Goodbyes products, which make it easier for families to choose ecological funeral options. It has become a Carbon Trust Standard Bearer, planting more than 10,000 trees, introducing a plastic-free range, and supporting environmental initiatives at both local and national levels. All part of its long-term commitment to reducing environmental impact and driving meaningful industry change.

"I am really proud of all we have achieved - but not complacent. To be able to quantify and evidence our environmental claims is so important. Governments globally agree to climate change targets and domestically the drive is to comply with environmental regulations and provide evidence that we source materials following certified standards."

GREG CRANFIELD, MANAGING DIRECTOR, J.C. ATKINSON AND SON

CMS contributes to reforestation of Marston Vale

Commercial Maintenance Services (CMS) is committed to being the UK's leading provider of specialist facilities maintenance and core building services. It works hard to make a difference on the environment, reducing waste and supporting local causes and charities.

In 2025, CMS supported Tree in a Million alongside Neutral Carbon Zone and took part in the reforestation of Marston Vale, a project which sits in an arc of land between Milton Keynes and Bedford. CMS staff helped to plant some of the 65,000 trees needed to recreate a new woodland, reinforcing CMS's commitment to sustainability and a greener future.

The Forest of Marston Vale Trust charity leads environmental, social and economic regeneration across 61 square miles in total, one of the Community Forests that together form England's largest environmental regeneration project.





NewFlex raises the bar for sustainable workspace

As pressure mounts on businesses to reduce their environmental impact, flexible workspace operator NewFlex positions itself at the forefront of sustainable office provision.

Steve Jude, NewFlex's Co-CEO, sees sustainability as a shared responsibility. As an adviser to landlords and an office provider to thousands working in its centres, the company believes it has a duty to minimise environmental harm. To do this, NewFlex has brought in Environmental Management Systems (EMS) across all its business centres with bespoke frameworks to monitor, manage and reduce each site's environmental impact.

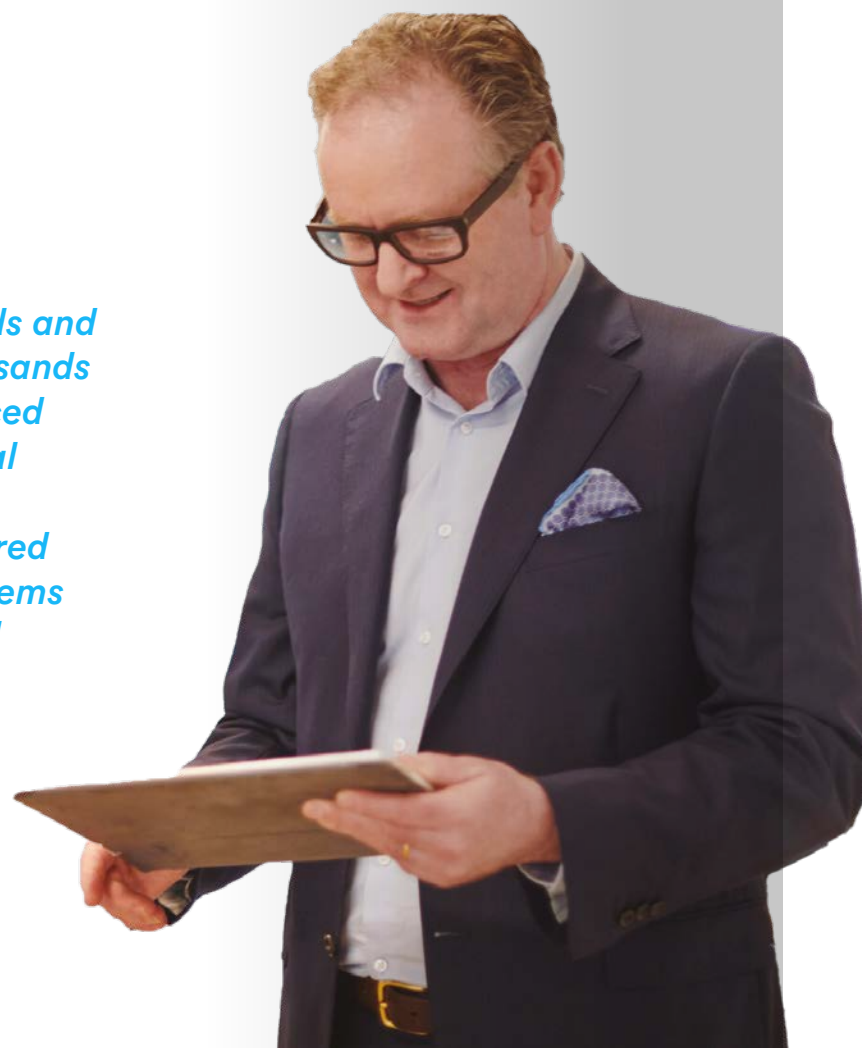
The company's long-term ambition is to offer the most sustainable and energy-efficient buildings. This means reviewing existing sites, upgrading systems where possible, and ensuring that new developments meet the highest standards.

NewFlex's sustainability roadmap includes several key commitments. Every site will have its own tailored EMS driving year-on-year reductions in measured inputs and outputs. The firm will transition to 100% renewable energy by 2035, also working with suppliers to eliminate the purchase of single-use plastic.

NewFlex believes that environmental progress is a collective effort and that to create a culture where sustainability is the norm not the exception means bringing clients, partners and suppliers fully into the conversation.

“As both an adviser to landlords and a workspace provider to thousands of people, we're uniquely placed to drive meaningful environmental change across our entire estate. That's why we've embedded tailored Environmental Management Systems into every one of our centres, and why our roadmap sets out clear, measurable commitments.”

STEVE JUDE, CO-CEO, NEWFLEX



Tide@Bankside sets new level for sustainable London workspace

A major milestone in NewFlex's sustainability journey was achieved last August with the opening of its flagship London site, Flex@Tide. Located between London Bridge and Southwark, the building offers premium co-working spaces, private offices, meeting rooms and a rooftop with panoramic views. Flex@Tide also represents a step-change in sustainable workspace development.

Every aspect has been shaped by environmental ambition: Flex@Tide is a Net Zero Carbon building designed to meet the standards of the London Energy Transformation Initiative (LETI) 2020–2025 while many rival new developments adopt only the 2020 baseline. Flex@Tide has

already secured a BRE Design Rating of 5* under the NABERS scheme, for excellence in energy efficiency, water usage, waste management and indoor environment.

Flex@Tide is also targeting the Building Research Establishment Environmental Assessment Method (BREEAM) Outstanding, placing it among the top 1% in the UK. Additional credentials include UKGBC Net Zero Carbon, third-party verification from Natural Carbon Solutions, WiredScore Platinum for digital connectivity, WELL Platinum, and a SmartScore Platinum target rating for an intelligent building. Taken all together, Flex@Tide stands out as a blueprint for sustainable offices.

The Quad ONE Station Hill redefines modern offices in Reading

NewFlex's sustainability ambitions extend beyond London. In Reading, The Quad ONE Station Hill delivers a new-generation flexible workspace which empowers businesses and reduces environmental impact. The Quad brand, with locations in Cambridge, Oxford, Reading, Bracknell and London, aims to create vibrant business communities that foster collaboration and innovation.

Station Hill itself is a major regeneration project for Reading and the Thames Valley, designed as a connected live-work-play destination. Within the development The Quad ONE stands out for environmental performance and the building produces 8% lower emissions than comparable Grade A office stock and features

a glazed façade that is 10% more efficient than British Council for Offices (BCO) standards. It is fully electric, powered by air-source heat pumps, and its lighting systems are 20% more efficient than BCO benchmarks. Smart-building readiness ensures the site can integrate future technologies, while provisions for heat-network connectivity demonstrate long-term planning for decarbonisation. Air-movement performance has been optimised, with high ventilation rates across office, reception and amenity areas.

Like Flex@Tide, Station Hill is targeting a set of top-tier certifications, and these credentials show the workspaces are designed not only for productivity and wellbeing, but also for environmental excellence.



J.C. Atkinson and Son (JCA) continues to lower its environmental impact

Founded in 1936, JCA is the largest independent manufacturer of coffins and caskets in the UK funeral market, annually making and distributing over 75,000 coffins nationwide.

In 2020, JCA joined the Newable Group to consolidate its position in the market and in 2024 acquired Oasis Coffins, its supplier in Bangladesh and a leader in sustainable coffins.

Both enterprises' environmental standards are the highest in the trade, and they continue to champion the environmental cause with funeral directors by putting innovation, respect, and social responsibility at the heart of everything they do.

Since 1995, JCA has introduced many environmental initiatives and secured awards such as The Sunday Times Best Green Company Award and a special Good Funeral Guide Award for being the supplier doing the most to move the funeral sector towards making greener options the norm.

JCA works to provide customers with the most environmentally conscious and responsible options, so they reduce their overall impact on the environment.

Over the last 30 years, the business has ensured all mahogany-style wood coffins come from a named sustainable source. It has pioneered the use of waste wood in chipboard, securing FSC-certification for its coffins, as well as harnessing the power of rainwater and biomass heating.

A long-recognised innovator and environmental pioneer in the funeral sector, JCA has been at the forefront of change, offering a wide range of products in its Forever Urns range. In 2025, JCA also

launched the Jute Ashes Casket to match its Jute Coffin as an eco-conscious alternative. Urns crafted by Oasis in Bangladesh represent a commitment to sustainability and responsible craftsmanship. Handcrafted using traditional techniques, these urns support skilled artisans while offering an environmentally conscious memorial option.

Other environmentally friendly products that were launched in 2025 include the Luce Candle Urn - an elegant keepsake with a warm, symbolic, glow of a candle, while urns that serve as vases for flowers allow fresh life and colour to accompany the memory of a loved one, bringing a sense of ongoing presence. The Cork Urn, a biodegradable urn, is designed to hold the ashes of a loved one, allowing them to become part of the soil and integrate seamlessly into the root system of a young tree. As the tree grows, it serves as a living tribute, symbolising remembrance, renewal, and the enduring cycle of nature.



NIGEL GREEN-SMITH, SALES AND BUSINESS DEVELOPMENT MANAGER, JCA

JCA wants to provide customers with the most environmentally conscious and responsible options and thereby reduce environmental impact

For the past 30 years, JCA has been at the forefront of 'green growth' in the funeral industry, implementing sustainable energy options to minimise environmental impact and developing environmentally-friendly products.

JCA has won awards over the years, among them The Sunday Times Best Green Company Award and a special Good Funeral Guide award as the supplier doing the most to make the funeral sector greener. Below are two ongoing projects.

Reducing impact of transport

Last year, Electric Vehicle (EV) charging points were installed at the main site in Washington to support transition to lower-emission transport - for both company vehicles and employees.

JCA's carbon footprint has been further reduced through a significant cut in third-party courier services for the delivery of soft goods and non-manufactured items. These deliveries are now consolidated into JCA's main delivery routes, reducing vehicle movements and emissions.

Investment in fleet and manufacturing efficiency continues to support cuts in energy use and emissions. Four new Mercedes Sprinters have been deployed that operate with more fuel-efficiency

than older box vans, and EV charging points have also been installed for future fleet transition and for employees.

JCA's approach includes improvements in logistics, waste and energy, helping achieve specific sustainability objectives and broader climate efforts.

Manufacturing improvement

In its manufacturing, JCA has introduced FourJaw™ machine monitoring technology in key factory areas. Now on five machines, the system gives real-time insight into machine usage and downtime and helps plan automated shutdowns during inactive periods, reducing energy used and improving efficiency.

With brand-new machinery now fully operational, JCA has brought more coffin manufacturing in-house, leading to greater efficiency, smoother processes, and product innovation.

JCA is committed to the ethical sourcing and manufacture of its products and its environmental standards are the highest in the trade.

JCA is proud to champion the environment with other funeral directors, putting innovation and social responsibility at the heart of its business.

“We are committed to reducing our environmental impact through accountable action, continuous improvement, and responsible resource management. By embedding sustainability into operations, JCA continues to lower emissions, improve efficiency, and contribute to a more sustainable future.”

GREG CRANFIELD, MANAGING DIRECTOR, J.C. ATKINSON AND SON

Weldfast takes action to reduce footprint

Weldfast, part of the Newable Group, is a leading independent wholesaler of welding, cutting, safety and related products. Established in 2006 by two entrepreneurial brothers, Weldfast operates from its distribution centre in Newcastle-under-Lyme. Over the past year, the business has taken decisive action both to support growth and reduce its operational environmental footprint. Building on these important steps, Weldfast is planning further improvements in 2026 and beyond.

As part of its ESG commitments, Weldfast has established clear Environmental Objectives to:

- Reduce carbon footprint and impact on climate.
- Reduce waste and impact on nature and biodiversity.
- Advocate for sustainability.

In March 2026, Weldfast began refurbishing its offices, focusing on improving employee wellbeing while also delivering long-term sustainability improvements.

A key element of the project is the installation of a new heat-recovery system, designed to significantly improve air quality while reducing energy waste. Alongside this, energy-efficient air conditioning has been introduced to provide consistent and sustainable climate control, helping to reduce overall energy consumption.

Additionally, Severn Trent conducted a water-saving survey at Weldfast under a Government initiative. Carried out by Aqualogic the report-survey suggested potential savings of up to 45%, i.e. c.145 m³/year of water. To achieve this, Aqualogic installed 11 water-flow reductions on taps as well as a Hydrocell unit and an isolation valve that eliminated continual flushing of cisterns serving the men's urinals.

Weldfast is also educating employees on how to act more sustainably both at work and at home. The company has taken steps to reduce paper usage by investing in additional computer screens and updating back-office processes to become more digital.

Weldfast's overall energy consumption has reduced by 16% compared with previous reporting years while carbon emissions have gone down by nearly 15%.

More specifically, electricity consumption went down by 28%. Weldfast continues to reduce its carbon impact by installing EV charging points at its offices and transitioning more company vehicles to electric, with the aim of operating a fully electric fleet by 2028.



