

Protecting *Tomorrow*

20
24

Marlowe Fire & Security Group's Environmental, Social
and Governance Annual Report



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Our Commitment

As a Group, our mission statement is 'Protecting What Matters'. In 2021, following a thorough review and a period of in-depth research, we identified key areas and actions that we, as a Group, needed to focus on in order to protect our employees, our clients, our stakeholders and our communities across the UK. We also want to ensure we care for our planet, ensuring Marlowe's longevity and continued success selling fire life safety and security services.

Protecting Tomorrow sets out our position on several ESG areas, it links our values, commercial goals and strategic direction to our sustainability and social responsibility commitments. Our ESG initiatives, which we have brought together under the banner of 'Protecting Tomorrow' will ensure Marlowe Fire & Security Group will do its part to ensure that every tomorrow will be better than yesterday.

Protecting Tomorrow is not a slogan, it is a state of mind and an attitude that flows through our business. It is a commitment to exemplary behaviour and a touchstone against which we can evaluate and measure our performance.

In this report, you will find out more about our approach to ESG, our successes in 2023 against our goals and the strategic direction for the year ahead. At Marlowe Fire & Security Group we understand how our ESG initiatives interweave through our commercial goals and support our agenda to become the leading provider of fire life safety and security services in the UK, whilst ensuring a clear ethical focus on sustainability and social responsibility.

“
Our leadership team fully endorse and continue to provide every support to this initiative and others arising from it. Our progress will be monitored, and tangible benefits derived.”



Rob Flinn
CEO, Marlowe Fire & Security Group

Our Vision

Marlowe has a responsibility to understand and meet the needs of all of its wide range of stakeholders. Our Protecting Tomorrow strategy underpins everything we do, from every interaction and every transaction, we are focused on one simple message:

Marlowe cares about you.

Summary

2023 was a challenging but brilliant year of change and growth; we have tried to reflect as much positive change as we can in this year's report, showcasing the work we have done on building good data and processes which will ensure Protecting Tomorrow succeeds and is communicated well across our employees and customers. We still have much to do and 2024 will build on 2023's improvements.

The Protecting Tomorrow forum is a small but dedicated group of individuals. Thank you to Simon Daniels, Group Compliance Director, Rebecca Lees, SHEQ Coordinator, Elodie Flinn, ESG Support, Alex Carruthers and Luke Norcross from the Fleet team and the various and many other contributors to the production of this report, including our office responsables and sales colleagues.



Jennifer Hulme
Group HR Director and ESG lead, Marlowe Fire & Security Group

Protecting Tomorrow in numbers

The reader is encouraged to assess the achievements presented below after considering that the Group's cumulative total revenue growth over the three years (21/22, 22/23 and 23/24) was 102%.

It is important to note that targets have not been re-baselined to account for the substantial increase in trade driven by both organic and acquisitive growth.



Environmental

Ecosystem Stakeholder	Target	Baseline 2020	2021 Target	2021 Actual	2022 Target	2022 Actual	2023 Target	2023 Actual
Environment	GHG Scope 1 Emissions (tCO ₂ e) - Vehicle Fuel	4,113.34	4,105.39	3,562.35 tCO ₂ e	3,788.83	4,146.5 tCO ₂ e	3,347.83	4,777 tCO ₂ e
	GHG Scope 2 Emissions (tCO ₂ e) - Energy	168.19	170.464	TOTAL = 284.3 tCO ₂ e	166.06	TOTAL = 318.32 tCO ₂ e	154.88	TOTAL = 262.41 tCO ₂ e
	Intensity Measure (tCO ₂ e/average headcount)	5.79	5.77	3.87	5.32	4.12	4.71	4.33
	Recycling Total (Waste Diverted From Landfill)	70%	74%	96%*	77%	95.87%	80%	95.87%
	Recycling (Non-Hazardous Waste)			27.03 Tonnes (99% Recycled) 38% Recycled, 44% Materials Recovery, 17% Refuse-Derived Fuel, 1% Landfill		40.973 Tonnes (99.6% Recycled) 61% Recycled, 20.3% Materials Recovery, 9.1% Refuse-Derived Fuel, 9.1% Energy From Waste, 0.4% Landfill		57.816 Tonnes (99.6% Recycled) 45.5% Recycled, 26.5% Materials Recovery, 5.9% Anaerobic Digestion, 5.9% Refuse-Derived Fuel, 15.8% Energy From Waste, 0.4% Landfill
	Recycling (Batteries & WEEE Waste)			4.4 Tonnes TBC*		9.613 Tonnes (80% Recycled/15% Energy From Waste/5% Landfill)		11.233 Tonnes (80% Recycled/15% Energy From Waste/5% Landfill)
	Recycling (Fire Extinguishers)			Recycled Foam - 18,362 CO ₂ - 23,757 Water - 15,453 Powder - 9,045		Recycled Foam - 23,567 CO ₂ - 23,537 Water - 19,811 Powder - 9,624		Recycled Foam - 26,529 CO ₂ - 21,020 Water - 19,811 Powder - 13,534



