

Harrow Green

Moving Professionals



Environmental, Social & Governance (ESG) Report

Protecting What Matters, Sustaining Tomorrow





ESG Committee Report

On behalf of Harrow Green, I am pleased to present the ESG Report for 2025. This year has been pivotal in advancing our ESG agenda, embedding sustainability more deeply into our business strategy and operational decision-making. The Committee has continued to provide robust oversight and constructive challenge, ensuring that our ESG commitments remain ambitious, actionable, and aligned with stakeholder expectations.

Throughout 2025, we reaffirmed our overarching vision and strategic pillars—Our Planet, Our People, and Our Business—while refining key topics, long-term goals, and ambitions to reflect the evolving ESG landscape. Importantly, we have transitioned from conceptual frameworks to practical implementation, establishing strong foundations to deliver measurable impact and position the Group for long-term value creation.

Our ESG targets are ambitious yet credible. While we acknowledge that not all answers are known, we are confident in the immediate and short-term actions, as well as many of the medium-term steps, required to achieve these goals.



Governance of ESG

To ensure there is the appropriate focus and challenge on all aspects of the ESG strategy, Harrow Green operates a Board-level ESG Committee which is chaired the Director and attended by other Directors. This Committee formally reviews and challenges the ESG strategy, holds management to account for delivery of committed execution plans and signs off ESG disclosures and assurance.

Key agenda items for the ESG committee in 2025 have been:

- reviewing and challenging the overall ESG strategy, including 2025 priorities and reporting requirements;
- reviewing and assessing 2025 progress and 2026 priorities for each focus area in the ESG strategy;
- completing a detailed review into Harrow Greens net zero commitments and ambitions.

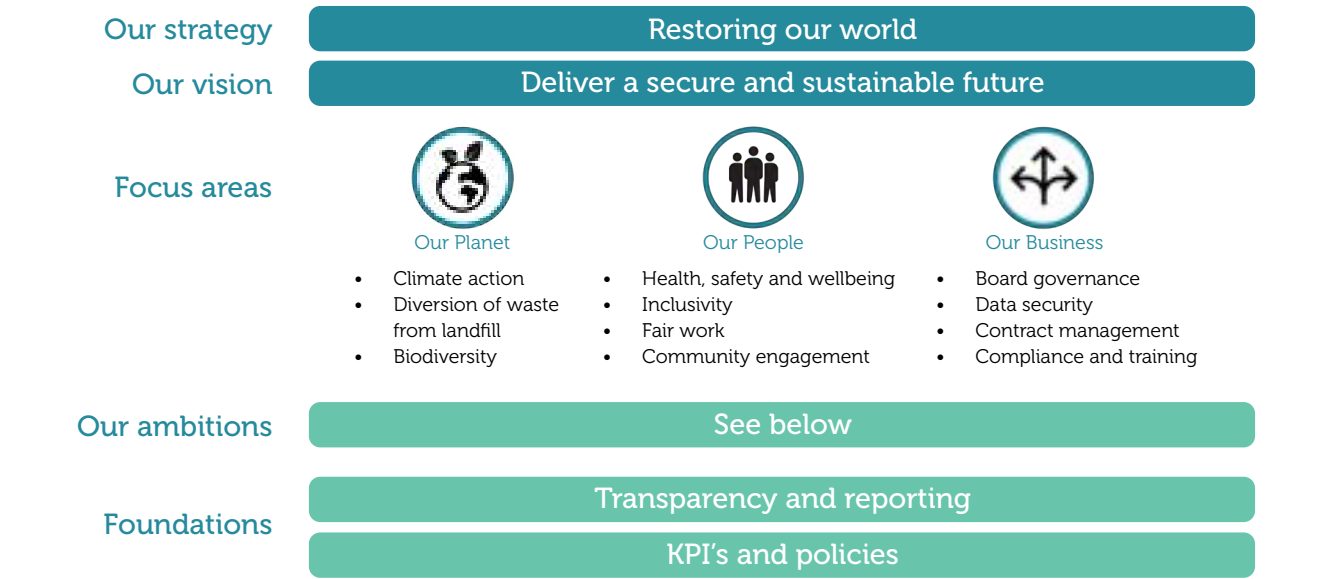


ESG Strategy

We are working with our customers and suppliers to deliver a secure and sustainable business future, focusing on Our Planet, Our People and Our Business. Our overall “Restoring our world” strategy, and its constituent parts, was derived in 2021 following a materiality assessment, whereby a broad set of stakeholders were surveyed to drive consensus on the main ESG issues the Group faced.

In 2025, we have reassessed the strategy and the strategic pillars underpinning it to ensure that the overall strategy and its key topics remain pragmatic and impactful and are focused on those areas that we believe are most relevant to the Group and the ESG landscape in which we operate. While the overarching vision and core focus areas remain appropriate, the “Topics and long-term goals” within the Our People pillar have been refined, principally to ensure alignment with Harrow Greens revised operational People structure, reflect the Government’s Social Value framework - which underpins public sector tenders - and concentrate on the areas now identified as the most critical priorities for the Group.

This refinement ensures that our People strategy remains relevant, responsive, and aligned with both organisational objectives and external expectations.