NEW EV CHARGING POINTS SUPPORTING THE TRANSITION TO AN ALL-ELECTRIC FLEET



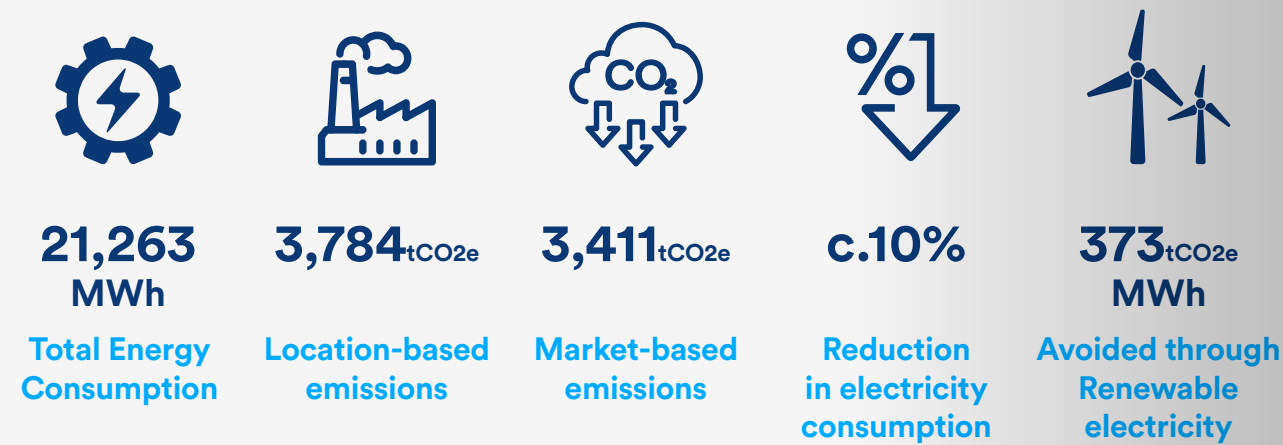
WELDFAST'S DISTRIBUTION CENTRE IN NEWCASTLE-UNDER-LYME



REFURBISHED OFFICES SUPPORTING SUSTAINABILITY COMMITMENTS

Reducing impact, measuring progress

Headline metrics FY2025-26



Action with measurable impact

In FY2025-26, Newable Group reduced its carbon footprint through practical action. Total energy consumption remained broadly stable, while carbon emissions reduced materially, supported by stronger Energy Management Systems, improved environmental data and a more accurate methodology for calculating fleet emissions.

Progress is being driven by a more coordinated Group-wide approach, focused on visibility, control and site-level action:

- Roll-out of a centralised data collection portal improving capture, accuracy and consistency.
- Continued implementation of energy management systems.
- Deployment of targeted utility reduction programmes.
- Application of ESOS-driven recommendations across the Group’s most energy-intensive businesses.

Lower energy demand

The clearest progress has been in electricity and combustion fuels — key areas of controllable environmental impact.

At Group level:

- Electricity emissions reduced by approximately 26% year-on-year.
- Gas and combustion fuels also declined by around 9%.

The reductions show how practical, targeted business-led efficiency measures are lowering impact across sites and operational teams.

Lower Scope 2 impact

Renewable electricity remains a key lever in the Group’s decarbonisation strategy, reducing market-based Scope 2 emissions by 373 tCO₂e through green electricity tariffs.

The role of renewable electricity

This progress is most advanced in businesses that have already transitioned to renewable or low-carbon electricity procurement, while further opportunity remains where coverage varies across the portfolio.

Several businesses demonstrate stronger coverage:

- **Newable Advice, JCA, LFS and Weldfast** operate on 100% renewable electricity tariffs.
- **CMS and Synergy** procure predominantly low-carbon or mixed-energy electricity.

However, renewable electricity coverage is not yet consistent across the portfolio:

- **NewFlex**, while improving operational efficiency, saw renewable electricity coverage fall from 49% to 19%.

Electricity decarbonisation is progressing, but greater portfolio-wide alignment is required to maximise impact.

Transport: the key challenge

Transport remains the Group’s most significant environmental challenge and largest source of impact:

- 60.7% of total energy consumption.
- 67.5% of total carbon emissions.

The Group is responding through stronger controls and early steps towards lower-impact fleet transition:

- Fleet optimisation and route planning.
- Driver performance monitoring.
- Reduction of vehicle idling.
- Early-stage trials of hybrid and electric vehicles.

Priority: Transport should remain the priority area for targeted action in the next phase.

Lower impact operations

Across the Group, impact reduction is becoming more systematic, with better data, clearer site-level accountability and targeted operational controls helping teams identify inefficiencies and act sooner.

- Energy monitoring and reporting systems to track consumption at site level.

- Machinery optimisation and automation to reduce energy intensity.
- Behavioural initiatives, including “switch-off” policies and occupancy-based controls.
- Fleet management tools, including fuel tracking and performance monitoring.

Priorities for the year ahead are:

- Expanding renewable electricity procurement.
- Scaling energy efficiency initiatives across all sites.
- Accelerating fleet efficiency improvements, low-emission vehicle adoption and improved operational planning.

Together, these actions provide a clear pathway for continued progress and support the Group’s long-term Net Zero ambition.

JCA reduced emissions from electricity consumption by **33%**, driven by investment in automation and optimisation of manufacturing processes.

Weldfast achieved reductions of **32% in electricity** and **43% in combustion fuels**, following site consolidation and improved operational controls.

LFS reduced both electricity and gas usage, and therefore, related carbon emissions despite increased operational activity, reflecting improvements in process efficiency at production facilities.

Our businesses map carbon-reduction routes

Newable has been measuring its carbon outputs through the Streamlined Energy and Carbon Reporting (SECR) for seven years and has set Scope 1 & 2 decarbonisation targets for 2035.

Considering FY2024 utility and transport data, each business developed a route to its 2035 target, outlining optimisation opportunities and making next-step commitments. The companies worked with Newable Group’s ESG Team to detail the steps they should take and, develop Net Zero carbon roadmaps, with manageable short-term milestones towards long-term goals. This approach is helping both the environmental ambitions and the strategic objectives of each business, driving better performance, risk-management and improved competitiveness.

As our businesses often work with large organisations and local authorities, it is frequently a prerequisite to demonstrate a commitment to Net Zero so doing the right thing is also part of our competitive edge. Therefore, carbon roadmaps play a key role in demonstrating the importance of preserving nature and the environment as part of our business operations.

Fleet remains our biggest challenge

However, reviewing Newable SECR data, the biggest source of carbon clearly comes from transport, primarily from CMS, LFS and JCA as collectively their fleets produced 3,184 tCO2e making up nearly 96% of our total transport-related carbon emissions. Scope 1 transport fuel is the largest energy type consumed representing 65% of the Group’s total energy consumption and accounting

for 3,300 tCO2e or 65% of the Group’s total carbon emissions.

Overall, Scope 1 transport energy consumption and carbon emissions have gone up by 16% compared with previous reporting years. These businesses know they have significant challenges to overcome to deliver on the Group Net Zero commitments. Fleet-heavy businesses will transition by moving from baseline assessment to operational efficiency and finally to full electrification or alternative fuel adoption. To do this, they will use data-tools to track and optimise fuel consumption across all vehicle types, focusing closely on vans.

Steps taken

For fleets, the starting point is optimised routing and, in the case of JCA, loads. Newable businesses have invested in tools like JobLogic, Aeromark and the VUE / POD systems which help reduce “empty miles” through better scheduling of each planned job, aiming to cut a fleet by 10–30%.

Driver training has been introduced across the three businesses, improving driving habits and reducing unnecessary idling and aggressive, fuel-heavy driving.

At JCA, a mixed fleet has been implemented involving larger HGVs that deliver goods to three hubs from which smaller vans deliver over shorter distances, reducing overall emissions.

Looking towards 2035

As outlined in Decarbonising Transport: A Better, Greener Britain (DfT, 2021), UK transport decarbonisation measures are expected to include:

- A ban on the sale of new petrol and diesel cars, vans, and non-zero-emission HGVs (26 tonnes and under) by 2035.

- The Zero-Emission Vehicle (ZEV) Mandate, requiring increasing annual sales of zero-emission vehicles to reach 100% by 2035.
- Continued support for EV adoption through expanded charging infrastructure.
- Funding, guidance, and tools to help local authorities and businesses transition fleets to low-emission vehicles.

Newable companies are adopting a “Yes, and...” approach which will see fleets using a mix of solutions, e.g. electrification for short hauls and renewable fuels for long haul, rather than seeking a single fleet-wide fix. For heavy goods vehicles where batteries are not yet practical, transition to low-carbon fuels or hydrogen is more likely. Newable will use a phased electrification approach and as technology improves, expect more and more vans to be electric. Also, with growth we expect fleet concentrations to rise, thus reducing the need to travel longer distances. For goods deliveries (e.g. at Weldfast), couriers are used that provide greener solutions. Finally, JCA is exploring if some transport can be delivered by third parties who have larger fleets and economies of scale.

Opportunities

Using carbon roadmaps, the below optimisation opportunities have been identified for transport:

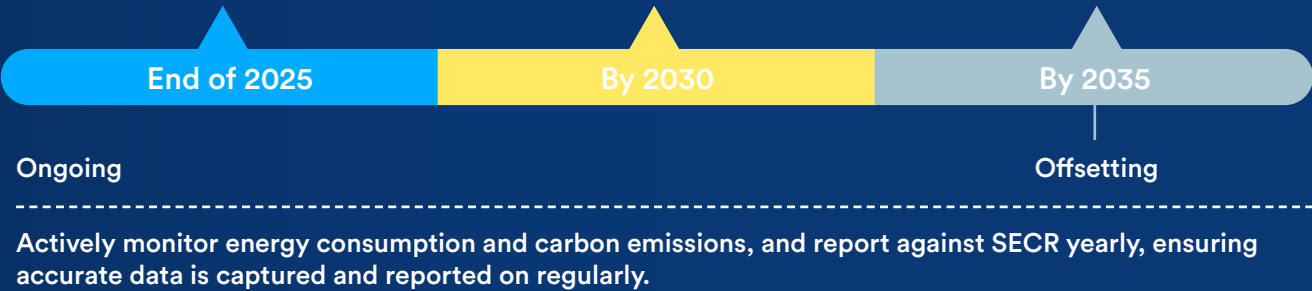
- Maximise planning of vehicles/engineers to ensure work is local as much as possible and travel minimised, making each journey more efficient through prioritisation of first-time fixes via planning systems.
- Ensure vehicles are as efficient as possible with preventative maintenance schedules.
- Test hybrid, EVs and hydrogens in certain geographical hubs (such as London) depending on duty cycles, assessing charging needs based on fleet size and routes, and planning work accordingly.
- Continue to reduce idling time.
- Identify vehicles that can be downsized or replaced with zero-emission vehicles (ZEVs).
- Commit to at least 20% of the Group fleet to be ZEVs by 2035.

Newable believes that, by investing in data-driven planning, embracing new technologies, and committing to continuous improvement, its businesses can significantly reduce environmental outputs and contribute meaningfully to a Net Zero future.

Agree on Net Zero strategy and roadmap milestones with relevant Senior Management Teams.

- 10% of CMS, JCA & LFS fleet (excluding HGVs) will be ZEVs.
- 100% of Weldfast vehicles will be ZEVs.

- 20% of JCA fleet (excluding HGVs) will be ZEVs.
- 30% of LFS’s will be ZEVs.
- 50% of CMS’s will be ZEVs.



Newable advocates for sustainability

The Newable Group believes sustainability should be an important part of all business decisions. That is why all businesses within the Group try to communicate their environmental aims clearly and to get all businesses to align with them. It also demonstrates to clients, suppliers and stakeholders that a strong environmental proposition can create business value, reduce enterprise risk and ensure long-term success.

Here are some examples of how our businesses have been advocating for sustainability.

Energy savings from new CMS boiler

CMS

Commercial Maintenance Services UK (CMS) is a nationwide leader in facilities and commercial building maintenance, built on the values of responsiveness, integrity, care and expertise. CMS offers a range of integrated commercial maintenance services, including reactive and planned gas, heating, plumbing, air-conditioning, electrical, catering-equipment installation, and repair and maintenance. As part of its missions, CMS also helps businesses to evaluate their environmental impact, replacing obsolete gear with 21st century kit that delivers better performance for the environment and bottom line.

Last year, CMS was commissioned to design a new boiler system at the Royal Society Edinburgh. The existing boiler was old and inefficient, and CMS installed four wall-mounted condensing boilers along with a new building management system. This maximised the flow temperature to be fully condensing whenever demand allowed and CMS estimated the new plant and controls should save 25% of energy.

Last year also saw the development of their Building Energy Management System – or BeMS division, developing a highly skilled team capable of delivering advanced building automation and energy management solutions across a wide range of sectors.

By combining technical expertise with a forward-thinking approach, our BeMS team is positioned to support even more clients with smarter, data-driven building performance strategies. As CMS continues to grow, they will place a strong focus on the BeMS division in the coming months, showcasing the impact of their solutions and the value to clients.

Synergy earns Green Mark Level 2 certification

Synergy Car Leasing is one of the UK’s leading auto finance credit brokers and it helps clients transition to electric and hybrid vehicles. This supports their clients’ sustainability objectives by reducing emissions, and developing cost-efficient, cleaner fleets across the country. In FY2024-25, 38% of all cars delivered by Synergy were fully electric.

Other significant milestones achieved included introducing a Cycle-to-Work scheme, and earning Green Mark Level 2 accreditation which reflects steps taken to reduce Synergy’s environmental impact, including energy monitoring to greener staff benefits.

Jean-Paul Levahn, IT Director and ESG Lead at Synergy Car Leasing, said: “Working to achieve Level 2 has helped us find new ways to manage our energy and lower our carbon footprint. We now have clear plans to continue developing our environmental credentials, and I’m looking forward to working with the team to deliver these.”

He added: “Submitting our data through the Green Mark online portal gave us valuable insight into how we can improve further. We’re now looking at introducing greener staff benefits too to support our team in making more sustainable choices.”

The Green Mark accreditation reflects Synergy’s ongoing work to deliver sustainability across its operations and customer offering, reinforcing its role as a responsible business within the UK automotive and finance sector.



JEAN-PAUL LEVAHN,
IT DIRECTOR AND ESG LEAD,
SYNERGY



Newable advocates for sustainability (continued)



JCA recycles 79 tonnes of cardboard

JCA is the largest independent manufacturer of coffins and caskets in the UK and uses a lot of packaging. But it has also successfully improved recycling by using waste management processes, waste segregation audits, effective waste-stream management, expanded recycling, clearer signage, and increased staff engagement and training.

Since introducing cardboard recycling in 2022, JCA has diverted 78.8 tonnes of material from landfill. That is three times the weight of the copper used on the exterior of the Statue of Liberty.

Also, at Parsons Road all dust waste is now reused in fencing, so none is sent to landfill.



Oasis uses renewable local materials in production process

Oasis Coffins, part of JCA International, has been a member of the World Fair Trade organisation (WFTO) since 2017. Last year, they developed their own ESG framework aligned with both Fair Trade principles and the UN Sustainable Development Goals.

Over the last 15 years, Oasis has developed world-class expertise in sourcing many types of natural materials which are often found in remote locations and considered to have low value, and turning these into high quality products for sale in global markets. Use of these materials not only creates much needed employment but at the same time, utilises renewable local materials. One example is Water Hyacinth, a voracious weed which covers and blocks many of the waterways and ponds. This can be harvested, dried and woven into high end coffins and ash urns for global markets.

Through this, Oasis puts into practice their commitment to the ESG Objective to 'Reduce Inputs' in the production process and the corresponding Fair Trade Principle 10, 'Climate Action and Protection of the Environment'.

LFS's sustainable manufacturing in action

LFS is a UK market leader in manufacturing passive fire doors and is pursuing growth while actively seeking to limit impact on the environment and climate. Last year, LFS moved to 100% renewable electricity, significantly cutting market-based electricity carbon emissions by 78%.