Social

Ecosystem Stakeholder	Target	Baseline 2020	2021 Target	2021 Actual	2022 Target	2022 Actual	2023 Target	2023 Actual
People	Incident Statistics (RIDDOR, Accidents, Lost Time)	140	138.5	33 (RIDDOR - 3; Lost Time Accidents - 3)	125.64	33 (RIDDOR - 3; Lost Time Accidents - 2)	112.62	42 (RIDDOR - 1; Lost Time Accidents - 9)
	Incident statistics (AFR & LTFR)	7.43	7.24	Accident Frequency Rate (AFR) - 1738 Lost Time Frequency Rate (LTFR) - 1.58	6.88	Accident Frequency Rate (AFR) - 15.07 Lost Time Frequency Rate (LTFR) - 0.91	6.22	Accident Frequency Rate (AFR) - 21.83 Lost Time Frequency Rate (LTFR) - 4.68
	Accident: Near Miss Ratio	01:10	01:15	01:02	01:20	01:13	01:25	01:16
	Employee engagement score	67%	69%	73%	70%	73%	71%	73%
	Staff retention rate	77%	79%	77%	81%	74%	83%	69%
	Apprentice levy contribution	£113,000	£119,000	£166,950	£125,000	£205,668	£132,000	£234,370
	% Employees internally promoted	6.50%	6.70%	2.67%	6.80%	6.70%	6.80%	5.24%



Governance

Ecosystem Stakeholder	Target	Baseline 2020	2021 Target	2021 Actual	2022 Target	2022 Actual	2023 Target	2023 Actual
Community	Volunteer paid hours	n/a	125	78	150	65	275	67
	MarFund donations	£4,300	£10,000	£6,300	£12,500	£5,780	£15,000	£11,995
	% Employees through apprenticeships	2%	2.5%	3.80%	3%	5.2%	4%	8.9%
Innovation	Ex-forces recruitment	n/a	10%	130%	15%	2.2%	2%	2.4%
	Internal innovations implemented	6	6	9	6	3	6	5
	New customer product and service offerings	3	3	5	3	3	3	3
Investors	Supplier payment days	55 days	55 days	46.6 days	55 days	55	55 days	64
Customers	Customer satisfaction score	76%	77%	71.6%	78%	76%	79%	64%
	Customer retention	90%	90%	89%	90%	85%	90%	88%
	Organic growth (YoY)	5%	5%	5%	5%	8%	5%	12%

Marlowe Fire & Security Group aligns with the United Nations Sustainable Development Goals (UN SDGs) which aim to protect the planet and ensure prosperity for all. It calls on governments and businesses to contribute towards their achievement.

At Marlowe Fire & Security, we are proud to align our business strategies and practices with the UN SDGs. By integrating these global goals into our operations, we actively contribute to the global agenda of addressing pressing social and environmental challenges.

ESG initiatives are no longer 'nice' optional extras, they are vital to ensuring the long-term success of any company. We know and understand that our supply chain and customers as well as our employees demand that we take action now and play our part in ensuring a sustainable future for the next generation.



It is understood that no business can focus on all 17 SDGs nor are they all relevant. MFSG have chosen the following 4 key SDGs that are impacted by our day-to-day operations, and we can show sustainable

SDG3 – Good health & wellbeing

This relates to all employees; employee health & safety is one of the most prominent issues for the Group, and the many procedures and policies already in place reflect its importance.

MFSG has an additional diverse range of initiatives to ensure their employees are healthy and well, and these will be developed further. These include the opportunity for all employees who need to attend medical appointments/ donate blood or support a relative are able to do so with the support of MFSG. Free flu jabs are offered annually to all employees, we are looking to further support our employees with annual health checks, to relieve health concerns.

MFSG has a sick pay policy to ensure employees who are ill do not face financial burdens.

We have over 100 certificated line managers trained in the MHFS 1 day course, with a further 28 mental health champions across the Group. We have training and clear guidance for all champions and empower them to offer support to anyone who needs it. We also have a free counselling service and an Employee

Assistance Programme (EAP) for all employees.

A safe driving policy exists, and for those who drive for work, we have Geotab fleet monitoring installed to ensure employees are keeping themselves and other drivers safe while out on the road. Lone worker solutions are in place to protect employees undertaking riskier work, or those risk assessed as needing a device and employees can benefit from the Cycle2work scheme we are looking to implement.



Mental Health Awareness Week, 2023

SDG8 – Decent Work and Economic Growth

This goal focuses on equal opportunities for all to access stable jobs with a fair income and personal development.

This is actioned within MFSG through the provision of our equal opportunities policy. We also operate a responsible procurement initiative which ensures all suppliers conform to the ILO conventions for good employment practices

and workplace safety. Economic growth is a constant focus through our daily business operations, our internal innovations and our organic and acquisitive growth strategies. By expanding the business, we preserve the future of our current employees with career development and internal promotion opportunities available to all.