Focus Area	Topics & long-term goals	Ambition
 Our Planet	Climate action	To accelerate our journey to NET Zero, in-line with the objectives set out in the 2015 Paris Accord and become a Net Zero organisation by 2050
	Diversion of waste from landfill	To send zero Harrow Green waste to landfill
	Biodiversity	To reduce our impact on the natural world and habitats across out property estate
 Our People	Health, safety and wellbeing	To ensure there is a culture across the Group of “Safety first” and that we have a positive impact on the overall wellbeing for all in the Group.
	Inclusivity	To ensure that our workplace is diverse, equitable and inclusive for all, a place where people can be themselves.
	Fair work	To provide a supportive and trusted workplace, offering fair pay and opportunities to thrive.
	Community engagement	To ensure that we make a positive contribution to the communities we operate in.
 Our Business	Board Governance	To ensure that the Group is managed for the long-term benefit of all shareholders with corporate governance being an essential part of this.
	Data security	To always be the trusted custodian of the data we hold.
	Contract management	To have in place a contract management process that reduces risk, improves efficiency and creates transparency for all parties involved.
	Compliance and training	To have in place best in class compliance and training practices throughout the Group.

KPI's

The KPIs below reflect the changes to the Our People strategy referenced on page xx alongside other measures introduced to monitor pertinent strategic priorities. We understand the importance of consistency in KPI reporting and will continue to monitor the measures below to ensure they remain appropriate.

A number of these KPIs also align with the ESG objectives included within the Executive Directors 2025 bonus targets (refer to page 73 for further details).

Our Planet	Link to strategy	2025	2024	2023
Reduction in Scope 1 and Scope 2 market-based emissions (tCO ₂ e)*	Climate action	125	241	
Intensity ratio (Scope 1, 2 and 3 market-based emissions per £m of revenue)	Climate action	30.8	30.7	31.93
Hybrid/electric/biofuel vehicles in the fleet (%)	Climate action	39%	29%	23%
Hybrid/electric company cars in the fleet (%)	Climate action	94%	94%	87%
Sites with REGO backed electricity contract (%)	Climate action	100%	100%	63%
Waste diverted from landfill (%)	Diversion of waste from landfill	100%	100%	
Waste recycling rate (%)	Diversion of waste from landfill	42%	24%	

Our People	Link to strategy	2025	2024	2023
Near miss and safety observations (numbers reported)*	Health, safety & wellbeing, Compliance & training	27	66	48
Number of major non-conformances found in external audits*	Health, safety & wellbeing, Compliance & training	0	0	0
Health & Safety leadership training completion rates (%)*	Health, safety & wellbeing, Compliance & training, Board governance, fair work	100	100	85
Number of volunteering hours	Community engagement	192	74	56
Women across the business (%)	Inclusivity	15%	14%	11%

Our Business	Link to strategy	2025	2024	2023
Total e-learning training completion (%)	Compliance & training, fair work	96%	72%	66%
Health and safety e-learning training completed (%)	Health, safety & wellbeing, Compliance & training	99%	65%	59%
Targeted number of suppliers assessed through our 3rd party risk management tool (%)*	Contract management	51	8	0
Trustpilot rating (average)	Data security, contract management	4.1	4.3	4.2

Strategic Process: Our Planet



2025 progress

Climate action

- Continued the execution and mobilisation of our fleet decarbonisation roadmap across our branches, implementing strategic levers such as fleet electrification, adoption of alternative fuels, and optimisation of route planning leading to a 9% reduction in emissions from our fleet in 2025 (excluding the impact of acquisitions). The fleet now comprises 39% of vehicles which are electric, hybrid or use biofuel in some capacity, compared to 29% in 2024.
- Integrated carbon-related incentives into the annual bonus structure for Senior Management, while maintaining their inclusion in Executive Directors' bonus targets.
- Leveraged our newly implemented third-party risk management tool to obtain specific carbon footprint data from several of our largest suppliers, enhancing the reliability and accuracy of Scope 3 emissions reporting.

Diversion of waste from landfill

- Partnered with our third-party waste management provider to develop monthly management information by site, detailing both the volume of waste diverted from landfill and the amount recycled, enabling us to track and address underperforming sites.
- Established Group-wide waste targets: 100% of waste to be diverted from landfill and 60% to be recycled, with the recycling target subject to annual review.
- Published a Group-wide Waste Policy to formalise our ambitions and commitments in this area.
- Launched an awareness and communications programme to educate sites on what can and cannot be recycled.

Biodiversity

- Completed an impact assessment of biodiversity risks and opportunities across the operations, guided by the LEAP approach (Locate, Evaluate, Assess, Prepare) and using tools such as ENCORE, the SBTN toolbox, WWF Risk Filter and CDP Water Watch. No material biodiversity risks were identified; however, this assessment will be repeated annually to ensure this remains the case.
- Continued engagement with several of our major landlords regarding their approach to biodiversity on their sites.

Our priorities and plans in 2026 are:

- Continue executing the fleet decarbonisation roadmaps across the businesses, focusing on further electrification of vehicles where feasible and the ongoing use of alternative fuels such as HVO.
- Leverage data from our third-party risk management tool to develop targeted engagement plans for key suppliers, strengthen the accuracy and robustness of Scope 3 emissions reporting, and monitor progress against our supplier-focused net zero target.
- Drive progress towards achieving the newly established waste management targets.