LFS sends no waste to landfill and commits to decreasing outputs by committing further to the Refuse, Reduce, Reuse, Repurpose and Recycle principles. To do this it encourages 'door repair, not replace', ultimately meaning less wood used. LFS also ensures its outputs form part of the circular economy, recycling timber waste into construction units. For example, LFS manufactures its own pallets by reusing offcut materials.

LFS has also eliminated all-but-one aspect of the on-packaging for its products. Where packaging remains, plastic usage was reduced by one third in 2024, saving 1 tonne of plastic.



Newable Advice supports sustainable businesses

Newable Advice worked with circa 5,600 small businesses last year, a great opportunity to demonstrate to clients, suppliers and stakeholders that a strong environmental proposition creates business value, reduces enterprise risk and ensures long-term success.

Newable Advice is committed to advocating for sustainable practices in business and works to raise awareness among clients of their environmental impact.

‘Climate Fresk’ - empowering our environmental champions

In June 2025, Innovation & Growth Specialist Giulio Bascietto hosted a workshop using ‘Climate Fresk’ to help colleagues understand climate change. It is one of many training providers in the climate field. Eleven colleagues took part in the group discussions and activities. Giulio led the group to explore the complex realities of climate change, including its causes and impacts and all shared ideas on how individuals and businesses can contribute to a more sustainable future



The workshop ended with conversations about tangible actions that businesses and each member of the team might take. Overall, it was a reminder that even small changes in daily business operations can have a lasting impact.

Innovation and Growth Specialist Nghia Tran, who participated in the workshop, said:

“The workshop was a really useful reminder of how different climate issues are connected; it made me think differently about the challenges our clients face. It was a good reminder of the importance of taking climate into account when speaking to start-ups - and making this a habit so we remind companies that sustainability is not just a ‘nice-to-have’ but an essential part of the enterprise journey.”

Raising awareness about carbon footprint

Newable Advisers not only provide business advice but also help SMEs on their carbon-reduction journeys, encouraging them to incorporate sustainability throughout their business models.

For example, as part of the Inclusive Supply Chain Programme, funded by the Greater London Authority and delivered in partnership with The London South Bank University (LSBU), a total of 100 SMEs received decarbonisation advice and support from Newable Advice Advisers.

Each SME was assessed with the aim of raising awareness and reviewing the company’s current environmental management practices, transport, utilities, waste, resource efficiency, legal compliance, and supply chain.

Showcasing businesses rising to the challenge

LimeTrack – Adding value to food waste



In April last year, the Simpler Recycling legislation came into force, requiring businesses with over 5 employees to introduce food waste segregation. LimeTrack, a client of Newable Advice, saw this as an opportunity to market its product.

LimeTrack is a food-waste technology company, adding value to food waste by helping businesses capture data. The company provides data to their clients to help them make better decisions, save money and meet climate-change challenges. LimeTrack’s service includes patented wheelie bins, caddies, liner management and food-waste reduction analytics.

The firm makes the logistics of food waste management more efficient, more cost-effective and better for the environment.

ORNA Group – Transforming Christmas tree waste into construction materials



ORNA Group joined the Open London Accelerator Programme as a circular-economy innovator seeking to convert post-holiday Christmas tree waste into a sustainable construction material. The start-up needed practical support to transition from early-stage innovation to real-world implementation.

Thanks to the programme, ORNA advanced their commercial strategy, stakeholder relationships and public presence. It also played a pivotal role in unlocking grant-funding, securing extensive media coverage and strengthening a partnership with Southwark Council.

“The programme was an invaluable experience and provided great insight into how to scale and grow an SME in London. It was particularly special to be part of such a dynamic cohort of business owners, from whom I learnt throughout the programme. The Newable Advice Team have been a great support throughout and played a huge role in shaping ORNA Group’s strategic vision.” Hugo Knox, Founder, ORNA Group

With strengthened partnerships, enhanced credibility and new funding, ORNA is now ready to advance its innovative sustainable construction solution and contribute to London’s circular economy.

AtomIQ – Accelerating decarbonisation through Open London



AtomIQ is a UK digital decarbonisation company that helps real estate owners and operators meet Net Zero goals while navigating complex regulations. Its data and analytics platform standardises building and portfolio information, providing insights into energy performance, carbon reduction opportunities and regulatory risks, enabling scalable, cost-effective decarbonisation strategies.

AtomIQ joined the Open London Accelerator Programme which helped refine their product definition and value proposition, and sharpen their go-to-market strategy - all tailored to London’s and the UK’s regulatory and investment landscape.

These developments have improved AtomIQ’s market readiness, enhanced its commercial positioning and laid the foundations for scalable and sustainable growth as it progresses with key partnerships and investment.

CMS drives resource efficiency

CMS is working hard to make a difference on the environment, its communities and its own teamwork. This includes many things – from reducing waste in the office to supporting local causes and charities, and a workplace where everyone feels valued. CMS’s commitment to sustainability is more than a business strategy: it is a forward-thinking way to shape its identity in a marketplace which increasingly values social and environmental responsibility.

Strengthening the CMS BeMS team

BeMS stands for Building Energy Management System, a technology used to monitor, control, and optimise energy usage in buildings. It cleverly integrates hardware, software and communicating networks to manage energy-consuming systems such as heating, ventilation and air conditioning as well as the lighting, boilers, water-heaters and other equipment on any site. It reduces energy consumption and operating costs and supports sustainability.

Led by Jamie Pratt, Director of BeMS, the division has grown rapidly. To achieve this, Jamie has focused on building a highly capable team to deliver advanced building automation and energy management solutions across a wide range of sectors and clients.

The BeMS team combines technical expertise with a progressive approach, and supports clients with smarter, data-driven building performance

strategies that deliver resource efficiencies, reduced costs with real-time information. This reduces emergency calls as better preventative measures can now be identified and put in place ahead of any problems materialising.

This year, CMS expanded its BeMS division and officially became a Siemens Solution Partner for Building Automation.



CMS BEMS TEAM

What it means to be a Siemens Solution Partner

Becoming Siemens Solution Partner status is a significant accomplishment in Building Automation and recognises technical capability, industry knowledge, and commitment to delivering high-quality, compliant solutions.

For CMS’s clients, this means:

- ✓ Access to industry-leading building-automation technology.
- ✓ Enhanced system integration and performance.
- ✓ Greater energy efficiency and cost savings.
- ✓ Future-ready smart building solutions.
- ✓ Confidence in working with a trusted, accredited partner.

A partnership with a global technology leader like Siemens strengthens CMS’s ability to deliver robust, scalable systems that optimise building performance and sustainability.

Smarter, more sustainable buildings

CMS knows that modern buildings must be efficient, intelligent, and adaptable and its expansion into BeMS is crucial in helping clients reduce energy consumption, meet compliance standards, and improve operational performance.

This partnership allows CMS to offer more to clients — combining its expertise with Siemens’s advanced building automation technology to deliver measurable results.



CMS MANAGEMENT TEAM COMPLETES LEADERSHIP EXCELLENCE IN ACTION PROGRAMME

BBIC helps Dodworth Miners’ Welfare halve energy bills

The Business Village is a hub for small and medium-sized enterprises in Barnsley, South Yorkshire, and is partly owned by Barnsley Council and Newable Advice.

Beyond this role, The Business Village has taken significant steps toward environmental stewardship and is now ‘the Home of Net Zero’ in Barnsley, aligning with the Council’s target of Net Zero by 2045.

The Business Village knows this is a collective effort and has led by example, inspiring tenants, partners, and even competitors to embrace renewable energy.

Net Zero Barnsley

During the last five years NetZero Barnsley (NZB) provided intensive support and carbon-reduction grants (delivered via The Business Village and Barnsley Council) and was part of the Low Carbon Project, a scheme backed by the UK Shared Prosperity Fund and South Yorkshire Mayoral Combined Authority (SYMCA), with Sheffield City Council as the regional lead.

NZB offered in-person workshops, peer-to-peer networking and bespoke one-to-one support for more than 250 fast-growing businesses so they could build carbon-reduction plans - with many attracting low-carbon match-funding.

Dodworth Miners’ Welfare

Dodworth Miners’ Welfare is a sports and social club at the heart of a former Barnsley mining village that was threatened with closure due to high energy bills and other overheads. Club Chairman Eric Richardson approached NetZero Barnsley for help after he saw a social media advertisement for funding towards solar panel installation.

With support, Dodworth Miners’ Welfare applied for and received £12,500 of funding through the Sheffield low-carbon grant scheme and now there are 75 solar panels on the roof of the 600-seat spectator stand, plus four batteries.

This large PV system will generate around 18,920kWh of electricity a year, reducing CO2 carbon emissions by 3,917 kg, saving £3,500pa.

Money saved from the solar panels helps keep this community asset afloat, enabling it to plan forward its community activities.

The total £25,0000 investment was backed by funding from Ciswo – The Coal Mining Charity and the NetZero Barnsley programme, delivered by The Business Village and Enterprising Barnsley.



FROM LEFT TO RIGHT: KEVIN STEEL, BUSINESS DEVELOPMENT MANAGER AT THE BUSINESS VILLAGE, ERIC RICHARDSON, CHAIRMAN OF DODWORTH MINERS’ WELFARE CLUB, CLLR CHRIS WRAY, BARNSLEY COUNCIL



Social

Our commitment

To support our staff and to contribute to inclusive economic growth

Objective

1

Drive inclusive economic growth

Objective

2

Provide a great place to work for all our people

Objective

3

Positively impact our communities

Across Newable, our people are at the heart of everything we do. Through our work, we help ambitious businesses unlock their next stage of growth by creating opportunities that contribute to inclusive economic growth and long-term prosperity. We've shown that growth happens when we connect people, capital, ideas and opportunities.

We are equally committed to supporting our own colleagues. Our recruitment, learning and development practices are designed to attract, retain and nurture talented individuals, providing opportunities for personal growth, career progression and meaningful work in an inclusive and supportive environment. The following pages highlight how Newable delivered on these commitments throughout FY2025-26, creating positive social impact for both our employees and the businesses and communities we serve.

Newable Advice helps businesses support their communities

The Open London programme united Londoners, big organisations and forward-thinking SMEs as they addressed urgent social, environmental and economic challenges.

Newable Advice delivered this pioneering open innovation programme on behalf of the Greater London Authority between April 2023 and March 2026, using detailed insights from London residents

and aligning them with councils, NHS partners, corporates and local communities.

The programme had six key themes: Health and Wellbeing, Social Care, Transport, Environment, Energy and Housing. During the four-month accelerator programme, Open London helped 117 London-based SMEs and social enterprises through workshops, personalised 1-2-1 support, and other opportunities to secure grants and partnerships. The result was a powerful platform that nurtured local talent, accelerated product and service development, and boosted communities across London.

The Accelerator Programme's salient achievements included:



Helping Nu Know to deliver effective parent support

Founded by Dr Natalie Russell, Nu Know is a business that delivers 1-2-1 sessions for parents and carers to help them communicate directly with specialists and practitioners helping young people. It helps them learn and ask questions about topics such as adolescent development, health, education and social issues.

Founder Natalie was introduced to the Open London Accelerator programme by Adviser Lucan Richards who had already supported her through the Innovate UK Unlocking Potential Award, also run by Newable Advice.

One of the key challenges faced was finding opportunities to pitch its solution to larger organisations and corporate stakeholders who could help the business reach more parents and carers across London and the UK.

On the programme, Natalie assessed the needs of target-partners and how partnering with these organisations could help overcome the challenges faced by young Londoners and families.

"It was brilliant to have the opportunity to explore partnerships in a new way. The Open London programme opened doors to exciting new collaborations." Natalie Russell, Founder

Nu Know was awarded a £5,000 grant from Open London judges after a successful business pitch, laying foundations for the company to form partnerships with Higher Education Institutions so it can deliver workshops in online safety and other areas.



Autentik AI is revolutionising help for autistic adults

Autentik AI is a pioneering digital services company whose mission is to enhance the lives of autistic adults by using AI technology in daily tasks such as form-filling, running errands and improving working communication. Autentik AI tackles the unique challenges faced by autistic adults and helps meet their needs and improve accessibility.

Seeking to scale, Autentik AI faced the familiar start-up challenges of funding and strategic partnerships, also struggling to validate its AI product with potential backers, including local authorities and the broader market.

CEO Igor Diev joined the second phase of the Open London Accelerator Programme to explore potential local authority funding and collaborative opportunities, leveraging the programme to gain credibility and market insights. By forming strategic partnerships, exploring the market carefully and taking on board guidance from Adviser Daren Williams, Autentik AI broke through and created a new benchmark in using AI technology to support autistic adults.

Autentik AI marked a path from ground-breaking technology development through to well-deserved industry acclaim and hit key business growth milestones. Its innovative spirit and dedication to advancing the cause of people living with autism is already making a positive difference in the industry.

Through the programme, Igor engaged with the University of Greenwich and leading scientists from the University of Washington to advance disability rights and deepen AI research. He is also now building and negotiating solutions with potential customers, including large corporations.

Autentik AI has entered the US Autism Support Programme for investment and business, demonstrating a commitment to global scalability.

Igor has also been invited to present at the annual international AI Start-up Conference, led by Politecnico University of Milano.

He said: "The programme really helped us to get closer to UK and London markets and expand into international markets."

IGOR DIEV, CEO, AUTENTIK AI



Newable Advice: the power of mentoring

Newable seeks to contribute to economic development through business growth and one way is through mentoring, both as a professional service and through volunteers.

Mentoring is just one of the services that Newable Advice offers to clients and is often a key way to give small and medium-sized enterprises (SMEs) access to strategic insight, networks, and confidence that larger firms often take for granted.

Key benefits include:

- **Better business performance:** mentored SMEs are more likely to survive, grow revenue, and create jobs.
- **Access to networks:** mentors open doors to suppliers, investors, and partners that SMEs can struggle to reach.
- **Improved leadership capability:** SME owners gain skills in financial management, strategy, hiring, and innovation.
- **Reduced inequality:** When mentoring targets women-led, minority-led, or underserved community businesses, it helps level the playing field and broadens participation in the economy.
- **Faster adoption of digital and sustainable practices:** mentors help SMEs modernise, be more competitive and resilient.

Mentoring also shapes culture and helps the SME workplace become more connected, more human, and more future ready.

Help to Grow: management

Francesca Jones is one of four Mentor Relationship Advisers on the Help to Grow programme which Newable Advice delivers, together with Enterprise

Nation and the Association of Business Mentors, on behalf of the UK Department for Business, Innovation, Science and Trade. As part of her job, Francesca delivers business mentoring and coaching on the programme which has, since 2021 and up until June 2026, recruited 9,298 mentors for 6,400 mentoring relationships.

This year, Francesca has been shortlisted in the Outstanding Contribution category of the National Mentoring Awards, alongside her client Chantal Enders, a finalist in the Mentor's Choice category.