We are also able to open our business to new employees as we look to expand. We are particularly proud of our internal trainee programme and apprentice offerings and can proudly say that some of our past apprentices now hold important managerial and technical roles within our businesses.

MFSG has its own technical academy, used exclusively by our engineers to ensure they continue to develop and grow their expertise for the benefit of themselves, our customers and the business.



SDG10 – Reduced Inequalities

MFSG has a strong approach to diversity, inclusiveness and equality both through its policy and through the Protecting Tomorrow commitments, ensuring our employees, prospective employees and anyone associated with the business, are treated fairly.

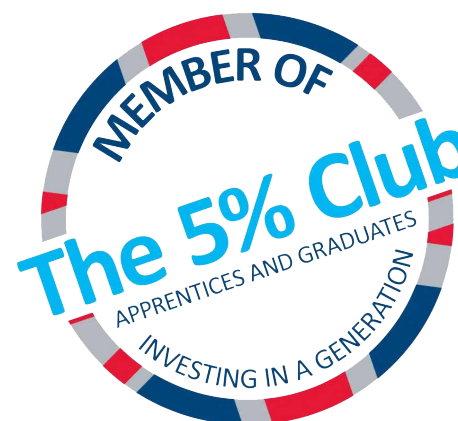
A merit-based assessment has been implemented to ensure there is a best "fit for role" approach and fairness when recruiting, assessing development and encouraging retention of employees. The business is seeking BS 76005 accreditation and is a member of the 5% club for apprentice standards as a testament to its dedication to providing equal opportunities and a zero-tolerance approach to discrimination. We are actively working with the Armed Forces to recruit ex-armed forces personnel, with Marlowe being a signatory to the Armed Forces Covenant; we are currently working towards silver status.

SDG 10 incorporates SDG 5 and SDG 4 in relation to gender equality and providing quality education to all, thus reducing inequality on a



progressive basis. We are proud to support many employees, both in our technical roles and also within our central support functions who wish to progress their professional development with additional qualifications and experience; an example is within our finance and HR teams, where a number of employees completed specialist courses through an apprenticeship provider.

Similarly, reducing inequalities between people will help to improve their wellbeing and health which is underpinned by SDG 3; giving people wider access to opportunities leads to improved wellbeing. SDG 10 captures many social and economic issues, making it an important SDG for the Group. our engineers to ensure they continue to develop and grow their expertise for the benefit of themselves, our customers and the business.



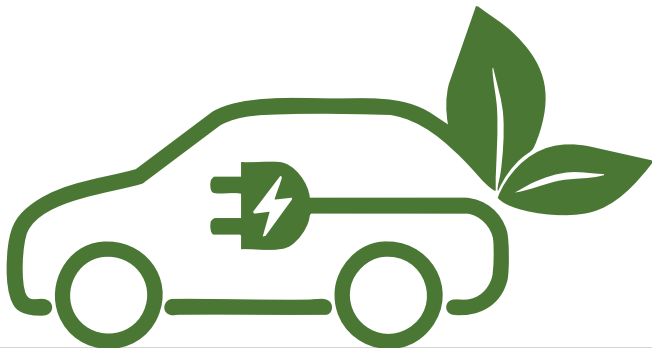
SDG13 – Climate Action

The Group's focus is to reduce its carbon footprint, achieved through initiatives such as increasing the fuel efficiency of the Group's van fleet, and actively encouraging employees to choose an electric vehicle when selecting a company car.

MFSG has a goal to reduce its CO2 footprint by 10% per annum. We are launching a Cycle2 work scheme for all employees wishing to take a more environmentally friendly method of commuting. The company has been working in partnership with external auditors 'Ecovadis' to score its environmental progress, amongst a list of other things, allowing the business to track and make improvements accordingly. In all our offices efficient boilers have been installed to ensure they have as little environmental impact as possible and we are working towards 100% of lighting being LED and sensor-based lighting to reduce electrical consumption.

We know it is paramount to the reputation and success of the Group to focus on reducing the impact of our activities on the wider environment, thus a broad section of Protecting Tomorrow is dedicated to this. However, this is an area that

we have not been able to fully measure as yet so it remains an SDG for us to concentrate our energy on. Improvements in this area will be tracked through our KPIs, particularly our emissions data and our waste reporting including recycling, and tonnage to landfill. Working with our key suppliers continues to be the key focus moving forward to ensure the correct measurement criteria are established and targets are delivered.



2023 has been a busy year for MFSG in terms of exploring new environmental initiatives to improve our sustainability and reduce our carbon footprint.