Strategic Process: Our People



2025 progress

Health, Safety & Wellbeing

- Strengthened leadership accountability with 100% completion of legislative, culpability, and ROSPA training across senior leaders alongside the achievement of obtaining IOSH training provider status.
- Implemented EcoOnline as a single Group-wide platform, improving governance and visibility of incidents, risks, audits, and corrective actions.
- Advanced proactive safety culture, with the inclusion of recording 21 safety observations and near miss reports-surpassing 2024 performance with strong momentum following the EcoOnline rollout.
- Achieved sustained external assurance, with ISO 45001 audits identifying no major non conformances and all improvement actions centrally managed through the Group's corrective action framework.

Inclusivity

- Raised awareness and promoted and celebrated diversity and inclusion through several calendar events such as Pride, South Asian Heritage Month, VE Day and Black History month.
- Developed and delivered menopause awareness training sessions and colleague workshops within the business, strengthening support and understanding of women's health in the workplace.

Fair work

- Launched a new benefits platform, creating a central and easily accessible hub that simplifies navigation and expands the range of benefits available to colleagues.
- Concluded the "Leading at Restore" programme, with 81% of people leaders - including Board members - trained since its 2022 launch.

Community engagement

- Implemented a new Volunteering policy, giving all Harrow Green colleagues the opportunity to take one day of paid leave per year to support a charity and give back to the community.
- Developed new metrics and KPIs designed to track and monitor our contribution to the communities we work in.
- Continued our support of several charities, including Air Ambulances UK, Cash for Kids and 2Wish.

Diversion of waste from landfill

- Partnered with our third-party waste management provider to develop monthly management information by site, detailing both the volume of waste diverted from landfill and the amount recycled, enabling us to track and address underperforming sites.

Our priorities and plans in 2026 are:

- Embedding our new Social strategy across the organisation while strengthening alignment with the UK Government's Social Value framework.
- Running a refreshed Diversity Data Capture Campaign (following the initial exercise in 2023) to find out more about our colleagues and ensure that the decisions we make and the actions we take are right for the people that actually work for Harrow Green.
- Strengthening our health, safety and wellbeing reporting by further refining KPIs and expanding our suite of dashboards and management information, enabling clearer, more consistent insight across the business.

Strategic Process: Our Business



2025 progress

Board Governance

- The business undertook extensive external training during the year, including sessions on emerging risks, health and safety, and a cyber incident simulation.

Data security

- Further developed our policies and procedures around data protection, including the introduction of a Data Incident Policy and enhanced procedures around subject access requests and appointing sub-processors, reinforcing our commitment to robust data governance.
- Developed a system-driven process for real-time data incident reporting.
- Strengthened awareness of and governance around data security, including through regular review meetings attended by the Information Management Managing Director and senior management.

Contract management

- Further developed and optimised our recently implemented contract repository system, delivering additional efficiencies and reporting in the contracting process.
- Updated and refined standard customer terms and conditions across several offerings, as well as a template customer framework agreement to offer a more joined-up customer approach.
- Implemented a third-party supplier risk management tool, improving the company on-boarding and due diligence process in relation to key existing and new suppliers.

Compliance and training

- Established a centralised policy database to manage and monitor the review cycle of policies.
- Enhanced and optimised the new e-learning platform, refining the scope and cadence of training programmes to ensure they remain relevant and proportionate to employees' roles.
- Introduced key new policies, including a Fraud Policy, to maintain compliance with evolving laws and regulations.

Our priorities and plans in 2026 are:

- Drive further improvements in the contracting process through the introduction of a third-party contract review tool, the rollout and embedding of a contracting process and playbook across the Group, and continued standardisation of terms and conditions.
- Continue to enhance the data incident reporting process by leveraging existing system capabilities and strengthening education and awareness in relation to data protection and governance more generally.
- Advance the development and roll-out of our third-party supplier risk management tool by increasing the number of suppliers assessed and formalising the end-to-end onboarding process.

Net zero journey

The Group aims to be a net zero organisation by 2050. From a 2023 baseline, interim targets are in place to reduce absolute Scope 1 and 2 emissions by 50% by 2030 and absolute Scope 3 emissions by 42% within the same timeframe. Additionally, we have committed to reducing absolute Scope 1 and 2 emissions by 90% by 2035.

These targets have been set by following the Science Based Targets initiative (SBTi) Corporate Net Zero Standard, as this is the only credible and international framework that guides how companies can set targets that are aligned with climate science and the Paris Agreement. In 2025 these targets were approved by SBTi.

During the year, the Group has also published its first TPT Disclosure Framework aligned Net Zero Transition Plan. The transition plan has turned commitments expressed under the 'Our Planet' pillar of our ESG Strategy into a real and tangible roadmap for how the Group will become a net zero organisation. Harrow Green may not have all the answers yet, but in the coming years we are committed to transparently sharing updates on our progress.

Roadmap to net zero



Harrow Green will achieve net zero by reducing absolute Scope 1, 2, and 3 emissions by 90%, from a 2023 baseline, by the following target years:

- Scope 1 and 2: 2035
- Scope 3: 2050.