Volunteering as a mentor for Fat Macy's

As well as her professional role, Francesca also volunteers at Fat Macy's, a social enterprise that supports people living in temporary accommodation so they can move from hostel to home, providing employment opportunities and support including culinary and hospitality training, 1:1s and rental deposits.

Fat Macy's runs a training programme in their own restaurant where trainees have to complete 100 hours of training to learn skills like barista, cooking and table-service. A career coach helps them draft their CVs and if they complete the training successfully, they get a rental deposit grant to find accommodation. Trainees can also receive mentoring support.

Francesca wanted to use her Newable Advice volunteering hours to mentor Fat Macy's trainees and started working with a young woman new to the programme. Together, they spent four hours discussing strengths, skills, and career goals, and developing an action plan towards becoming a midwife.

9,298
Mentors recruited

46,802
Mentoring hours delivered

6,400
Mentoring relationships

FRANCESKA JONES,
MENTOR RELATIONSHIP ADVISER
ON THE HELP TO GROW PROGRAMME



Newable reports on Best Companies Survey

Newable wants to be a great place to work for staff. Although its wide-ranging portfolio of companies makes like-for-like comparisons difficult, Newable benchmarks progress against wider-UK organisations through the annual Best Companies b-Heard survey.

Last year's report highlights challenges faced by UK organisations in maintaining employee engagement and organisational health amidst economic pressures, concerns over work/life balance, and the rise of AI. The report emphasises the importance of adapting to Industry 5.0 principles, which focus on human-centricity, resilience, and sustainability. Best Companies 2026 UK-wide report expands on this, saying:

- 1 **Economic pressures:** financial stress and job insecurity are leading to declining employee engagement and a perceived lack of fair compensation.
- 2 **Work/life balance:** employees report exhaustion and excessive working hours, contributing to burnout and poor mental health.
- 3 **AI uncertainty:** many employees feel unprepared for the integration of AI into their roles, with limited training provided.
- 4 **Organisational clarity:** a lack of clear communication from leadership about their organisation's purpose, direction, and plans is causing misalignment and anxiety among employees UK-wide.
- 5 **Team collaboration:** declining team relationships, inter-departmental silos, and perceived low psychological safety are hindering productivity and engagement.

Despite this challenging UK backdrop, Newable is trying to support its employees and our individual results highlight for us both bigger and smaller wins.

Officio celebrated two years in a row as a 3-star rated business while Newable is also proud of Synergy, Newable Partnership Limited and Newable Advice for maintaining their 2-star rating. CMS and NewFlex managed to improve their score, currently still Ones to Watch (OTW) but moving closer towards a 1* rating.

LFS was disappointed to see a reduction in its rating to OTW but has responded to this set-back by:

- Continuing to develop leadership skills training for the senior and middle-management teams.
- Introducing the banding of operational roles, with clear milestones for career progression opportunities.
- Improving staff communication and town halls.
- Investing in new systems.
- Strengthening its team with roles as marketing and communication manager, and training and recruitment manager.
- Initiating volunteering days and the opportunity to take a day for individual volunteering.

Newable is supporting JCA and Weldfast in implementing meaningful business improvements, examples of which are highlighted later in this report.

**MONICA WHITEFIELD,
CHIEF PEOPLE OFFICER,
NEWABLE**

Diversity pay gap reports

Pay gap reporting forms part of the Group’s wider ESG commitment to transparency, fairness and inclusive growth. The 2026 results provide an important view of workforce composition across the portfolio and help identify where progress is being made, where outcomes remain mixed, and where more targeted action is required. Pay gap reporting does not measure equal pay for equal work; rather, it highlights how different groups are represented across roles, grades and pay quartiles. This distinction is important when interpreting the results and shaping the actions required to improve outcomes over time.

2026 Highlights

- Gender pay gap improved in six businesses, with particularly strong progress at Weldfast (no median gender pay gap in 2026), JCA, Newable (NPL) and NewFlex.
- CMS and Officio reported improvements in ethnicity pay gap outcomes.
- Newable Advice maintained near pay parity across both gender and ethnicity measures.

Ethnicity pay gap results were mixed, reflecting challenges in workforce representation and the impact of organisational changes within smaller employee populations.

Gender pay gap

The overall gender pay gap picture is encouraging, with most businesses reporting an improvement in their median gender pay gap during 2026. Weldfast closed the gender pay gap - no difference between women and men median hourly pay. The strongest progress was achieved by JCA, NPL and NewFlex, where reductions suggest that earlier interventions and workforce changes are beginning to have a measurable impact. Newable Advice also continued to maintain a low pay gap, reinforcing its position as one of the more balanced businesses within the Group.

CMS made modest progress, but its gender pay gap remains among the highest in the Group, reflecting the concentration of men in higher-paid operational and specialist roles.

A number of businesses experienced an increase in their reported gender pay gap during the year, including London Fire Solutions (LFS), Synergy and Officio. These movements should be interpreted in the context of workforce composition, recruitment, promotions and turnover, particularly where employee populations are relatively small. The results highlight the need for continued monitoring of representation across pay quartiles and sustained focus on progression into higher-paid roles.

Ethnicity pay gap

The ethnicity pay gap results present a more varied picture across the Group. Positive progress was achieved by CMS and Officio, both of which moved further towards favourable or near-parity outcomes. Newable Advice continued to report an ethnicity pay gap close to zero, demonstrating a broadly balanced distribution of earnings across ethnic groups.

However, several businesses reported wider ethnicity pay gaps during the year, including NPL, NewFlex, Synergy and LFS. JCA and Weldfast continue to be unable to report any ethnic pay gap data due to a lack of representation from ethnic minority employees. With small employee populations and limited ethnic minority representation in higher pay quartiles, results can significantly be affected by recruitment, promotions, and turnover. Reducing our ethnicity pay gaps will require improved representation, inclusive recruitment, and fair access to development and career progression opportunities.

	2026 Gender pay gap	Movement	2026 Ethnicity pay gap	Movement
	31.31%	-1.09% ▼	-14.77%	-4.27% ▼
	10.47%	-15.63% ▼	N/A*	
	24.55%	+4.55% ▲	17.60%	+3.31% ▲
	3.52%	-2.52% ▼	0.01%	+0.01% ▲
	16.74%	-10.71% ▼	29.98%	+8.82% ▲
	3.23%	-8.71% ▼	14.29%	+15.62% ▲
	11.76%	+19.45% ▲	-0.73%	-11.44% ▼
	3.23%	+3.27% ▲	13.11%	+13.11% ▲
	0.00%	-1.24% ▼	N/A*	

*Insufficient data for disclosure



Officio: a great place to work

Newable and its businesses strive to be great places to work, where people demonstrate our values and where all contributions are welcomed and recognised.

Officio works in close partnership with businesses to help them identify, secure, and transition into the right workspace for their needs. With a clear focus on simplifying what can often be a complex and time-consuming process, Officio provides expert guidance at every stage. From initial requirements and market search through to negotiation and completion, ensuring clients can make informed decisions with confidence.

Based in Birmingham, Officio combines strong market knowledge with a client first approach, supporting organisations of all sizes as they evolve, grow, or relocate. In January 2020, Officio joined the Newable Group, strengthening its offering through access to wider business support services and expertise, while continuing to deliver a personalised and straightforward workspace advisory service.

Recently, Officio has done a lot to strengthen relationships and recognise success. High-performing staff have been recognised both internally as well as by clients.

As part of its team-building efforts, the Officio crew also travelled to London for a number of provider events, including rooftop openings of new buildings, helping to bring colleagues closer together through shared experiences beyond day-to-day work in the office.

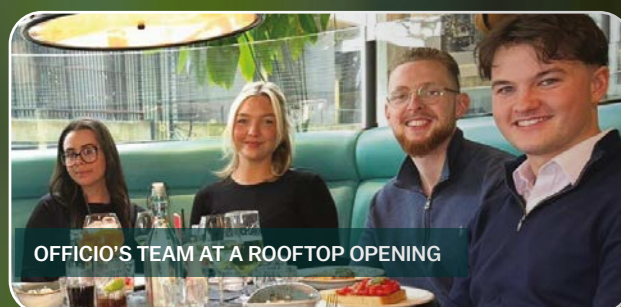
In September, Officio's staff members relocated to a brighter and more centrally located office in Birmingham and since moving have been able to appeal to a broader talent pool, and also engage more with local partners. A central office has

enabled more personal and professional meet-ups, fostering morale. Also, the nearby major transport links enable Officio to visit London partners more frequently and accompany clients on tours, putting names to faces and building relationships on a different level.



OFFICIO'S TEAM AT A ROOFTOP OPENING

Overall, the relocation has had a tremendously positive impact on efficiency, connectivity, and team performance and this is reflected in Officio's Best Companies survey result, and the positive feedback received highlighted a supportive and collaborative working environment.



OFFICIO'S TEAM AT A ROOFTOP OPENING

“It's a great culture with supportive management and strong career opportunities. There's a lot of scope for progression and skill development. This is an exciting time at Officio because it operates within a growing sector of the property market. It's also amazing because we have a real impact on businesses that are looking for their next space.”

NATHAN RICHARDS - NEW BUSINESS - TEAM LEAD

“I'd describe Officio as a great place to feel challenged and valued, growing as a person, and growing into the industry. A clear path to progression and great opportunities to develop. Management is easily accessible and always willing to help and progress you which is only a great way to feel valued!”

HARRY HAYES - NEW BUSINESS EXECUTIVE

“Officio is a great place to work because it genuinely feels like an invested, close-knit team. There's a strong culture across the business where people support each other, share knowledge, and celebrate wins together. On top of that, there's a real focus on continual professional development, with the right tools, guidance, and trust in place to help everyone perform at their best and grow confidently in their role.”

DAVID EVANS - KEY ACCOUNT DIRECTOR



Weldfast invests in its people

Weldfast strives to be a great place to work and places strong importance on employee wellbeing. The company holds quarterly town hall meetings to keep staff informed about business developments and to give everyone the opportunity to ask questions and share ideas.

Space for people to flourish

Weldfast is committed to providing a positive working environment and has begun investing in improvements to its Newcastle-Under-Lyme offices. The refurbishment supports the company's social responsibility objectives and includes a new dedicated breakout space where employees can step away from their desks, recharge, and collaborate with colleagues.

This is part of Weldfast's wider commitment to promoting health and wellbeing, ensuring the workplace is not only safe but also a positive and productive environment. These initiatives align closely with Weldfast's ESG principles of promoting health, safety and wellbeing, and the business believes that everyone working for — or with — Weldfast has the right to operate in an environment that is both safe and supportive.

Strengthening the management team

As Weldfast prepares for its next stage of growth, the business has strengthened its management team with the addition of experienced colleagues who bring the drive and commitment to support the company's future plans.



JONATHAN COVENEY, OPERATIONS DIRECTOR AND ZAK WHITE, APPRENTICE, WELDFAST

New members of the Weldfast management team include Angela Rushforth, Non-Executive Director; Greg Round, Project Consultant; Meran Hussain Chaudhry, Stock and Inventory Manager; and Richard Ferguson, Marketing Manager.

Promoting skills development

Weldfast supports apprenticeships and invests in developing the next generation of talent in the welding and engineering industry. For example, Zak White has successfully completed his Lean Manufacturing Operative Apprenticeship, achieving a Distinction.

This qualification reflects Zak's hard work, dedication, and commitment to continually improving his skills. During his apprenticeship, Zak established himself as a valuable member of the Weldfast team through his consistent high-quality work and positive attitude playing a key role.

Team building

The team at Weldfast works hard but also recognises the importance of celebrating successes

and building strong relationships across the business. Last summer, the company organised a team BBQ, giving employees the opportunity to spend time together outside of the working environment and strengthen relationships across departments.

These activities help build a strong team culture and support Weldfast's aim of creating a workplace where people feel valued, supported and part of a team.



“I’m really excited to join Weldfast at such a pivotal time. There’s clear ambition in the business to invest in people, strengthen the team, and bring in talent to support long-term growth. It’s great to be part of shaping the five-year strategy, particularly in improving culture, capability, and overall performance. There’s a real sense that Weldfast is a business going places, and I’m looking forward to playing a key role.”

RICHARD FERGUSON, MARKETING MANAGER, WELDFAST



J.C. Atkinson and Son (JCA) fosters employee engagement, recognition and community

J.C. Atkinson and Son (JCA) continues to invest in their workforce through expanded apprenticeship opportunities and clear internal progression pathways, enabling employees to take on new roles, responsibilities, and skills.

Further encouraging employees' wellbeing, JCA gathered for their annual Hog Roast celebration in July, acknowledging two big milestones:

- The recommissioning of the Parsons site.
- Five years of Newable ownership – a journey of sustainable progress and partnership.

Celebrating long service

In March 2026, the business also celebrated the retirement of two dedicated members of staff: Gerard Hardy after 20 years of loyal service and Peter Green who retired after 30 years with JCA.

Gerard's dedication, professionalism, and contribution to the company have made a lasting impact.

Peter has been a valued part of the team, bringing dedication, experience, and a wealth of knowledge that has truly stood the test of time. Having "seen it all," his insight and steady presence have made a lasting impact across the business.

An integral part of JCA's journey, the company is especially grateful for Peter's contribution to the Reflections Picture Department, where his support and commitment have helped shape the service they provide today.

Employees' voice

Since 2022, employees are invited every year to participate in the b-Heard employee survey, providing insight into engagement, wellbeing, leadership, and organisational clarity. Results demonstrated positive levels of employee engagement and wellbeing, supporting the company's commitment to maintaining a supportive and inclusive working environment. Feedback from the survey complements existing engagement channels and helps inform decision-making and continuous improvement across the business.



IAN RUTTER, FINANCIAL DIRECTOR AND GERARD HARDY, COFFIN SPRAYER

As part of the survey initiative, JCA pledged a £1 donation to UNICEF for every completed response, contributing to a meaningful charitable donation while encouraging employee participation.

In 2024, following feedback from the survey, the company introduced the Long Service Reward Scheme, recognising employee loyalty by awarding additional annual leave for service milestones ranging from 5, 10, 15, 20 and 25 years. Last year, this meant about 12 extra days were given to colleagues reaching one of those goals.

Other improvements made throughout the years included an additional holiday during the Christmas break, a Funeral Partners Discount for employees and their families and a cycle-to-work scheme together with weather protected storage. The Cycle to Work Scheme continues to grow with over 30 employees now actively participating, supporting employee wellbeing and low-carbon commuting.

Charity contributions

JCA believe businesses have a responsibility to make a positive impact beyond their day-to-day operations.

Over the past years, JCA proudly supported a range of community and charitable initiatives, including:

- Donating materials to Pawz-for-Thoughts to create hedgehog homes.
- Sponsoring Goals-4-Gosh in aid of Great Ormond Street Hospital.
- Providing machinery to Military Craftsmanship to support ex-veterans.
- Donating benches to Howlatch Lane Primary School, Durham.
- Supporting local food donation efforts.
- Contributing to the reopening of Elemore Country Park, Sunderland.