We were proud to have worked with Ecovadis, an external auditor, achieving silver status in their sustainability assessment in 2023. As a result of the audit, we have been able to create an ongoing action plan with commitments to good practice across the Group, as well as helpful guides to improve our overall performance in many other areas. One such initiative is the creation of a Sustainable Procurement Policy, which looks at our suppliers in more depth, ensuring MFSG has transparency over the full lifecycle of our products and services.

ENVIRONMENT.

Carbon Reduction & Offsetting

In 2023, we committed to the reciprocal planting of one tree for every fire door installed. This carbon offsetting initiative was delivered through a partnership with the National Trust, where MFS donated £5, and in return, the National Trust would plant a tree on the company's behalf. MFS received a receipt for the donations.

Our Protecting Tomorrow strategy did not specifically identify a year in which we intended to achieve carbon-neutral status, however like many organisations we are committed to supporting the UK

government to reach its goal by 2050, by reducing or offsetting a minimum of 10% of our CO₂ footprint for the next 5 years.

The Protecting Tomorrow Team have been meeting with carbon offsetting specialists to improve our progress significantly in 2024. Offsetting will allow us to reduce our macro impact on the environment where we cannot take action directly to decrease our carbon footprint. Watch out for more progress in this area in 2024.



In 2023, we planted a tree for every fire door installed.

Cycle2Work Initiative

We are proud to announce that we will be launching a cycle2work initiative in 2024, much research and understanding has been gained through the year, so we can provide the most suitable platform. We are pleased to be working with Halfords to facilitate our offering to our employees.

Waste Management

Throughout 2023, the focus was on gathering reliable data to be able to provide accurate reporting on our waste. In particular, we are keen to showcase our efforts on recycling. We have recycling initiatives in our offices to ensure the safe disposal of batteries and vapes. We are also addressing our general office recycling through our Office Responsible employees, ensuring that any waste within our business is managed and recycled correctly through our waste collection partners.

We are able to report data from our Group businesses where we currently have access to online portals that provide waste management data. In 2024 our priorities will be two-fold. The first is to obtain access to reliable data from all our sites across our Group on a consistent basis; we are then able to understand the full extent of our recycling activity and how to improve this and set new targets.

Second, we are also keen to address the many different waste contractors we are independently working with across the Group so that we can rely on comprehensive data across the Group.

To ensure we can effectively manage our customers' waste, both from a commercial and environmental perspective, we must first align the Group to robust processes for returning/disposing of customer waste at the completion of our service and installation activity. We have many processes in place already but the key focus in 2024 will be to ensure the implementation and alignment of best practice across our Group, ensuring all operational colleagues are aware of how and where they should be disposing of customer waste. Finally adding a waste management section to our internal audit is key to enable our internal auditors the ability to assess whether processes are being followed.

IT Equipment Recycling

At MFSG we pride ourselves in the procurement of refurbished IT equipment as opposed to buying new. Four years ago, only around 20% of our field engineers had a laptop. However, all our engineers now carry laptops to better support our customers and improve our ability to 'first time fix' at site.

We buy from a trusted partner who takes used returns that are 2-3 years old, upgrade the memory and storage to meet our needs and provide a new 'remanufactured' unit. Due to sporadic availability, the IT function buys equipment in bulk, at up to 50 units at a time. Buying refurbished equipment in bulk allows us to buy at around a third of the cost of new equipment, supporting both our commercial and environmental goals.

In 2023, 283 laptops were purchased and deployed, 80% of these were refurbished, saving over 65% on purchase costs, and generated environmental savings by giving refurbished equipment a second life

within the engineering team rather than being disposed of at landfill. The business generated around £100K of savings from utilising refurbished equipment last year.

As much as possible we replace damaged screens, batteries etc. in-house to keep our employees functioning effectively for as long as possible, only when they become beyond economical repair, do we strip for parts which can be reused including storage, Wi-Fi cards etc., and then process the remaining waste through the correct WEEE procedures.



**In 2023, 80%
of laptops we
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refurbished.**

Innovation in our Environmental Initiative: Electric Dry Riser Pumps

We are proud of the innovations we created throughout last year, in particular, one is a collaboration with our sprinkler departments across the Group, where we have trialled a new electrical pump for our dry riser work. Previously, our diesel Godiva pumps that sit within the dry riser vans were used to conduct flush testing at our customer premises. In 2023 we sought to address several challenges associated with using these pumps. They were heavy, which caused additional vehicle fuel consumption when driving to customer sites. They required spare diesel to accompany the pump to ensure they remained ready to use, and they were of course burning fossil fuels when carrying out the work, all of which directly impacted the environment.

We have been able to replace these diesel pumps with electric pumps, which are self-charging through the company vehicle and have replaced diesel fuel as a source of power. We are still measuring the benefits of this change, but the direct improvements to safety and fuel consumption alone are both industry-leading and make this work safer for our engineers.