These long-term commitments are supported by near-term targets:

- to reduce Scope 1 and 2 emissions by at least 50% by 2030;
- to reduce Scope 3 emissions by 42% by 2030; and
- to ensure that by 2030, suppliers covering 70% of emissions from Purchased Goods and Services have set net zero targets aligned with a 1.5°C pathway.



Solutions for decarbonisation

To facilitate our 2050 net zero target, we are putting in place a comprehensive decarbonisation roadmap to be delivered by each branch. We have engaged with a third-party to establish a set of actions to be completed along this roadmap. The actions aim to provide a robust programme of decarbonisation, acknowledging that not all actions deliver direct carbon reduction initially, but are required to support a data led culture of decarbonisation and establish some essential foundations for future carbon savings.

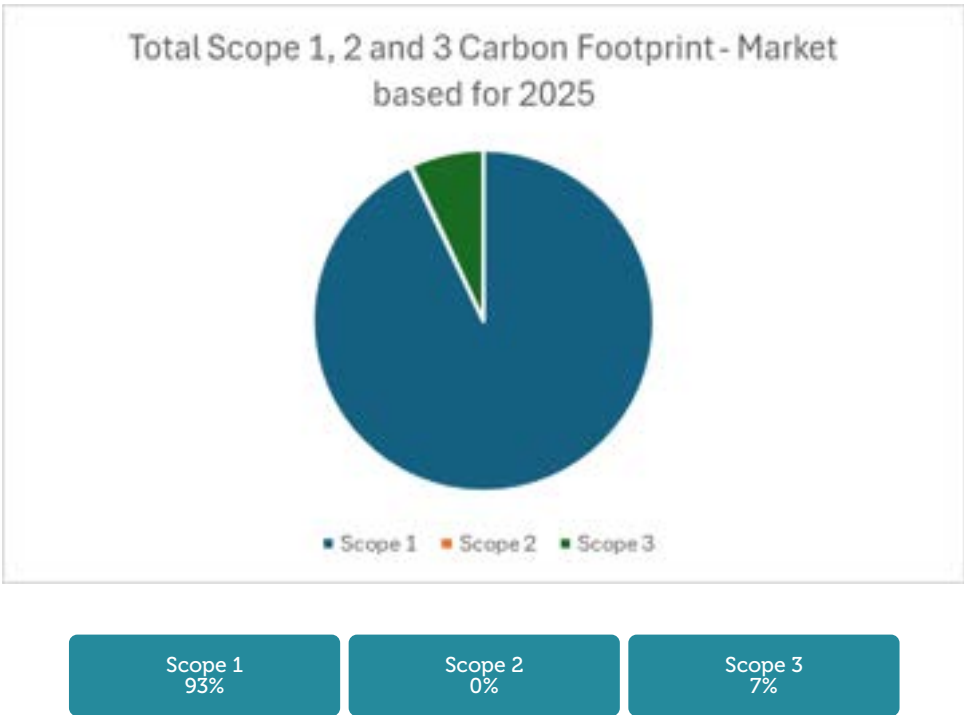
This roadmap is being integrated into our governance framework to ensure accountability and rigour in reporting. It is essential that as a Group we embed sustainability considerations into our decision-making processes, and our commitment to net zero will be reflected in Board oversight, executive compensation, and risk management practices.

The roadmap is broken down into four time horizons:

- 1 Immediate actions (2025)** - a focus on improving data quality for our key emissions sources and engagement with our suppliers to develop knowledge sharing and education.
- 2 Short-term actions (2026 to 2027)** - will focus on a completion of a comprehensive review of supply chain net zero maturity, internal and external engagement activities and progressing with ongoing decarbonisation strategies for buildings and fleet.
- 3 Medium-term actions (2028 to 2039)** - to include initiatives that build on our short-term actions. It is anticipated that by this point we will have achieved our near-term targets and will see changes to regulatory frameworks (e.g. carbon pricing) to guide our next steps.
- 4 Long-term enablers (2040 to 2050)** - these fall into the last decade of action before our long-term net zero target. There is still a high level of uncertainty and related dependencies linked to our decarbonisation trajectory, however, we will update our approach in the next iteration of our Transition Plan once there is more clarity in the market.

2025 progress against the immediate actions
Improving data quality with a focus on purchased goods and services and use of sold goods data
- During 2025 we once again completed the quantification of our full carbon baseline covering all scopes and relevant emissions; this follows the baseline exercise completed in the prior year. This exercise reinforced the significance of the emissions in our value chain compared to those in

our operations.
“Purchased goods and services” reflect emissions from purchases made throughout 2025, the largest emissions are generated from our fleet fuel element. The year on year reduction 13%, has been driven by an increase in our EV fleet and diverting over 8,000 litres of traditional diesel to Hydrotreated Vegetable Oil HVO.