These initiatives reflect the company's ongoing commitment to sustainability, community support, and social value.



What employees said:

"We have a lot of experienced employees who have long service, so their knowledge is critical for the company, I am fortunate to have a manager who listens and is very approachable".

"The people in my section are talented, motivated workers who have a strong team ethic. I enjoy the work I do and look forward to making progress and fulfilling my potential. The majority of the staff are team players who want to do their best for themselves and the company."

"I have been in this workplace for over 20 years and have always enjoyed working here."



Bringing people together: Oasis annual picnic

Last year, the annual Oasis picnic brought together 460 colleagues and family members for a day of celebration and connection.

The organisation involved:

- 8 buses transporting 460 staff and family members to an amusement park an hour away.
- On-site catering, with full meals prepared throughout the day.
- A fully decorated tent with organised seating and event coordination.
- Bollywood and Bengali music creating a vibrant and inclusive atmosphere.

A particularly meaningful element of the event was the opportunity for members of the management team to serve production colleagues, reinforcing a culture built on mutual respect and appreciation. Five production staff were formally recognised for their outstanding attendance, and the Managing Director, David How, addressed the gathering to thank everyone for their hard work and commitment throughout the year.

The programme also included organised activities, time for families to enjoy the park and a cultural performance segment. A highlight was an original song written and performed by one of our electricians, reflecting on the positive impact that working at Oasis has had on his family's life.

The day concluded with colleagues from across the organisation coming together in celebration — a reminder that while roles may differ, the strength of Oasis lies in its shared sense of community and purpose.





CMS invests in its people and celebrates success

CMS wants to find the best people to serve their clients, so the firm offers training and development to ensure staff can have satisfying and fulfilling careers at every level: from apprentices to senior managers.

CMS Academy is committed to growing the skills of hundreds of engineers and apprentices, so the next generation of professionals has the knowledge and confidence to succeed in commercial maintenance. This ongoing dedication to the fostering of talent and excellence is how CMS supports the commercial maintenance sector and its own growth.

Leadership Excellence in Action

CMS recognises that strong leadership drives strong results and in January 2026, its entire Management Team graduated from a bespoke Leadership Excellence in Action programme delivered by Spark People Solutions. The programme was designed to strengthen leadership capabilities, equip the team with practical skills, and foster a culture of accountability, collaboration, and innovation.

CMS leaders gained actionable strategies from the training which will lift team performance, improve decision-making, and drive operational efficiency. By investing this way in leadership development, CMS is not just building skills - it is building a team that inspires, empowers, and leads by example.

Success of CMS apprentices

As part of its ongoing commitment to early careers and skills development, CMS has 60 apprentices, all learning under the support of Geoff Barrass, Apprenticeship Manager at CMS. His focus is on:

1. Recruiting quality apprentices.
2. Supporting them through their qualifications.
3. Retaining and developing their talent once studies complete.

Guided by Geoff, CMS apprentices receive the mentorship and structure needed to reach their full potential. His leadership plays a key role in creating a culture of encouragement, accountability, and ambition.

Recognising outstanding talent

CMS is proud of its apprentices and the commitment they show both in the workplace and in their studies. In FY2025-26, two CMS apprentices were recognised for their outstanding work:



Joseph Snow – Electrical Apprentice of the Year 2026

Joseph was nominated by Macclesfield College for Outstanding Performance. He has completed all his exams, achieving distinctions across the board, and is fully up to date with his Off-the-Job Hours. Going above and beyond, Joseph completed his coursework ahead of schedule and has proactively asked for additional tasks. As a result, he is now further advanced than his peers and on track to complete his course early.

Joseph has been consistently praised for his positive attitude, enthusiasm, professionalism, and dedication. His drive to continuously improve makes him a great ambassador for apprenticeships and for CMS.



Lucas Danks – National recognition at the BESA Awards

CMS also proudly celebrates HVAC Apprentice Lucas Danks who achieved national recognition in December 2025.

Lucas was awarded Service and Maintenance Apprentice of the Year 2025 at the prestigious BESA Awards in London. This achievement reflects his hard work, technical ability, and commitment to excellence in the HVAC sector.

"What an incredible honour it was to receive the Service and Maintenance Apprentice of the Year award – it's honestly something I never imagined when I first started my apprenticeship," said Lucas.



Celebrating female apprentices

Toni Bowe is a CMS Gas Engineering Apprentice working in the Tyneside area. Since joining in October 2022, Toni has grown from learning the basics to confidently completing jobs on her own, building her technical skills and self-confidence along the way. She said: *"I've always liked practical work and understanding how things work. I knew I wanted something hands on, not office job."*

While on a multi-skills construction course, Toni explored several trades before deciding on her path. With guidance from mentors, she developed skills in fault-finding, servicing, and customer communication and she takes pride in seeing the results of her work. *"Being able to strip out a boiler and put it back together without any help was a big moment for me,"* Toni said.

Entering a traditionally male-dominated industry was nerve-racking at first, but Toni quickly found her place and believes that success in engineering comes down to skills, knowledge and attitude – not gender.

"It's about the skill and willingness to learn," she says. *"I've even been told by people that women can sometimes be better because they approach problems differently. Although it's best to avoid generalisations!"* Toni also believes that visibility is important in encouraging more women to join the industry. *"If I can do it, others can too."*

Celebrating diversity

Managers and staff at Newable take an active part in a Race and Equality Employee Resource Group to promote the benefits of cultural diversity and inclusion.

Race equality matters - marking Black History Month

The group's members highlight the benefit of the wide range of cultures and backgrounds at Newable, to help find ways to promote change and encourage better awareness and inclusion.

In October last year, the group, also called 'United Newable' celebrated Black History Month and organised a 5-day challenge to raise awareness and help remove barriers under the theme 'Dig deeper, look closer, think bigger'.

Throughout the month, colleagues were invited to engage in a series of open discussion forums, ask questions, learn together, and carry lessons forward.

Every week, emails were shared that included short videos, examples and explanations and actions that individuals could take in order to change. At the end of each week, colleagues were invited to an open discussion to share their views and own experiences. Topics covered included: different cultures, praise, inclusion and belonging.



Mental health matters

Through 2025 Newable's Mental Health Employee Resource Group organised a series of activities to raise awareness around mental health issues.

In May, during Mental Health Awareness Week, colleagues were encouraged to wear green to help raise awareness of related health issues and also take part in a special lunch-time Scavenger Hunt walk.

On this walk, colleagues were encouraged to pay attention to their surroundings and pause to notice things from a list, finding something green, an insect or animal, something warm, something bumpy, something that starts with the first letter of their own name. They were also asked to find an object for each of the following emotions: happy, sad, mad, calm, worried and proud.

On 10th October, Newable celebrated World Mental Health Day and reminded everyone about the importance of Mental Health and its year-round salience, whether life is busy and unpredictable or quiet and ordinary.

Among colleagues sharing their experiences were Lynn Finch, who talked about how she managed to rewire negative thoughts to focus on the positive, while Nathan Lawes took us on his journey into understanding more about the role of mental health.

Newable also added a new e-learning module to its training portal to help colleagues understand more about mental health and raise awareness.

A particular focus was how Mental and Physical Health go hand in hand and how important being active is. For example, there are many ways of integrating walking into the work day: walking

meetings, walking to work (or part of the way), taking lunchtime walks, joining a walking club, or walking a dog, while combining walking with socialising can have an especially positive impact on mental health.

5th February was Time to Talk Day, billed as the UK's biggest mental health conversation, offering a chance to listen, share, and talk, including about good mental health tips. One area of debate was how to start a conversation with someone you believe is struggling, and this included suggestions on how to open up to a trusted person, invite a colleague for a cup of tea and a chat, organising an informal team gathering/lunch to connect, using ice breakers, texting to check in with a friend, going for a walk and talk with a neighbour, and setting up a pledge board in the workplace.

Recognising that ethnic and other minorities group sometimes face unique challenges in accessing mental health services, the Mental Health ERG and United Newable also worked together to develop a toolkit that included Mental Health Resources for Ethnic Minorities.

“Mental health is as important as our physical health. By understanding ourselves, building resilience, and reaching out for support when we need it, we give ourselves the best chance to navigate life's challenges and thrive.”

**NATHAN LAWES,
INNOVATION AND GROWTH TEAM
LEAD, NEWABLE ADVICE**





Honouring 25 years of service: celebrating our people and their lasting impact

This year, we proudly celebrate a remarkable milestone: two employees in our organisation reaching 25 years of dedicated service. But Joanne Baker and Gavin Holland's commitment reflects far more than tenure — it represents decades of shared values, responsible growth, and a deep belief in the purpose that drives our organisation forward.

A quarter century of contribution and care

Our long-serving colleagues have shaped who we are today. Over 25 years, they have championed Newable's values of: Dream Big, Get Going, Grow Together, Always Improve, and Pass It On. They also stood out for supporting the transition to more efficient processes.

Their service demonstrates that progress is built on the steady efforts of people who care.

Strengthening our social fabric

Reaching a 25-year milestone is a testament to the strength of our workplace community. These colleagues have:

- Mentored new generations of employees.
- Fostered a culture of inclusion, respect, and collaboration.
- Supported community initiatives.

- Helped create a safe, supportive environment where people can thrive.
- Looked at how the business can contribute to social mobility.

Their dedication has strengthened the social foundations of Newable and enriched their teams.

Embodying governance through integrity

Newable CEO Chris Manson said: "Jo and Gavin have both been custodians of our values over the past 25 years, and have both upheld the highest standards of governance. And both have done this with their famous warmth and professionalism."

Both have contributed by:

- Demonstrating integrity in decision-making.
- Supporting transparent and accountable practices.
- Ensuring continuity and stability through periods of change.

And their leadership reinforces the governance principles that underpin the long-term success of Newable.

Looking ahead with gratitude and purpose

As Newable celebrates these 25-year-service milestones, we honour not only the individuals but the collective impact they have made. Their contributions have helped build a resilient, responsible organisation — one that is better prepared for the next years of sustainable growth.



“ In my 25 years at Newable, it isn't the variety of roles or how quickly the time has passed — it's the people I've been lucky enough to work alongside. Every team, every colleague, and every shared challenge has played a part in shaping who I am today. I've grown because I've been surrounded by people who supported me, pushed me, and taught me more than they realise. I'm especially grateful for the day-to-day moments with my current team, who continue to inspire me and make each day meaningful.”

GAVIN HOLLAND, DIRECTOR, BUSINESS SYSTEMS AND DATA, DIGITAL

“ Twenty-five years may sound like a long time, but I feel incredibly fortunate to have spent them in a business that has not only kept me engaged, but has also given me continuous opportunities to grow.

Looking back, what stands out most is the people I've worked with along the way. They have always been at the heart of Newable and are a huge part of what has made my journey here so enjoyable and meaningful. It is that combination of shared purpose, wonderful colleagues, and the opportunity to keep learning and contributing that has made 25 years pass so quickly — and made my time here feel genuinely special.”

JOANNE BAKER, DIRECTOR OF FINANCIAL PERFORMANCE AND PLANNING

LFS delivers social value for Clarion Futures

LFS has provided passive fire services to Clarion Housing for the last seven years and, in addition to doing the job well, is committed to supporting local communities.

As a social value partner, LFS provides funding for Clarion Futures to deliver projects that transform lives. Its social value contributions over the last year have supported projects nationwide for housing residents that improve safety, wellbeing, food security, and access to nature.



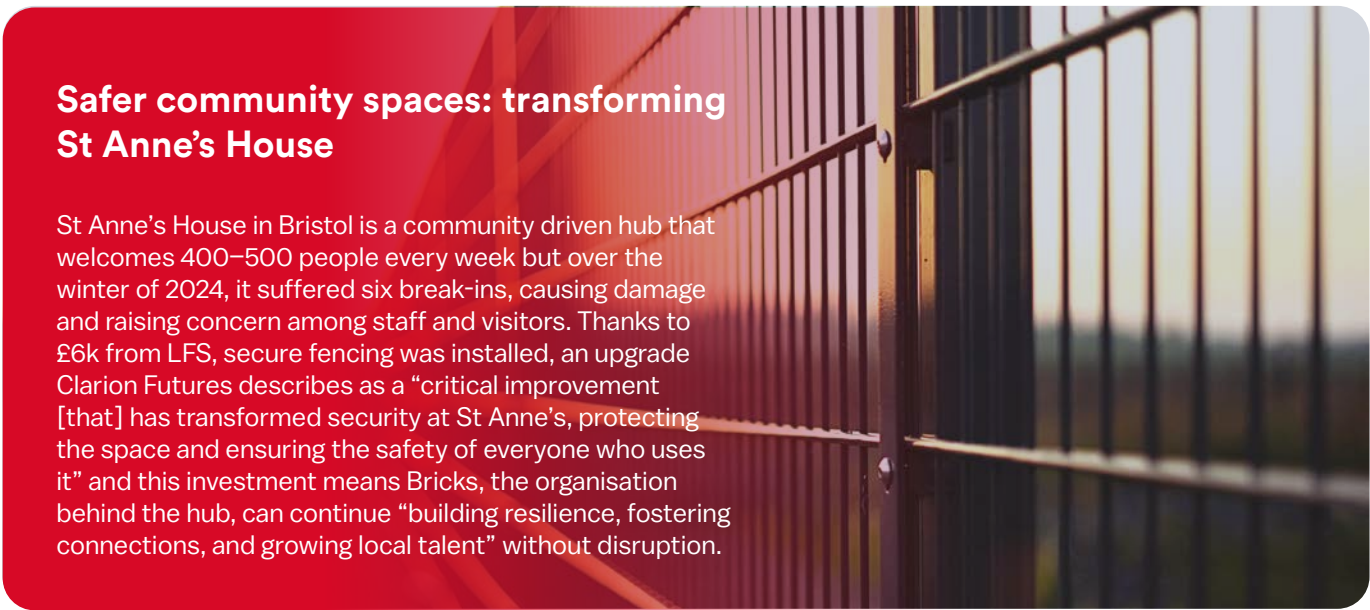
Helping families eat better and cook on a budget

The cost-of-living crisis continues to affect many Clarion residents and according to the Clarion Index, 20% of its residents went without food in the past year, and 14% relied on food banks.

LFS stepped in with a £12.5k donation to support the national Cooking on a Budget programme—helping residents learn practical cooking skills, reduce waste, and prepare nutritious meals on tight budgets. This support enabled UK Harvest to support 120 residents, Cracking Good Food to run six sessions for 54 people, St Michael and All Angels to serve 737 hot meals, and Rainham Royals to deliver classes for 71 residents, all leading to families cooking together, eating better, and feeling more confident in their kitchens.