Ecovadis

Recognising and supporting the importance our customers place on sustainability; we actively seek to work with our partners and support them in maintaining a robust approach to protecting our environment. As such, we're thrilled to be able to demonstrate our commitment with our latest achievement – a Silver Medal from EcoVadis – the world's most trusted sustainability ratings platform! On top of that, we achieved a brilliant score that places us in the top 25% of companies assessed by EcoVadis.

To celebrate our completion of the ESG assessment, EcoVadis planted a tree on our behalf through their partnership with One Tree Planted. We look forward to moving this partnership forward in years to come.



Our Fleet

We are optimising our own energy performance and reducing our reliance on fossil fuels by encouraging more of our company car users to take to an EV or PHEV at the point of renewal (or as they join the business). We encourage this by offering certain tax benefits and a wider car selection. We have also provided car charging stations at every Group office across the UK. In the last year (2023), MFSG emitted 4,777 tonnes of CO₂, an increase on 2022's data by 630.5 tonnes. Our emissions intensity has also increased to 4.28 from 4.04 (tCO₂e/average headcount). Whilst this may seem counterintuitive to the reduction of CO₂ footprint, 2023 was a year of large-scale growth for MFSG with the acquisition of 4 new businesses into the Group, and our organic growth of double digits also contributing to the actual increase of CO₂ generation. However, it was pleasing that we were able to expand

Group activity significantly whilst only slightly increasing our overall emissions.

We are aware that a lot of CO₂ reduction progress can be made through the management of driver behaviours and creating efficiency through controlled driving and maintaining appropriate speeds. For the vast majority of our company drivers, we see such behaviours and are fortunate to have the added support of our fleet management solution - 'Geotab' which is fitted to every branded van across the Group. Geotab enables MFSG to monitor key fleet metrics and help decrease collision rates as well as encourage more sustainable driving practices through better driving habits. Geotab has the added advantage of being a lone working device, allowing MFSG to identify when employees have possibly been involved in an incident, or are failing to respond for health reasons.



The area where we have the largest opportunity to impact our Scope 1 and Scope 2 emissions is our vehicle fleet. Our journey to be carbon neutral by 2035, reducing our carbon footprint by 10% each year, is an ambitious programme of change, Alex Carruthers, Group Fleet Manager, talks below about how the fleet team are creating a more sustainable fleet offering.

How sustainable is the vehicle fleet currently?

In 2023, we introduced fuel-efficient vans into our fleet. The majority of our vans now are 1.5-litre engines instead of the previous 2.0-litre diesel choice in prior renewals, making our fleet more environmentally friendly. By 2027 we will have replaced our entire fleet with more fuel-efficient vehicles.

How do fuel-efficient vans work?

Our 1.5-litre vans emit 176g/km of CO₂ compared to our old 2.0-litre vans that emit 205g/km, producing around 10% less harmful emissions. While a single vehicle's impact might seem small, with a fleet size of 650 across MFSG, this step in the right direction helps make a significant difference and allows us to play our part in reducing our impact on the environment.

How is the company moving towards a more electric fleet?

Our fleet team constantly reviews the feasibility of introducing electric vehicles into our fleet, especially as batteries within electric vans continue to improve. Currently, the limitations on the range of electric vans make them unsuitable for our engineers who travel extended distances daily and carry heavy equipment. However, electric vans are likely the future for businesses and the environment, and we aim to fully leverage this technology once it becomes practical.

Employees who can choose a company car can select from a range of electric cars. Currently, 43% of our fleet selection comprises electric vehicles, almost doubling from 23% in 2023 with a goal of achieving 50% of the offering being EVs over the next year. We also offer a range of hybrid and plug-in hybrid (PHEV) vehicles in the fleet selection.

A key achievement for us is that our vehicle fleet has an average CO₂ emission of 111g/km, compared to our main lease provider's national average per business of 129g/km. We are proud to be ahead of the curve!



Our CO₂ emissions are lower than our main lease provider's national average per business



All of our
offices now have
**EV charging
points**

Have there been any significant challenges in implementing fuel-efficient vans, or electric vehicles into the fleet?

There has been some hesitation from employees when choosing EVs, mainly due to the inability to charge at home for those living in flats or with street-only parking. The improving EV infrastructure around the country is making EV ownership more practical. All of our offices now have EV charging points, making it easy for staff to charge at work. Additional fast charging points are also planned for this year.

What are our plans for the future?

As a large business, we have a responsibility to address pollution and climate change concerns. We allow company car drivers a wide selection of fantastic electric cars they can contribute towards, enjoying tax benefits, a nicer car of their choosing, and the satisfaction of reducing their carbon footprint.

We have recently opened this policy to include the ever-improving range of PHEVs offered by manufacturers. Over the coming months, I trust our fleet mix will continue to become even more eco-friendly.



Our Protecting Tomorrow initiatives support our strong commitment to environmental sustainability and social responsibility both within our businesses and across the communities we work within. Our ACE People Plan 2024 – 2027 works in conjunction with the Protecting Tomorrow strategy, and HR, as gatekeepers, will continue to work with various key stakeholders and team members to ensure we have a clear plan of action and identified goals to focus on.