	Decarbonisation	Engagement	Governance	Policies
1 Immediate (2025)	Improving data quality with a focus on purchased goods and services and use of sold goods data Setting strategies or decarbonisation of estate and fleet.	Initial engagement activities with key suppliers Initial net zero engagement and training with employees.	Embedding environmental committees and working corporate governance structure Net zero training for board members.	Updating sustainable procurement policies Updating remuneration strategy for Executive Directors.
2 Short-term (2026-2027)	Start to access activity-based data Determine feasibility of a large-scale solar array.	Comprehensive review of supply chain Comprehensive employee training and engagement.	Identify channels for internal and external communications. HR process to determine appropriate skills across the organisation levels.	Updating travel policies Updating procurement policies to drive energy efficiency, low waste and low carbon.
3 Medium-term (2028-2039)	Seek new suppliers if current ones do not meet criteria Reduced Scope 1 and 2 emissions by 90% by 2035.	Agree net zero action plans with key suppliers Ongoing training on net zero.	Review approach to remuneration on net zero transition. Undersand what skills will be needed to lead the business beyond net zero.	Review whether all relevant policies are in place Ensure all supplier contracts mandate carbon disclosure.
4 Long-term (2040-2050)	Ensure smart carbon data collection solutions are embedded into finance systems Continuous and transparent review of targets, actions and processes.	Strong relationships with suppliers, knowledge sharing and innovation Collaborative work with suppliers, peers and civil society focused on achieving net zero.	Ongoing transparent reporting of progress Ongoing monitoring and management of transition plan implementation.	Ongoing review of process to enable net zero Ongoing review of policies to enable net zero.

Setting strategies for decarbonisation of estate and fleet - In 2025, we made significant progress-not only in defining strategies for the decarbonisation of our estate and fleet, but also in implementing them.

Estate

- As at 31 December 2025, we have secured REGO backed contracts for all directly procured electricity, except for supplies inherited through acquisitions; these will be transitioned to REGO backed arrangements upon their next contract renewal. This comes at a premium of c£0.2m, which the Group incurs annually but which allows us to report zero carbon emissions in relation to this consumption.
- For the remaining electricity, which is landlord procured, we are engaging with each landlord to understand their net zero journey and plans to “greenify” their electricity supply. Approximately one-quarter of this landlord-procured electricity is also now backed by REGO contracts and for the rest we will continue to engage with the landlords to understand their plans when the current contracts expire.
- Our facilities team is also undertaking a significant energy efficiency project across our estate, focusing on reducing gas consumption and enhancing the energy efficiency of our lighting, concentrating on those sites which consume the most electricity and gas.

Fleet

Over 90% of Scope 1 emissions are driven by our fleet so this is our core strategic operational focus area. Our strategy is as follows:

- all company cars to be moved to EV/Hybrid from ICE vehicles - we are at 99% of our fleet at 31 December 2025 and expect this to be 100% in the short-term.
- all forklift trucks to be moved to EV or HVO from LPG or diesel - we are currently at 96% and expect this to be 100% in the short-term.
- Transitioning to an EV fleet for vans where it is reasonable and practicable to do so in terms of the range of the vehicles, the cost, and the ability to create the relevant infrastructure to support it.
- We have 6% electric vans currently and expect this to increase gradually over the medium and long term as technology and infrastructure advances appropriately.
- Where we are not yet able to move towards an EV fleet, for example our HGV’s, we are investing in alternative fuels such as HVO as a transition fuel at an incremental cost of c£0.2-0.3m per annum.
- We now have three HVO tanks on our sites, spanning Information Management and Dashred with a further roll out of tanks planned across 2026
- In our Technology business we have partnered with an industry peer to use their excess HVO at conveniently located sites

- For several of our sites where tanks cannot be installed, we are exploring emerging nationwide ‘on-the-go’ HVO supply options
- Several of our divisions are undertaking route optimisation projects, designed to reduce the number of vehicles on the road and improve efficiency of the overall fleet; thus, leading to lower miles driven and a reduced carbon impact.

Initial engagement activities with key suppliers

During 2025 we implemented a new 3rd-party risk management tool which allows us to complete due diligence on our key suppliers, this includes an element of understanding their net zero journey and carbon footprint. The data gathered from this exercise has allowed us to start to understand the net zero impact of our supply chain, improve the accuracy of our Scope 3 emission and will ultimately allow us to engage appropriately with suppliers. We have currently assessed a significant number of our key suppliers on this platform and will continue to roll this out throughout our wider supply chain.

Embedding environmental committees and working groups into the Group’s corporate governance structure - Various management led committees continue to be integrated into the Group’s governance structure as set out below

Harrow Greens pie’s net zero governance structure:



Net zero training for Board members - Last year, the Board undertook training facilitated by an independent third party, focusing on the net zero landscape, Restore’s specific journey towards net zero, and how best to govern and challenge the Group’s progress. Throughout 2025, we continued to provide targeted training and guidance to the Board and senior management as required, leveraging our internal specialists.

Updating sustainable procurement policies - We maintain a comprehensive suite of sustainability policies designed to support our environmental commitments. Key policies include:

- Environment Policy - Outlines the strategies and actions we will implement to minimise our environmental impact.
- Waste Policy - Sets out how we aim to reduce waste sent to landfill and increase recycling rates across our operations.
- Supplier Code of Conduct - Defines the environmental standards and expectations we require from our supply chain partners.
- Supply Chain Due Diligence Policy - Incorporates sustainability considerations into the onboarding process for new suppliers.