Safer community spaces: transforming St Anne’s House

St Anne’s House in Bristol is a community driven hub that welcomes 400–500 people every week but over the winter of 2024, it suffered six break-ins, causing damage and raising concern among staff and visitors. Thanks to £6k from LFS, secure fencing was installed, an upgrade Clarion Futures describes as a “critical improvement [that] has transformed security at St Anne’s, protecting the space and ensuring the safety of everyone who uses it” and this investment means Bricks, the organisation behind the hub, can continue “building resilience, fostering connections, and growing local talent” without disruption.



Bringing nature back to Edenside

Green spaces are essential for wellbeing, and with £4k from LFS, an unused patch of land on the Edenside Estate is being transformed into a vibrant wild space. Residents helped shape the design, prioritising seating areas, wildflower meadows, bird and bat boxes, bug hotels and bulb planting. These features will “boost biodiversity on the estate, whilst creating a welcoming environment for relaxation and connection.”

Enthusiasm from residents has been inspiring and they’ve already volunteered to help maintain the space, with one resident saying, “green spaces have a positive impact on people’s overall mental health.”

Completion is planned for 2026, with community planting days scheduled this spring.



A partnership that matters

Shelley Hathaway Batt, Head of Strategic Partnerships and Projects at Clarion Futures, summed up the impact of the partnership: “Through LFS’s support, Clarion Futures has been able to deliver projects that have not only provided essential services but have also inspired hope, created opportunities, and strengthened the fabric of our communities.”



CMS gets involved with local colleges

Apprenticeships provide a practical and financially viable career route, giving individuals the skills and experience needed to thrive.

Apprentices also earn while learning and gaining recognised qualifications, which is why apprenticeships are increasingly popular for those wanting to advance without debts.

Apprenticeship recruitment

Over the last year, CMS has welcomed 22 new apprentices, bringing the total up to 80. They each play a key role in the continued success of CMS and plan to increase numbers further under the company's Growth Plan.

In addition to its Apprenticeship Programme, CMS actively invests in the training of skilled engineers who are essential to the future of the maintenance industry.

As part of his role, CMS Apprentice Manager, Geoff Barass regularly visits local colleges and schools such as Gateshead and Sunderland College, Durham New College, Optimum Skills, and others. There, Geoff encourages young people to do bigger and better things by embarking on the industry's skills pathway.

In January 2026, Geoff attended a Job Fair staged in partnership with Northumberland County Council College at the Concordia Community Centre in Cramlington where he met local students and jobseekers, discussed career routes into engineering, and explained how apprenticeships at CMS offer long-term career progression.

The previous month, CMS attended a careers event at Lord Lawson of Beamish Academy where Geoff spent the day running mock interviews with students, helping them build confidence and giving them an insight into what employers are looking for.

By working this closely with schools and colleges, CMS helps young people prepare for their careers. By investing time and energy, it not only benefits students but the firm also connects with talented young individuals who will shape the future of the industry.





Synergy delivers meaningful social impact in our communities

Synergy Car Leasing was founded in Harrogate in 2006 with a clear vision, to deliver an excellent leasing experience to all clients.

From the start, the business wanted to make car leasing simpler, more transparent, and genuinely customer-focused.

Acquired by Newable in 2020, as part of its responsible growth plans, their key ESG goals focus on sustainability, creating a great place to work that gives back to the local community and strong governance that delivers fair value and responsibly manages both risks and opportunities.

Creating a great place to work

Synergy set up The People's Forum to:

- Contribute to Synergy's diversity and inclusion goals.
- Build an inclusive and respectful workplace.
- Foster a sense of belonging among employees.
- Promote understanding and respect.

Giving back to the local community

As part of this, Synergy's People's Forum organised a World Heritage Day event, Macmillan Coffee Mornings, an International Women's Day event and a mental health walk. The latter was supported by the three mental health first-aiders within the wider team, recently trained across the business. Synergy also runs an annual Christmas charity appeal and in December, organised gifts for children aged 7-11 at Leeds Children's Charity at Lineham Farm.

Great Knaresborough Bed Race

In June 2025 Synergy competed in the Great Knaresborough Bed Race. In this local event, Synergy got involved decorating a self-built "bed frame" in the theme of TV advertising, as well as marshalling and giving sponsorship. Six Synergy runners trained for the 2.4 mile race, pushing the bed around the course, including swimming through the River Nidd, raising £1,650 for The National Autistic Society (including Synergy match-funding).



Kick Back Scheme

At the start of 2025, Synergy partnered with Harrogate Town AFC to support and grow their grassroots Kick Back Scheme.

This partnership between Harrogate Town AFC and local junior grassroots football teams across the Harrogate District connects young local talent with the local soccer leaders. Grassroots teams benefit from match-day tickets, making matches more accessible for junior players to attend. The grassroots teams can also earn 20% cashback from any additional ticket sales. This cash is given back to the junior grassroots teams, to reinvest in anything they need such as kit, transport or training equipment.

With Synergy's support, junior teams participating in the Kick Back Scheme earned a total of £2,243 last season. This can be reinvested by clubs into vital areas such as kit, training equipment, pitch hire, and membership subsidies.

The Kick Back Scheme is free to join, and allows young, local talent to connect with a professional league club and meet the players.

Officio supporting charitable causes

One of Newable’s ESG Social Objectives is to positively impact communities around us. And the team at Officio has been actively contributing to a charity set up by Georgia Smith, one of their Account Managers. The charity was set up after her 16-year-old brother Charlie died in a tragic accident.

Losing Charlie shattered Georgia’s family, but his friends and peers were also impacted, with young people struggling to process their grief and emotions, often with nowhere to turn for help. The charity exists to make sure no young person need feel alone in their darkest moments.

Three years on, the Charlie’s Wings charity now weekly supports more than 16 young people aged 4-21 through counselling and mentoring, with help too, for parents, carers, and professionals working with them. Since its creation, £60,000 has been raised to support the work with young people and to hire three counsellors and an education tutor.

Officio, part of the Newable Group, regularly supports through its Giving Back initiative.

In November 2025, members of the Officio team attended the charity’s annual Winter Ball, standing alongside Georgia and her family to show their support and to celebrate the difference Charlie’s Wings continues to make within the community. The event raised £27,550 which will enable the charity to help young people navigate life’s challenges with confidence and resilience through one-to-one mentoring, skills training, access to essential services, and therapeutic support.

Laura Collins, Director of Central Sales at Officio, regularly volunteers time to help support fundraising events. In addition, she and Jack Embleton, Director of Business Development at Officio, took part in a provider survey within the office space industry. Officio were offered payment for their participation and chose to donate this to the charity. Those contributions have helped raise £140 for Charlie’s Wings.



£27,550
Raised at the
Winter Ball 2025



Celebrating excellence across NewFlex

In its commitment to Decent Work and Economic Growth, NewFlex strives to be a great place to work and is proud to recognise the outstanding achievements of its people, including at this year's Flex and The City (FATC) Awards, a digital platform for professionals across the flexible workspace sector.

Leadership and industry impact

NewFlex celebrated Nathan Carpenter, Head of Revenue, for securing a win at the 2025 FATC Awards as 'Operator Sales Leader', reflecting his commitment to excellence, his leadership within the industry, and the value he consistently delivers to partners.

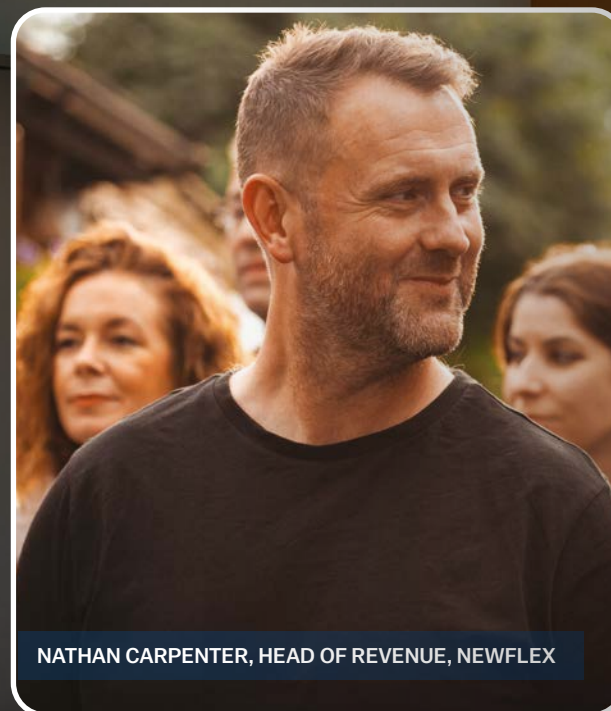
Two NewFlex-operated workspaces were also shortlisted: Flex@Tide and The Quad at ONE Station Hill.

The Quad at ONE Station Hill: a benchmark for excellence

NewFlex is proud to operate one of its flagship Quad workspaces within ONE Station Hill, a multi-award-winning development redefining workplace design, sustainability, and user experience in the Thames Valley.

ONE Station Hill has been recognised by leading industry bodies, including the BCO National Awards, Berkshire Property Awards and CoStar Impact Awards.

These awards reflect the shared ambition between NewFlex and their partners: to activate spaces that inspire, connect, and elevate the way people work.



NATHAN CARPENTER, HEAD OF REVENUE, NEWFLEX

Following its regional success at the BCO South of England & South Wales Awards, ONE Station Hill was named Best Commercial Workplace (National Winner) at the BCO National Awards 2025, celebrating excellence in workplace design and user experience.

A regeneration success story

Across the wider estate, ONE Station Hill continues to earn recognition for its transformational impact on Reading's urban landscape. The development has been named Bold Regeneration Project of the Year and CoStar Impact Award winner for its contribution to the region's regeneration, sustainably built and designed around people, ONE Station Hill represents a new chapter for Reading — a vibrant, connected destination where work, life, and leisure come together.

“At NewFlex, our people are at the heart of everything we do — and moments like these remind us why. Nathan's recognition at the FATC Awards is a testament to his dedication, expertise, and the exceptional standard he sets for the whole team. Alongside the shortlisting of Flex @Tide and The Quad at ONE Station Hill, and the remarkable national recognition ONE Station Hill has earned through the BCO Awards and beyond, this is a proud period for NewFlex.”

FOZIA KANWAL
CO-CEO, NEWFLEX





The Business Village launches fund-raising dogs' calendar

The Business Village in Barnsley South Yorkshire is an innovation hub for small and medium-sized enterprises, jointly owned by Barnsley Council and Newable Advice.

To celebrate The Business Village as a dog-friendly site, it launched a fund-raising calendar featuring all the 'canine colleagues' who come to work with their owners.

£1,000 raised from sales of The Dogs of The Business Village calendar, sponsored by Vets for Pets, went to Barnsley Hospice.

More than 40 dogs go to work with their owners at The Business Village's two sites in Wilthorpe and Cudworth but other 'stay-at-home' dogs are also featured.

Tenants have been able to bring dogs to work since March 2023 under a policy introduced after a consultation which helped design a code of conduct tested in a pilot.

Each dog must be registered with site management, and owners sign a contract to abide by strict rules on dog behaviour and hygiene. The pets are not allowed in communal areas or meeting rooms and owners must ensure no-one has allergies or is nervous of dogs in their own offices or workshops.

Business Village Business Development Manager Kevin Steel said: "We wanted to introduce dogs in a very practical way but also protect the professional integrity of the workplace. And the consensus is that we've achieved that. Our calendar is now a fun collective way to celebrate our business community and our canine colleagues – as well as raise some money for charity."

250 copies of the dog calendar have been produced by I Do Magazine – a publishing company which moved back to The Business Village just a few months ago, largely because of the dog-friendly policy.

I Do Co-Director Heather Tiffany, who brings her two soft-coated wheaten terriers to the office, said: "being able to bring my dogs to work was definitely a big factor in bringing our business back here. It's a great idea when it's managed well like this – and it seems to have only added to the business community. We love all the photographs submitted for the calendar."

Simon Atkinson, corporate partnership manager at Barnsley Hospice, said: "We are grateful to be chosen as the charity backed by this doggy calendar. We rely on donations and fund-raising to make up two-thirds of our income, so those who buy these lovely calendars can do so knowing they are making a huge difference to the care and services we provide for local families."

Louise Gwyn, Practice Manager at Vets for Pets, based over the road from The Business Village in Wilthorpe, said: "Our pets play a huge part in our lives and we're very pleased to support this fund-raiser for Barnsley Hospice. It's led by a business enterprise which is really pioneering dog-friendly practices."

The move to allow dogs at The Business Village has a variety of benefits for busy entrepreneurs. Dog-owning business-owners have reported productivity improvements as taking the dog for a quick walk has given them a break from the computer screen, helping clear heads and unlock ideas. Others have found that having a dog around has boosted their general wellbeing and reduced stress. It has also helped businesses to interact and get to know each other better as people have had more informal chats as they walk their dogs in the grounds.



MARTIN BEASLEY, THE BUSINESS VILLAGE FORMER CEO (LEFT) AND SIMON ATKINSON, CORPORATE PARTNERSHIP MANAGER AT BARNSELY HOSPICE (RIGHT)



Governance

Our commitment

To support our staff and to contribute to inclusive economic growth

Objective

1

Maintain transparency across our business

Objective

2

Operate a fair, honest and responsible supply chain and safeguard human rights

Objective

3

Manage responsibly future risks and opportunities

Newable collaborates with UK businesses to accelerate their growth, helping them start and scale their ventures, access new markets, develop innovative products, and establish new premises – all contributing to economic prosperity. Newable's recruitment policies are designed to attract top talent, and Newable offers training and development opportunities to foster satisfying and fulfilling careers. Companies across the Newable Group hold a combined 11 ISO accreditations (including ISO 9001, ISO 14001, ISO 27001 and ISO 45001).

Over the next pages, read how Newable has been delivering on these commitments throughout FY2025-26.

**KETTY MOSESHVILI,
CHIEF ESG OFFICER, NEWABLE**



Celebrating excellence at the Broker News Awards

Synergy's commitment to responsible growth, customer-first service, and industry leadership was recognised at the 2025 Broker News Awards where it won four awards, including Broker of the Year for the second consecutive year. This achievement reflects both the company's commercial performance, and also its strong governance, investment in people, and dedication to clients and communities.

Synergy was also named Best Mid-Sized Broker, Best Customer Service Broker, and received the Rising Star of the Year award. Together these honours highlight the breadth of its capabilities—from operational excellence and service quality to the nurturing of emerging talent.

The awards reinforce the values at the heart of Synergy's ESG Strategy and demonstrate how a focus on ethical conduct, transparent decision-making, and a culture of continuous improvement translates into meaningful recognition. Most importantly, they reflect the trust that clients place in Synergy and the commitment of colleagues to uphold the highest standards and a culture of continuous improvement.

As Synergy looks ahead, the team remains focused on building a business that is resilient, responsible, and forward-thinking, and continues to deliver value for all stakeholders.

Will Voisey, Managing Director, says:

“Winning Broker of the year for two consecutive years is a huge achievement for everyone at Synergy. It reflects the hard work and commitment of the team to deliver the best possible leasing experience.”