SOCIAL.

ACE People Plan

The ACE People Plan is the overarching HR vision and strategy for Marlowe Fire & Security Group. It is the 2nd of a 3-part vision to make MFSG a leading employer of choice within the Fire Safety and Security industry. The prior 3 years focused on laying good foundations in HR practice. This included building better infrastructure within the HR Team, building confidence and trust in the HR service provision, implementing HR Systems and platforms to bring together disparate data from across the Group and building a function that could support growth and acquisition.

Following this success, the strategic direction now moves to 'building capability' – both within the department and across the Group. This includes improving and developing our learning opportunities for all our employees, supporting our managers to understand people practices in greater depth and empowering them to better lead and develop their teams, underpinned with great commercial acumen.



Engagement Survey

In 2023 our Engagement Survey results reflected a 73% engagement score overall. We are proud to maintain a high level of engagement across our businesses but recognise we must continually seek to improve and listen to our employees to grow this score. Each business entity within the Group is mandated to produce an engagement survey action plan as part of their strategic activity, and where an individual business is of substantial size, each department within it must also produce evidence of actions and listening groups to elicit feedback on improvements. Our weakest area of Employee Engagement (EE) continues to be Communication, which has received much focus in recent years. Quarterly CEO progress videos as well as bi-annual newsletters have been key to improving this area.

Overall, over 100 actions have been committed to, and at each monthly Management Business Review, each business is accountable for reporting back on progress against these actions. This year we have also focused on our lowest EE scoring managers, giving them the support they need to seek to improve their scores. This is not a negative piece of work, as there are many factors which affect the output of an engagement survey; each HR business partner is working on a 1-2-1 basis with leaders to provide action plans and improve engagement activity with their teams.



Mental Health & Wellbeing

At the beginning of 2023, we launched an initiative to provide Mental Health Awareness training to all 130+ line managers across the Group. This one day course is aimed at giving those who are often the first responders to questions/concerns from team members, the confidence and awareness of what action to take and what signs to look out for within their own teams. By delivering this level of training, it reassured line managers that they are trained to deal with the increase in Mental Health issues that are prevalent in the workplace. We recognise the importance of supporting

our colleagues during challenging periods in their lives, ensuring we help them to remain in work, and that they are provided with the relevant support.

In December 2023, following the success of the training, the Group refreshed its Mental Health Champions initiative and rolled out its own Mental Health Awareness training programme to new volunteers. We are grateful to have 28 mental health champions from every area of the business ready to support both line managers and individuals themselves whenever they need it.

MFSG has a new Employee Assistance Programme (EAP) which launched in late 2023 and replaces our previous

scheme. The service is a free day-to-day well-being and counselling service that provides 'in the moment support' to employees and immediate family, 24 hours a day, 365 days per year. It also provides bereavement assistance and counselling sessions for the immediate family of an employee and also legal advice on related matters for employees.

In October 2023 we recognised and marked World Mental Health Day with activities and social media posts of support. We deeply value our employees, and we understand that mental health is something that can impact every single one of us at some point in our lives. That's why we've fostered a culture where we support our people with mental health challenges.

Performance & Career Review Process – VIP

We have a robust review Performance and Career Review process available to all our employees – our VIP process "Valuing Individual Performance". This facilitates discussion around goals, and objectives to support the commercial and functional strategies and also conversation around personal development and career opportunities; every employee has a VIP meeting at least twice a year. We are passionate about retaining good quality employees and planning for future career development.



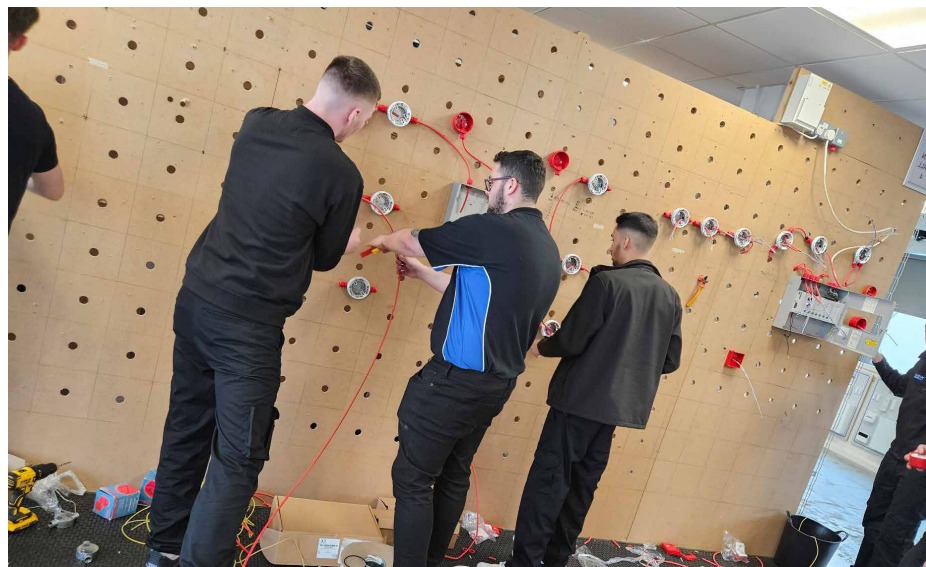
We have **28**
Mental Health
Champions from
every area of the
business