We remain committed to evolving and strengthening these policies as we continue to mobilise our sustainability strategies in the years ahead.

Outlook

This pathway to net zero sets out the next chapter of our sustainability journey, and our robust commitment to our net zero target. We have already started to implement carbon reduction measures across Harrow Green, but like most businesses in our industry, we have a complex ecosystem that will require consolidated action to decarbonise. Making sustainability an integral part of the organisation has helped to start to unlock our potential, harnessing opportunities that our sustainability journey delivers whilst mitigating the key risks present and ensures that we are fit for the future.

The path to net zero requires immediate action, innovative solutions and transformative change. To deliver against these net zero targets, therefore, we will be working to ensure all available carbon reduction opportunities and initiatives are embedded across our businesses.

We have a strong foundation of sustainable action across the organisation and are culturally well placed to build upon this but must unify across the businesses to maximise impact.

We are confident that our net zero commitments are well aligned with our business strategy, and we are prepared to invest in making a net zero future the reality for Harrow Green. As part of our ongoing commitment to transparent and comprehensive reporting, our baseline and net zero targets will be reviewed for relevance on an annual basis as part of Net Zero Governance.*



*In line with the SBTi Corporate Net Zero Standard, companies are required to check targets annually and at minimum review them every five years. If necessary, companies must recalculate the 1T target to reflect significant changes that might compromise the target. Recalculation should not be triggered by organic growth but should be triggered by significant changes in company structure or operation (e.g. mergers/acquisitions), in methodology used for calculating the base year inventory (e.g. improved emissions factors, improved data quality), and in the occurrence of significant errors.

2025 carbon emissions

In line with best practice, our Global Green House Gas ("GHG") emissions report is set out on the next page. The GHG data relates to emissions during the 12-month period from 1 January to 31 December 2025, and 100% of our emissions are UK based.

Our carbon footprint is calculated using methodologies aligned with the GHG Protocol with additional guidance notes included as required and has been verified by a third-party (using ISO 14064) as being compliant with the Streamlined Energy and Carbon Reporting guidelines to a level of limited assurance.

Market-based emissions (reflects emissions from electricity that companies have purposefully chosen)

Reported scope 1 and 2 market based emissions have reduced by 15%. This reduction is driven by a 12% reduction in fleet emissions and a 95% reduction in electricity emissions, as we switched to REGO backed electric partway through 2024.

- A 12% reduction in fleet emissions demonstrates the Group's focus on its fleet decarbonisation plan as set on page 36. Key features include:
 - 39% of the fleet now comprised of electric, hybrid or biofuel vehicles, an increase of 34% from 29% in 2024
 - We have also begun to trial the use of HVO Fuel for one of our HGV vehicles as it's emissions impact is 95% lower than traditional diesel
 - Route optimisation technology projects in place across the branches, leading to efficiency of routes and ultimately lower miles driven and vehicles on the road.
- The significant reduction in electric emissions has been achieved through a dedicated focus on reducing consumption and moving to REGO backed electricity which is a reduced carbon emission impact.
- Acquisitions are moved to REGO contracts as and when their contracts renew.

Location-based emissions (reflects the average emissions intensity of grids on which energy consumption occurs).

Whilst reported scope 1 and 2 market-based emissions have reduced by 2%, reported scope 1 and 2 location-based emissions have reduced by 9%, reflecting a 18% reduction in location-based electricity emissions. This partially reflects the impact of the property consolidation programme which is ongoing, where we have exited over 10 sites in the last 12-18 months, leading to lower electricity consumption but

is also reflective of the significant energy savings work that is in progress across the estate.



Streamlined Energy and Carbon Reporting ("SECR")

Harrow Green has continued to make good progress on improving our data collection, data coverage and data quality. In line with prior year, we have included market-based reporting as well as location-based reporting to demonstrate how our procurement approach prioritises renewable energy sources.

tCO2e	2025	2024
Fleet fuel emissions	860	985
Natural gas	7	12
Heating fuels	-	-
Total Scope ¹	867	997
Electricity	102	98
Total Scope 2 location-based ²	102	98
Electricity	1	27
Total Scope 2 market-based ²	1	27
Total Scope 1 and 2 location-based	969	1,095
Total Scope 1 and 2 market-based	868	1,024
Transmission and distribution losses	10	9
Business travel	55	66
Waste	0	2
Water	0	0
Procurement	-	2
Total Scope ³	65	79
Total Scope 1, 2 and 3 location-based	1,034	1,175
Total Scope 1, 2 and 3 market-based	933	1,103

Intensity measures

In line with previous years, management provides an intensity measure for carbon usage based on revenue and headcount in order to correlate emissions with levels of activity in the Group.

tCO2e	2025	2024
Intensity measure (per £m of revenue)		
Revenue (£m)*	30.32	35.89
Scope 1, 2 and 3 location-based emissions per £m of revenue	34.1	32.7
Scope 1, 2 and 3 market-based emissions per £m of revenue	30.8	30.7
Intensity measure (per employee)		
Average employee numbers (FTE)*	325	361
Scope 1, 2 and 3 location-based emissions per employee	3.2	3.3
Scope 1, 2 and 3 market-based emissions per employee	2.9	3.1

Energy consumption

The tables represent 100% of our business energy use, a breakdown of emissions by fuel type is provided below.