Our clients remain at the centre of everything we do, but we're not standing still. We're focused on continuing to raise standards across the industry. We know our clients expect the highest level of service — and that's exactly what we aim to deliver, every single day.”



“We're really pleased to have been recognised for customer service for the third consecutive year and as the best Mid-Sized Broker. It's also great to see our talent acknowledged, with Senior Account Manager Ellie Tucker winning the Rising Star award.”

WILL VOISEY, MANAGING DIRECTOR, SYNERGY

Fair Trade audit processes at Oasis

Fair Trade and ESG

Oasis Coffins, part of JCA International, has developed an ESG framework aligned to Fair Trade principles and mapped to the UN Sustainable Development Goals.

Oasis is committed to the Newable Group-wide ESG objectives such as ‘Drive inclusive economic growth’ (aligned to the World Fair Trade Organisation (WFTO) Principle 1 ‘Opportunities for economically marginalised producers’).

Its home in North-West Bangladesh is historically a poor region, with few employment opportunities outside agriculture. Oasis’ rapid growth, reaching 300+ in full-time formal employment, has had an indirect impact on c.1,000+ people in the local communities. Oasis also has a strong focus on providing a safe working environment and career progression for female members of staff.

Oasis’ last audit in February 2026 reviewed the Improvement Plan from September 2022 as well as a Self-Assessment Review from June 2025.

The desk audit reviewed communication processes, including Town Halls and Workers Welfare Association meetings, and confirmed Fair Trade policies covering recruitment, training, pay, disciplinary procedures and non-discrimination.

Evidence was provided of maternity protections, safe working conditions, health and safety management and employee training. Oasis also demonstrated its commitment to staff development through structured training, internal promotion opportunities and career progression pathways.

The audit reviewed supplier management policies, including oversight of local and international suppliers to ensure compliance with Fair Trade standards.

Overall, Oasis showed strong progress in employee engagement, transparent communication, people policies, capacity building and internal monitoring.

Transform Trade Endorsement

Oasis has been a guaranteed member of the WFTO since 2017 and has also been endorsed by Transform Trade (previously Traidcraft, a founder of FairTrade) since 2012. This external compliance process assures key customers (including bereaved families) that Oasis’ products are ethically made, that Oasis staff work in healthy conditions and are fairly remunerated.

The March 2025 Transform Trade audit involved a visit from a UK-based expert to Oasis’ two manufacturing units. The audit process included a meeting (with independent translation) with members of the Workers’ Welfare Association, randomly selected production staff and members of the management team. Open questions were asked in a safe and confidential environment, policies read and documentation examined.

The review was highly complimentary about Oasis’ operating professionalism and commitment to Fair Trade. Oasis welcomed the improvement plan put forward and has been diligently working on this over the last year. Here are some examples of the improvements that were put in place following the audit:

- Job descriptions were provided to all staff including those with roles on the production floor, to ensure clarity re: responsibilities.

- Health and Safety responsibilities and practices have been embedded more deeply within the team. This means formal daily reporting at a factory-floor level to report any observed Health and Safety risks. Machine operators have received additional training to ensure safe use of wood-working machinery.
- Transform Trade encouraged Oasis to find creative ways of embedding an understanding of Fair Trade across the organisation. In response, production stopped on World Fair Trade Day and employees were invited to share their reflections and create Fair Trade slogans for colleagues. The Oasis management team also wrote and performed a Fair Trade song, which was shared with the wider team.
- Oasis provides updates to Transform Trade against the improvement plans to ensure that the identified developments are made.
- This rigorous, multi-year process has encouraged Oasis to internalise and live out the principles of Fair Trade and the audits help give the team objectivity about their work.

Oasis believes this has a positive impact on the business that they are striving daily to be – one where both people and profit matter.



Meeting WFTO standards involves self-evaluations, desk audits and a thorough face-to-face external audit every couple of years. During the audit, Oasis is evaluated against the 10 Principles of Fair Trade, ensuring it fully commits across all aspects of its business and supply chain:

1
Opportunities for Economically Marginalised Producers

2
Transparency & Accountability

3
Fair Trade Practices

4
Fair Payment

5
No Child Labour, No Forced Labour

6
No Discrimination, Gender Equity, Freedom of Association

7
Good Working Conditions

8
Capacity Building

9
Promote Fair Trade

10
Climate Action and Protection of the Environment



Using 'Supply Connect' to unlock growth in public and private sector

Newable Advice delivers end-to-end business-support programmes for public and private sector organisations, especially those helping businesses to grow and generate social and economic impact.

Since September 2025, Newable Advice has been delivering 'Supply Connect', together with Enterprise Nation and on behalf of JPMorganChase. Supply Connect is an SME-supplier-hub pilot programme to help UK SMEs access public sector contracts. It is part of JPMorganChase's £40 million support for inclusive economic growth across the UK, boosting skills and pathways to quality careers.

The new pilot aims to unlock Government contracts under the Procurement Act 2023, that came into force on 24 February 2025 and reflects the fact that 40% of firms say they need help to become supplier-ready, 50% say they want to work with Government, and 23% say they had never heard of supplier-ready training.

The programme seeks to take advantage of opportunities under the Procurement Act 2023, including from the £2 billion pot for construction and housing announced under Chancellor Rachel Reeves.

The partnership then developed a digital supplier hub that connect SMEs seeking contracts with strategic Government suppliers, as well as providing training to become supplier-ready.

This pilot phase focused primarily on new national procurement frameworks in food and drink, facilities management and construction - with an estimated combined spend of almost £100 billion.

The new supplier hub includes being part of the supply chain into schools and prisons, and will also help populate the Total Facilities Management Framework which will run until January 2029, with a total estimated value of £814 million. In addition, opportunities are available through the Crown Commercial Service's Construction Works and Associated Services Framework, including Healthcare and Offsite Solutions, which has an anticipated value of up to £80 billion.

Nearly one year in, the programme has delivered 17 events (including SME forum, meet the buyers, procurement clubs and webinars), 158 bids for tenders from 43 companies, and 85 contract wins to a value of approx. £2 million.

“Accessing public sector contracts can act like an accelerator for small and medium-sized businesses. Yes, Government contracts are complex, but they are solid and reliable and deliver an incentive for small businesses to invest in process and technology, create local jobs and grow.”

**MALCOLM COHEN,
MANAGING DIRECTOR OF
NEWABLE ADVICE**

3
Meet the buyer events

43
SMEs submitting bids

85
Contracts won already

£2m
Combined contract value



**NATALIA GRUZINA,
INNOVATION AND
GROWTH SPECIALIST,
NEWABLE ADVICE**



LFS takes compliance and governance to the next level

Governance is the system of rules and processes helping to direct and control a company, ensuring accountability, transparency, and fairness among stakeholders. Good governance helps to balance the interests of shareholders, customers, regulators and management team to ensure ethical, sustainable long-term success.

Supplier selection and due diligence

LFS works with joinery, fitout, passive fire and fire door contractors that share our commitment to quality, safety and responsible business practices. As one of the few providers offering an end-to-end manufactured and factory-fitted door service, LFS recognises the importance of selecting partners who have the technical capability and operational standards required to deliver compliant fire safety solutions.

LFS's partnering scheme has been developed to support contractors throughout the project lifecycle, creating clear expectations and providing the tools, training and technical expertise needed to achieve successful project outcomes.

Governance and standards

The partnering scheme is built on the principles of honesty, integrity and collaboration. By combining manufacturing and installation expertise within a single service model, LFS provides a consistent approach to quality management, technical support and compliance across projects.

To support the delivery of agreed standards, partners have access to:

- Product training covering specification, installation and ongoing maintenance.
- Pilot installations with on-site technical attendance.
- Bespoke installation manuals tailored to specific projects.
- Factory tours and access to LFS training facilities
- Measuring services and access to specialist digital tools.

These arrangements help ensure that products are installed in accordance with manufacturer requirements and fire safety standards.

Monitoring and assurance

Effective oversight is critical to maintaining quality and performance throughout the supply chain. LFS provides technical support and site attendance where required, enabling issues to be identified and resolved quickly during project delivery.

Maintaining close collaboration between manufacturing, installation teams and contractor partners helps improve visibility of project risks, supports compliance requirements and promotes consistent delivery standards from production through to final installation.



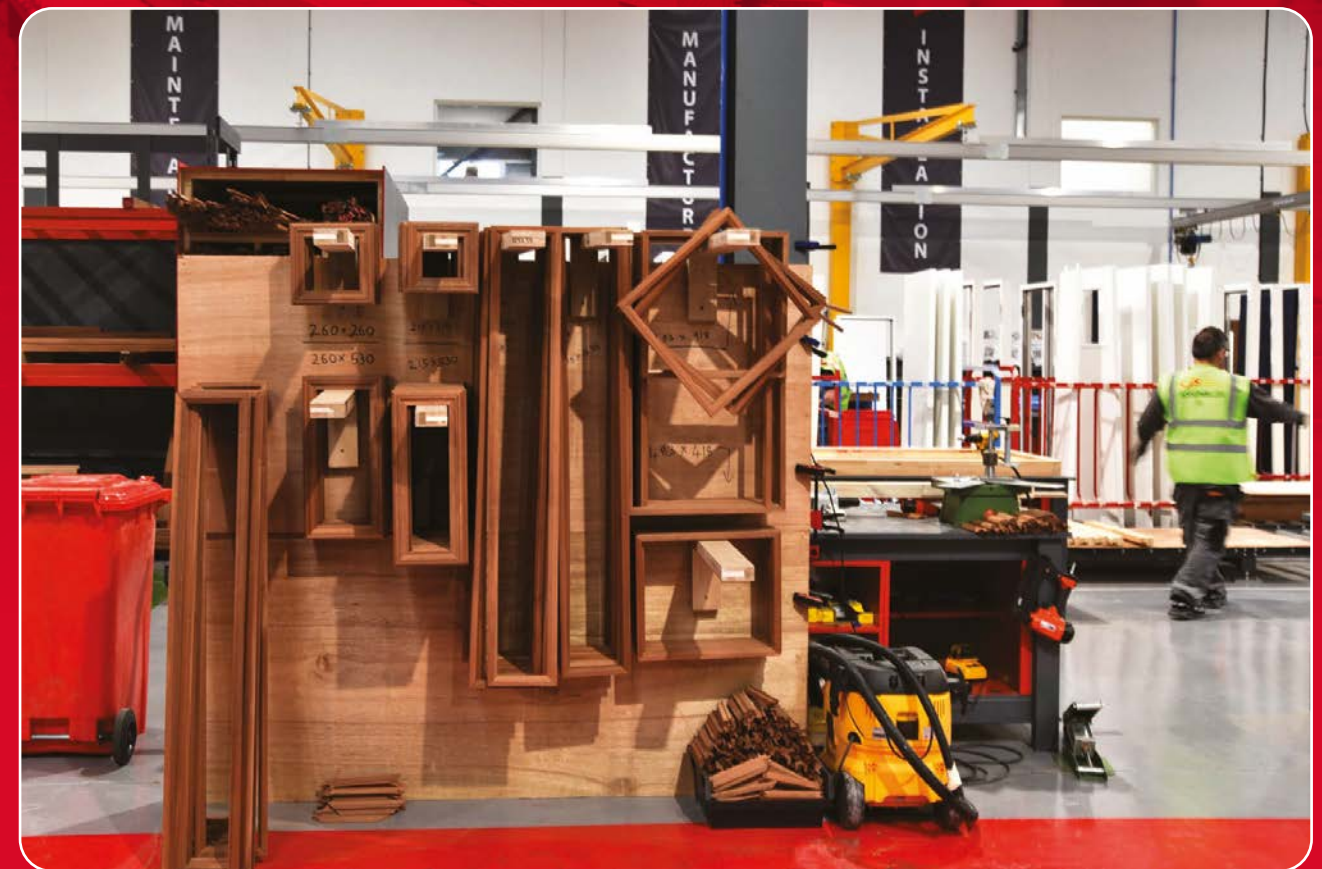
Continuous improvement

LFS continually works with contractor partners to share knowledge, develop technical competencies and improve project outcomes. Through ongoing training, practical installation support and regular engagement with partners, LFS seeks to strengthen capability across the supply chain and encourage the adoption of best practice.

This collaborative approach supports continuous improvement, helping to deliver reliable, compliant and high-quality fire safety solutions while building long-term partnerships based on mutual success.



LFS TEAM





Building partnerships with suppliers through CMS Academy

CMS is a firm built on the values of Responsiveness, Integrity, Care, and Expertise. As part of this vision, CMS is committed to a fair, honest and responsible supply chain. To ensure suppliers meet the required standards, CMS implements a structured onboarding process for all suppliers and subcontractors and shares its Supplier Code of Conduct to set clear expectations across their entire supply chain.

As CMS continues to redefine operational excellence and customer responsiveness, it is ever more essential to upskill and empower engineers through hands-on training. A key element of this strategy has been the CMS Academy, purpose-built to support the training and upskilling of over 200 engineers annually and more than 50 apprentices each year. Its success depends on access to reliable, energy-efficient technology and partners committed to long-term support.

A further pillar of the Academy is its focus on real-world application. There, engineers train using industry-recognised equipment and systems supplied by leading manufacturers, including Baxi, Belimo, Grundfos, and Schwank, mirroring the environments they will encounter on site.

This practical exposure gives CMS engineers a clear advantage, helping them develop confidence, competence, and consistency in their work, while providing CMS clients with quality assurance.

All systems in the Academy have been installed and are maintained by CMS's own teams, who roll out manufacturer training programmes, upskilling the company's expert engineers as in-house trainers.

CMS x Belimo - a partnership reflecting shared values

CMS partnered with Belimo, a global leader in HVAC actuator and control technology, to equip the Academy with state-of-the-art products and technical expertise. This collaboration is about more than the latest components: it reflects a deeper alignment in values, a shared commitment to ESG principles, and a mutual belief in investing in the future of engineering talent.

Belimo's intelligent HVAC solutions have been integrated throughout the CMS Academy. From advanced actuators to dynamic control valves, Belimo's systems help CMS create a live training environment that mimics real-world performance. This gives the firm's engineers the opportunity to learn in a space that is both technically sophisticated and environmentally conscious.

Belimo is also actively involved in delivering specialist training modules for CMS engineers, building knowledge, confidence, and capability across the workforce.

Shared Values and ESG Alignment - at the heart of this partnership lies a strong cultural fit. Both CMS and Belimo are purpose-led organisations that prioritise:

- **Sustainability:** Delivering energy-efficient solutions that reduce environmental impact.
- **People-first development:** Investing in training and career growth.
- **Accountability and transparency:** Doing business with integrity and long-term impact in mind.

Through this partnership, CMS and Belimo are not just building better systems — together they are shaping a more responsible, skilled and sustainable future for the sector.



CMS Academy partners with Unox for hands-on training

In January 2025, CMS Academy partnered with Unox on a practical training day which brought together engineers and apprentices and gave them the opportunity to enhance skills and gain hands-on experience with the latest industry techniques. Unox is a manufacturer of kitchen equipment's which people-focused values are closely aligned with the CMS ethos.