Education

In October 2023, Section 156 of the Building Safety Act was introduced. One of the main changes reflected a requirement for all businesses to record a fire risk assessment and have fire safety arrangements in full – regardless of the number of employees, and size or type of business. Marlowe Fire & Security Group prides itself on being at the forefront of fire life safety solutions for its customers, and as such provided a downloadable free eBook to provide valuable information and guidance on staying compliant with all aspects of the latest fire safety regulations.

Internal Development & Training



We recognise the importance of building the capability and skills of our colleagues in technical roles - Marlowe Academy is a place to visit and improve skills to support career development. Since 2021, MFSG has invested over £1m into building Marlowe Academy.

We understand the value of developing the next generation of skilled fire and security engineers, and ensuring we have future talent within our sector ready to step into our technical roles. We are aware of the skills gap and lack of apprenticeships in the industry and MFSG are leading from the front in this respect.

Throughout 2023, we onboarded 16 new Marlowe Fire & Security trainee engineers through Marlowe Academy, a further

cohort into Clymac through their 6-month development programme and both MKFS and ACL have well-established trainee and apprentice programmes ensuring opportunities and development are given to those interested in a career in fire and security engineering.

We have 55 apprentices onboarded across the Group, with a further 32 trainees in technical roles.

We have continued to develop the infrastructure of the Academy throughout 2023, added additional training centre resources at our Wymondham offices, and refitted our Nottingham site to allow more localised training for our technical



Since 2021, we have invested **over £1m** into building Marlowe Academy

engineers. We are still looking to develop a southern training location in order to facilitate an even better training service through the Group.

We have immensely broadened our in-house training provision as highlighted in our latest updated prospectus, which is available to all employees across the Group. The next steps will be to support a wider cohort of technical training in gas suppression and mechanical disciplines and also seek to support those in non-technical support roles, who are working day to day in customer-facing roles.

Communication



We are always reflecting on how we can improve our communication with our employees across the Group, and following our 2023 engagement survey feedback, which outlines this topic as an area of improvement, we decided to conduct video interviews with our CEO, Rob Flinn and introduced a refreshed design and format for the Group newsletter on a new and improved platform. The videos are posted on our Blink internal communications platform and receive 65% engagement reach and 5,000 page impressions on average - something we will continue to try and improve.

MarFund – Charity & Sponsorship

To support our employees, suppliers and clients, we are often asked to support some amazing charitable causes and activities. From tree planting, soapbox racing and fitness challenges, we have done it all! Some ask for a donation, whilst others ask for us to volunteer our time - we provide support in many ways. As such, in 2024 we will be looking to formalise our support through a Charity and Sponsorship policy, which will help our employees understand more about what requests can be made and how people can get involved.

We are delighted to announce that in 2023, we donated £12,000 across the Group to charities and sponsorships. We want to do more and look forward to the release of our policy in 2024.



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Given the importance of the services we provide our customers, we are understandably governed by strict processes and procedures to ensure the safety and compliance of our employees, customers and suppliers. We are proud of our accreditations and work tirelessly to maintain a high standard of regulatory and best practice behaviours.

GOVERNANCE.