kWh	2025	2024
Natural gas	40,020	65,622
Fleet	3,381,849	3,912,893
Grey fleet	197,648	243,150
Electricity	503,855	402,623
Total energy consumption	4,123,372	4,624,288

1. Scope 1 (direct) - measures which relate to emissions resulting from activities owned or controlled by Harrow Green.
2. Scope 2 (energy indirect) - emissions are those released into the atmosphere that are associated with the Group's consumption of purchased electricity. These indirect emissions are a consequence of the Group's energy use but occur at sources the Group does not own or control.
3. Scope 3 (other direct) - emissions are a consequence of the Group's actions that occur at sources that the Group does not own or control and are not classed as Scope 2 emissions.
4. Energy consumption data is captured through utility billing meter reads or estimates.

Strategy

Our sustainability strategy, “Restoring our World”, is reviewed annually with any material changes in regulations, social context, technology availability and the development of climate science being incorporated as necessary. The strategy was derived through climate-related workshops undertaken across the business, supported by external consultants.

In previous years, we analysed the impact of our climate-related risks and opportunities on our strategy using three scenarios:

1. Net Zero 2050 (NZE) - where actions limit the global temperatures rise to 1.5 °C by 2100, with 50% probability, included as it informs decarbonisation pathways used by SBTi.
2. Stated policies (STEPS) - outlines a combination of physical and transition impacts as temperatures rise by 2.6°C by 2100 from pre-industrial levels, with a 50% probability.
3. RCP 8.5 - an extreme physical risk scenario, where mean global surface temperatures rise by c4.3°C by 2100 from pre-industrial levels as the global response to mitigating climate change is limited.

Although a comprehensive resilience assessment has not been performed to fully quantify the impact of these scenarios on the Group’s strategy, we have assessed the directional impact of the likelihood and impact of these scenarios on the identified risks and opportunities to ensure we understand how climate change may affect our business, these are set out on pages 44 to 45.

Our climate-related risks and opportunities have also informed our strategy and financial planning as follows:

Operations

Our Scope 1 and 2 emissions are those that are emitted by our operations. We have a near-term target to reduce scope 1 and 2 emissions by 50% by 2030 and by 90% by 2035 using the initiatives set out below.

We expect our ability to reduce emissions will increase year on year as global technology and infrastructure accelerates to meet demand, particularly in relation to our fleet. Our strategy within our operations is as follows:

- c90% of Scope 1 emissions are driven by our fleet so this is our core strategic operational focus area. Our strategy is as follows:
 1. all company cars to be moved to EV or Hybrid from ICE vehicles - we are at 99% of our fleet at 31 December 2025 and expect this to be 100% in the short-term.
 2. all forklift trucks to be moved to EV or HVO from LPG or diesel
 3. - we are currently at 96% and expect this to be 100% in the short-term.
 4. Transitioning to an EV fleet for vans where it is

reasonable and practicable to do so in terms of the range of the vehicles, the cost, and the ability to create the relevant infrastructure to support it. We have 6% electric vans currently and expect this to increase gradually over the medium and long term as technology and infrastructure advances appropriately.

5. Where we are not yet able to move towards an EV fleet, for example our HGV’s and large shredding vehicles, we are investing in alternative fuels such as HVO as a transition fuel:
 - We now have three HVO tanks on our sites, spanning Information Management and Datashred with a further roll out of tanks planned across FY26
 - In our Technology business we have partnered with an industry peer to use their excess HVO at conveniently located sites
 - For several of our sites where tanks cannot be installed, we are exploring emerging nationwide ‘on-the-go’ HVO supply options
 - Several of our divisions are undertaking route optimisation projects, designed to reduce the number of vehicles on the road and improve efficiency of the overall fleet; thus, leading to lower miles driven and a reduced carbon impact.
 - We have c19MW of electricity used in our estate, 93% of which is directly procured by Restore:
 - As at 31 December 2025, we have secured REGO-backed contracts for all directly procured electricity, except for supplies inherited through acquisitions; these will be transitioned to REGO backed arrangements upon their next contract renewal. This comes at a premium of c£0.2m, which the Group incurs annually but which allows us to report zero carbon emissions in relation to this consumption.
 - For the remaining electricity, which is landlord procured, we are engaging with each landlord to understand their net zero journey and plans to “greenify” their electricity supply.
 - Approximately one-quarter of this landlord-procured electricity is also now backed by REGO contracts and for the rest we will continue to engage with the landlords to understand their plans when the current contracts expire.
 - Our facilities team is undertaking a significant lighting project to improve the energy efficiency of our estate, focusing on those sites which consume the most electricity.
 - We are currently unable to purchase equivalent “green” gas contracts due to cost so our focus on

this area will be to reduce consumption of gas. Three of our sites consume over half of our gas so we are focused on these sites to understand levers we can use to reduce consumption.