The CMS Academy is now fitted out with commercial ovens by Unox, helping to create the working environment in which CMS builds success both for staff who have shown talent and passion during their training, as well as for those performing excellent results every day.

Why fraud prevention is critical for Newable

Fraud prevention is critical to protect businesses from severe financial losses, crippling reputational damage and legal penalties. It also helps maintain customer trust and operational continuity. This is especially true today, when AI can drive growth but just as easily be weaponised for deception.

Risk context

In autumn 2025, changes under the Economic Crime and Corporate Transparency Act (ECCTA) were introduced to strengthen the UK’s defences against economic crime. A major addition to the ECCTA now makes large organisations criminally liable if an associated person commits fraud for the organisation’s benefit, unless the organisation had ‘reasonable fraud prevention procedures’ in place.

Actions taken

Newable Group and its subsidiaries’ Boards are committed to adhering to the best practice across industries and ensuring we lead by example when hiring our staff, choosing Newable suppliers and working with clients.

Newable has developed a structured Fraud Prevention Management Plan. It is based on risk assessments: regularly reviewing where subsidiary businesses are vulnerable to internal and external threats and evaluating controls. Newable already has robust yet proportionate risk-based prevention procedures in place. This includes segregation of duties, ensuring no single person has total control over a financial transaction and enhancing technology through the use of Multi-Factor Authentication (MFA), and also fraud detection software to monitor for unusual patterns. Newable is committed to exploring this further, ensuring that the Group really knows its people, suppliers and customers.

In February 2026, 70+ Senior Managers attended an intensive Fraud Awareness training session followed by an in-depth risk assessment tailored to each business. This helped ensure their full buy-in and commitment to champion honesty and transparency across their company. Each business now ensures that all their employees are trained to recognise red flags like phishing or unusual behaviours of our suppliers. Newable believes that training is a key control to help develop a risk-aware culture where staff can be reminded that if something doesn’t look or feel right, it is their duty to raise concerns further.

Future focus

Newable will continue to review and strengthen our fraud prevention framework to address emerging risks, including those associated with artificial intelligence and cyber-enabled fraud. By enhancing controls, technology, training and due diligence processes, Newable aims to maintain a strong culture of integrity while ensuring all procedures remain effective, proportionate and aligned with evolving regulatory expectations.

“

Fraud prevention is not just about avoiding financial loss: it is about protecting our reputation, maintaining trust and safeguarding stakeholder interests. Strong controls and accountability help ensure our business remains resilient, sustainable and positioned for long-term growth.”

ROB THOMPSON, CHIEF FINANCIAL OFFICER, NEWABLE



Cyber security risk management

A key objective in Newable’s corporate governance framework is to manage responsibly future risks and opportunities.

Now more than ever, managing cyber security risks is critical with so many businesses almost exclusively online.

Newable recognises that cyber security risk is ever-evolving and its Cyber Security Team (CST) is charged with leading an effective strategy for all Newable businesses, meeting three times a year and with a broad representation from across the Group.

Strategic risk management and oversight

Cyberattacks can result in severe financial, legal, and reputational damage and the impact is rarely isolated. Therefore, a key theme of CST’s work is treating cyber threats as a business-wide and therefore Group-wide issue.

Instead of waiting for a breach or an attack, the CST works proactively and in partnership with colleagues and service providers to evaluate, monitor, and manage high-risk areas, important assets, and the wider threat landscape.

Recently the CST has worked to elevate cyber security from a largely technical or technology-focused issue to a strategic, board-level priority for the Group.

As cyber threats become more sophisticated and their potential impact and likelihood increase, it is necessary for senior leadership teams in every Newable business to be more directly involved in managing their own risk, protecting their reputation and ensuring business continuity.

Information gathering and communication

Another important aspect of the CST’s work is to ensure Newable collectively has access to the information necessary to make sensible decisions on cyber.

Newable businesses are each expected to have a strong security culture built on effective policies, procedures and controls, with annual staff training, testing and simulations and external certification. To support and evidence this, they submit a quarterly report to the CST, which provides an audit trail and record of how each business is progressing.

Through last year, the CST worked to enhance this reporting with additional data and metrics so that over time a Newable Cyber Score can be developed. This should allow assessment of our individual and collective performance, while accounting for the nuances, similarities and differences between the businesses in the Group.

Progress in 2025

Thanks to hard work from colleagues across Newable during 2025, all Newable businesses have now reached (and in most cases exceeded) their Microsoft Secure Score industry average.

Elsewhere, Newable Advice also successfully maintained ISO 27001 accreditation, demonstrating effective and relevant information security management system implementation.

Newable, NewFlex, and Synergy all successfully renewed their Cyber Essentials Plus certification, which included comprehensive reassessments of hardware, software and networks.

Weldfast and London Fire Solutions achieved Cyber Essentials basic for the first time and are now working towards Cyber Essentials Plus certification.

2025 National Cyber Security Show

The CST members attended the National Cyber Security Show in Birmingham last year, where industry leaders shared thinking on emerging risks and the latest trends and strategies.

There were also several sessions on threat intelligence, incident response, application security and protection of Internet of Things (IoT) devices.

“Cyber security risk management is not the responsibility of one team alone—it requires a strong security culture across the entire organisation. When everyone plays a role in identifying and managing risk, businesses are better equipped to respond to emerging threats and operate securely.”

MASH KARIM, CHIEF TECHNOLOGY OFFICER, NEWABLE



NEWABLE’S CYBER SECURITY TEAM

J.C. Atkinson and Son (JCA) goes global: opportunities ahead, risks to navigate

FY2025-26 became a landmark year for J.C. Atkinson and Son (JCA), defined by international growth and strategic investment and a careful balancing of opportunity and risk across a new global footprint.

From major UK facility upgrades to partnerships in Europe, the US and Australia, JCA has demonstrated a clear ambition to take a global lead in environmentally responsible coffin-manufacturing.

Bangladesh operations reach new heights

JCA acquired long-standing supplier Oasis Coffins in 2024. A year after the acquisition, they have seen significant growth through expanding production facilities in Bangladesh’s Nilphamari district while also boosting capacity and meeting rising demand for natural burial products.

This growth created new employment opportunities in the Bangladeshi community, with employees rising from 100 to close to 300 in direct production. The partnership is built on producing ethical, hand-crafted, and sustainable bamboo/willow coffins for international markets and on strengthening fair trade practices. A member of the WFTO, Oasis Coffins holds high social standards, offering fair wages, health insurance, and safe working conditions.

A stronger international presence is a strategic opportunity

A major milestone in 2026 was the acquisition of Finlays of Ardee Ltd, a pillar of the Irish funeral

sector. This positions JCA to expand its influence across Ireland, offering funeral directors greater product choice and enhanced service. JCA’s Managing Director Greg Cranfield said: “Finlays of Ardee is a respected and long-standing business within the Irish funeral sector, and we are pleased to welcome the company into the JCA family.”



DARA GILLEPSIE, GENERAL MANAGER, FINLAYS AND GREG CRANFIELD, MANAGING DIRECTOR, JCA

This acquisition presents JCA with opportunities in a growing Irish market through access to an established customer base, trusted local relationships, increased manufacturing and distribution capacity.

Of course, these opportunities come with risks that need navigating such as integrating operations while preserving Finlays’ heritage and customer trust and managing cross-border logistics and supply chain complexity. One key challenge is also to maintain consistent quality and service across multiple sites.

Finlays continues to operate from its Kells Road facility, retaining its experienced team while benefiting from JCA’s operational support and strategic investment — a structure designed to minimise disruption and protect brand identity.

Showcasing innovation across Europe

JCA’s presence at Salon du Funéraire Paris 2025 was another highlight of the year. Over three days, the team welcomed visitors from across Europe, showcasing the sustainably crafted products that continue to attract attention for their natural materials and environmentally conscious design. The exhibition reinforced the business’s growing influence in European markets and its reputation for combining craftsmanship with environmental responsibility.

JCA also passed testing for their jute coffins. The coffins have received an *Attestation de conformité*, having been tested in accordance with the AFNOR NF D80-001 standard, allowing it to be placed on the French market.

Connecting with the global funeral community

Across the Atlantic, JCA participated in the NFDA 2025 Convention in Chicago, engaging with funeral professionals from around the world. The event brought JCA valuable insights into emerging trends, new technologies, and evolving expectations within the sector.



CRAIG EVANS, SUPPLY CHAIN MANAGER, JCA

Relationships in Australia

The company’s global reach extended even further at the 2025 ACC Higgins Australian Funeral Exhibition, where David How, Oasis’ Coffins Managing Director connected with funeral professionals from across Australia. Despite complexities such as distance, logistics and regional market fragmentation, discussions highlighted shared opportunities across the global funeral industry and the importance of international collaboration.

Investing in facilities and innovation

While expanding globally, JCA has continued to invest in its UK operations including significant refurbishment of the main factory as well as re-opening Parsons factory, where advanced machinery has allowed more coffin manufacturing to be brought in-house — boosting efficiency and supporting continued innovation. These investments reflect a company committed not only to growth, but to doing things better: safer processes, smarter technology and more sustainable operations.



JCA’S NEW MACHINERY AT PARSONS SITE

A future built on partnerships and strategic awareness

J.C. Atkinson & Son’s growth is rooted in relationships, whether through delivering products to Ireland, collaborating with European distributors, or engaging with professionals in Australia and the US. Expansion overseas is not simply about entering new markets — it is also about building trust, sharing expertise, and supporting funeral professionals worldwide. Greg Cranfield said: “Our focus is on building on the strong heritage of Finlays of Ardee while investing in the capabilities required to support customers both now and into the future.”

JCA International brings together three trusted names in funeral manufacturing: JCA, Finlays of Ireland, and Oasis Coffins. United by generations of craftsmanship, innovation, and sustainable design, the group serves funeral professionals across the UK, Ireland, and international markets.

Whether providing traditionally crafted coffins, distinctive Irish-made products, or environmentally conscious solutions, each business contributes its own specialist expertise and heritage. Together, they form a strong partnership built on long-term investment, responsible growth, and a shared dedication to quality, service, and continuous improvement.

Newable uses diversification to manage risk and unlock growth

Newable is reshaping its investment portfolio with two strategic moves that showcase how diversification can be a growth strategy.

It acquired high-performance computing specialist Amulet Hotkey while exiting a majority stake in ARC Building Solutions, a passive fire protection manufacturer in the construction sector.

Together, the deals show how Newable manages risk by spreading exposure across industries while positioning itself for new opportunities.

“We deliberately broaden the sectors where we operate.” said Peter Barrand, Newable’s Chief Investment Officer. *“Diversification helps us manage risk but, more importantly, it opens the door to new areas of innovation and long-term value-creation.”*



PETER BARRAND, CHIEF INVESTMENT OFFICER, NEWABLE

A disciplined strategy with built-in flexibility

Newable’s criteria for investment remains tightly defined: profitable B2B companies, recurring revenues, strong market positions and regulatory barriers to entry. Within that framework, the firm is looking to increase using diversification. The model allows Newable to encourage growth in very different types of businesses while keeping its risk profile balanced.

Newable is building a portfolio that is resilient by design. And in doing so, it reduces concentration risk while expanding its opportunity set. In an economically uncertain environment, the spreading of exposure across sectors helps Newable to weather volatility in any particular market.

Amulet Hotkey: expanding into high-performance tech

The acquisition of Amulet Hotkey marks a deliberate move into a fast-growing, innovation-led technology sector. Founded in 1990, Amulet Hotkey is a recognised leader in secure remote computing solutions for mission critical and high-security environments, underpinned by specialist in-house design, engineering and manufacturing capabilities.

Chris Manson, Newable’s CEO said: *“We’re excited to welcome Mike and the Amulet Hotkey team into the Newable portfolio and look forward to supporting them as they build on their strong foundations and pursue the opportunities ahead. It is also great to have the chance to work with Stewart Holness again following our success with Dancerace where he was Chair.”*

“

Amulet Hotkey has demonstrated resilience through a challenging period marked by global supply chain disruption and the transition to next generation technologies, and is now well placed to benefit from growing demand across its key markets.”

MIKE O’SULLIVAN, CEO, AMULET HOTKEY

With this investment from Newable, the business is able to strengthen its teams, expand manufacturing capabilities and accelerate its growth strategy. With improved capital backing, the company is better equipped to seize emerging market opportunities and unlock its full potential.”



MIKE O’SULLIVAN, CEO, AMULET HOTKEY

Newable will provide active support at both board and operational levels — bringing leadership, governance and business expertise to help guide Amulet Hotkey through its next phase. The deal not only aligns with Newable’s preference for regulated, defensible B2B markets but also broadens the firm’s technological footprint, reducing reliance on more cyclical industries.

ARC Building Solutions: realising value and rebalancing the portfolio

During late 2025, Newable also sold a majority stake in Leeds-based ARC Building Solutions, a manufacturer of passive fire protection and insulation products. After acquiring ARC in 2019, Newable helped modernise the business through factory upgrades and automation, as well as strengthened operational systems.

Early 2025 saw an attractive proposal from private equity firm LDC. Newable has retained a minority stake, allowing it to benefit from future growth while freeing up capital for new investments.

ARC is a good example of Newable’s ‘Buy, Grow and Realise’ strategy, where Newable strengthened the business, realised value at the right moment and rebalanced the portfolio in the process. Newable’s strategy remains to focus on supporting high potential B2B companies which operate in regulated markets with specialist expertise, operational support and growth capital.

A portfolio for resilience and opportunity

Both these moves: entering the high-performance tech sector while exiting a mature manufacturing asset, illustrate Newable’s use of diversification to manage risk and fuel future growth.

Progress towards our ESG Milestones

		FY2025-26 milestone reached	FY2029-30 Target
ENVIRONMENT	Net Zero of greenhouse gas emissions per employee by 2035	4.19 tCO2e per capita	3.5 tones tCO2e per capita
	Working towards 100% electricity from zero-carbon sources by 2035	60%	80%
	% of offices with an Environmental Management System in place	100%	95%
SOCIAL	Overall NPL Best Companies Index Score with accreditation by 2028	2-star rating (710.30)	3-star rating (738)
	Best companies wellbeing factor score for NPL (max 7)	5.54	5.5
	Exceed 18.3% employed from an ethnic minorities background across the Group (equivalent to UK population rate) (Target may change in line with census results)	9.4%	18.3%
	Less than 20% median pay gap for gender by 2028	16.74%	20%
GOVERNANCE	Maintain no median pay gap for ethnic minorities by 2028	No – 29.98%	Yes
	Report against UK SRS	Not yet in place	Yes
	Report against SECR	Yes	Yes
	Enhanced Supplier Assurance Process in place – all suppliers follow our supplier code of conduct	Yes	Yes
	% of NPL staff completing relevant compliance training (including Health and Safety, Data Protection, FCA regulation where applicable) *non-exhaustive list	80%	100%

Newable