Our Accreditations



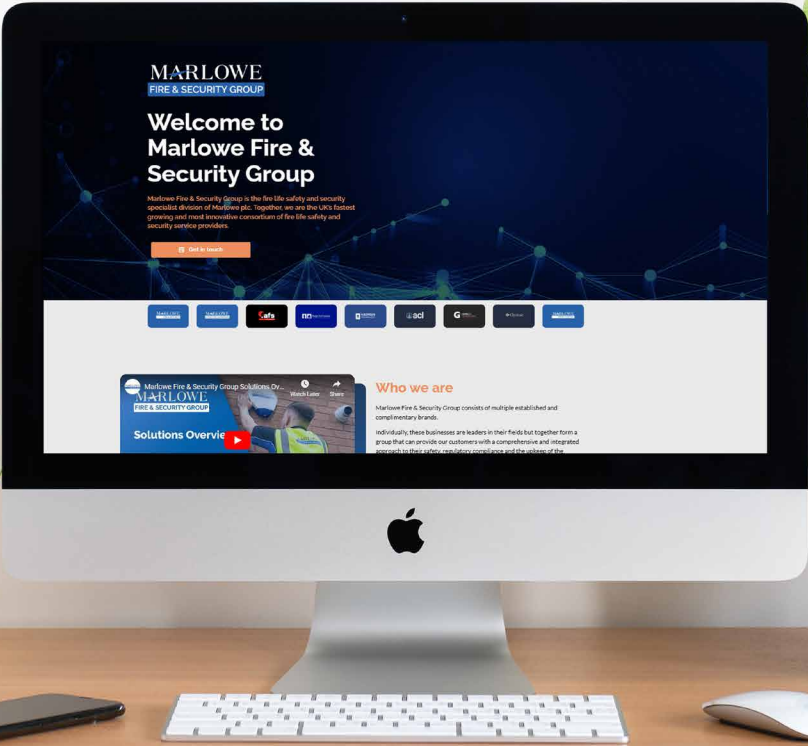
Business Continuity Planning

Each year our Business Continuity Plans are reviewed by our Compliance Team to ensure that these are fit for purpose and provide the Group with the utmost preparation for any event that creates a continuity risk. For example, cyber-attacks, pandemics, floods, lightning strikes, terrorist attacks etc. These Business Continuity Plans are tested regularly to ensure the business is positioned well to deal with any unexpected events in order to protect our employees, shareholders and other stakeholders in our ecosystem

The business has advanced technology in place called 'Send Word Now', to help manage the dissemination of announcements, notifications, and documented plans and processes to all key management to assist them in dealing with critical incidents.

Our ESG Website

We are developing an updated area of our Group website to focus on ESG and our Protecting Tomorrow Strategy. This will vastly expand on some simple pages which are currently in place. Designed with our customers and suppliers in mind, this will be a positive next step in articulating to our external stakeholders, our journey, progress and aspirations regarding ESG initiatives. We will include a news section with blogs and articles about the great things we are doing.



Innovation

Document Management System - Marnet

We are in the process of refreshing and restructuring our Document Management System 'Marnet'. This is a centralised repository of all 'controlled' documents, that will enable policies, procedures and templates to be visible, fit for purpose and approved for use. Currently, this is predominantly used by MFS, however, should be an area for all, to submit their controlled documents.

Where policies are Group-wide, we should make them visible and available to all. Looking ahead at AI innovations and how these could positively impact our business, we are keen to have a set of documents on which we can rely. The system will 'read' the documents within Marnet, and index for generative retrieval by an LLM model. Marnet is a great self-contained corpus and will allow the AI chat bot access within a safe space (and added 'guard rails') to respond appropriately to an employee's questions. This is a great starting point and should be a game-changer in terms of providing employees with instant responses to the most frequently asked questions and reducing the number of questions going through email.



Spot the Robot Dog

A remarkably smart robot, Spot can understand and navigate an environment independently. Using a sophisticated system of sensors, AI and machine learning, Spot can be deployed in hazardous situations that are too dangerous or too difficult for human entry, reducing risk and enabling operators to safely assess suspected hazards from a safe distance.



ConnectMe Lone Worker Solution

Our ConnectMe Lone Worker Solution connects us to our customers' employees via our NSI Gold Cat II Alarm Receiving Centre (ARC). The device provides real-time GPS tracking, two-way voice communication and man-down detection. It also features a convenient SOS panic alarm button, providing a crucial ability to call for assistance when needed.

Automated Drone Services

Effortlessly protecting, monitoring, or inspecting our customers' sites with our fully automated drone services. The drone can be remotely operated, and any data it has gathered can be retrieved from anywhere in the world via a secure internet connection. With fast and reliable surveillance, any potential issues can be quickly identified, allowing businesses to react swiftly.



Lithium-Ion Battery Fire Solutions

In 2023, we introduced an extensive range of solutions designed to contain and extinguish lithium-ion battery fires, recognising the unique risks these batteries pose across various industries. The range included specialised fire extinguishers specifically formulated for lithium-ion fires, high-durability fire blankets to smother flames, advanced suppression kits for rapid response, and rugged fire-resistant containers to safely isolate and contain damaged batteries.



Lithium-Ion Battery
Fire Extinguisher



Lithium-Ion Battery
Fire-Resistant Container



Lithium-Ion Battery
Fire Suppression Kit



Lithium-Ion Battery
Fire Blanket

Note: In 2024, we transitioned to a new supplier for Lithium-Ion Battery Fire Extinguishers, and no longer offer the additional lithium-ion battery products.

TX5 Fire Extinguisher Boxes & TX6 Fire Hose Reel Boxes

Fire safety equipment located in public areas or outdoor settings can be vulnerable to such as fire extinguishers and fire hose reels, vandalism, accidental damage, misuse or corrosion. BS 5306 standards outline a responsibility to protect vital fire safety equipment – especially those stored in an outdoor environment.

We designed created our TX5 Extinguisher and TX6 Hose Reel boxes. With their innovative design, reinforced non-deformable structure and alarm security, the TX5 and TX6 boxes are designed and built to provide long lasting protection for fire extinguishers and fire hose reels.