Value chain

- We have already embedded several activities into our strategy in relation to our value chain:
- A significant portion of our customer base are either public sector bodies or “blue-chip” private organisations who build net zero considerations into their BAU procurement decisions and expect us to contribute to their own net zero targets. Our strategy is to continue to increase the proportion of these types of customers to ensure that we have a quality customer base who we can work with on our net zero journey.
- We have developed and externally published a supplier code of conduct, and our strategy is to only work with those suppliers who are comfortable signing up to this code of conduct. This supplier code of conduct includes several environmental areas including environmental responsibility, resource efficiency and waste minimisation, pollution and emissions reduction, and environmental reporting.
- One of our interim net zero targets is to ensure that by 2030 suppliers covering 70% of emissions from purchased goods and services have set net zero targets aligned with a 1.5c pathway. We will use the new 3rd-party risk management tool which the Group has invested in to monitor this target.
- We have quantified our full scope 3 baseline for the 2nd year and key strategic considerations that have been highlighted from this include:
- c62% of our overall footprint comes from “use of sold products” and this is entirely related to our Technology division who sell on laptops, hard drives and other computer equipment. Whilst this number will naturally reduce as the national grid of the countries we sell into becomes more renewable, we will also continue to assess the products we sell and the markets we sell into to drive a reduction in these emissions;
- c4% of our carbon emissions relate to employee commuting which is higher than many companies of our size, this is not unexpected as most of our sites are out of town and therefore there is limited public transport available to service these sites but we will look at potential initiatives we can implement to encourage lower car travel to site or a move towards employees having EV cars;
- and finally, c15% of our footprint relates to purchased goods and services, this will inform our strategy in terms of assessing whether those suppliers with high emissions are vital

for delivery of our strategy going forward or whether we can novate to lower emission generating suppliers/services.

Products and services

- With the focus on sustainable development and mitigating climate change, the circular economy is expected to expand. We see specific opportunities in two divisions that can be pursued further to expand our revenue: Technology and Datashred, which both already offer circular economy services relating to the recycling of IT and confidential waste.
- We are also looking at how we deliver our services to our customers, particularly focusing on route optimisation and ensuring that our driving is efficient and safe. We are also engaging with our on-site shredding customers to encourage them to move to off-site shredding services where possible, which will generate significantly lower emissions.

Financial planning

The largest financial impacts from our climate strategy are as follows:

- The incremental operating cost of our fleet decarbonisation initiatives over the near term is estimated at £0.2-£0.3m per annum, with expected capital expenditure of approximately
- £0.1m per annum. These costs primarily reflect the premium of biofuel over diesel and the investment required to implement EV-charging infrastructure across the estate. This represents a reduction from prior-year expectations, driven by the increasing convergence of EV lease costs with traditional ICE leases and
- our ability to lease, rather than purchase, HVO tanks for our sites. Given the uncertainty in the optimum future technology for our heavy-duty



fleet, it is not practicable to quantify the financial impact it may have on the Group in the medium or long-term although we will keep this on our radar as technology and infrastructure develops.

- The premium for purchasing REGO-backed electricity contracts is c£0.2m per annum. There is a risk that if the cost of REGO contracts increase such that they become prohibitive to buy, they may not long be able to form part of our decarbonisation strategy. To mitigate this risk, we have entered into a three-year flex-electricity contract with our electricity supplier that is backed by a REGO contract, therefore there is no short-term risk of us being priced out of the REGO market.
- We also continue to invest in both internal and external climate-related resource as required. We spend c£0.1m on third-party specialists each year to support our growing internal team and to ensure we are building our climate expertise.
- These strategies will be funded through our working capital facility as the Group is cash generative and has good headroom in its current facilities. There are no material effects of climate-related matters reflected in judgements and estimates applied in our 2025 financial statements. We will, however, continue to monitor our climate-related risks and opportunities through our internal risk management framework and apply financial consideration as our business evolves.

Annual budget process

- In 2024 we significantly enhanced our annual budget process, bringing into the main budget process a specific carbon budgeting exercise across the Group. We have maintained this process for 2025, with a carbon roadmap for

the Group and each division being developed, covering the period from 2026 to 2035. The roadmaps set out the anticipated trajectory of carbon emissions for each division based on their decarbonisation strategies and included the short-term cost to achieve the reduction. The 2026 cost implications of the roadmaps are factored into the 2026 overall divisional budgets.

- Through this exercise, our purpose was to:
- confirm that our published net zero commitments are achievable;
- foster buy-in from the divisions and establish ownership for the execution of their individual roadmaps;
- understand the cost of our net zero journey and the trade-offs involved;
- be able to set meaningful and accurate carbon reduction incentivisation targets; and
- monitor progress against our SBTi approved targets.

The roadmaps covered scope 1, scope 2 and the elements of scope 3 that are annually verified (waste and business travel). They do not include the wider scope 3 emissions which have only recently been quantified. This process will be completed annually with the roadmaps reiterated as we move through the deployment and execution stage.

In time, we will build the remaining Scope 3 emissions into this process to ensure that we are driving reduction across our entire footprint, this will be once we have established a process to compile repeatable robust data and fully understand the strategic levers open to us to reduce these emissions.

Metrics and targets

The metrics and targets that the Group monitors are closely linked to our climate-related risks and opportunities and to our net zero ambitions. Our SECR reporting includes Scopes 1, 2 and some Scope 3 greenhouse gas emissions as well as energy consumption. The calculation of this carbon footprint is in line with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and is externally verified to a limited level of assurance using ISO 14064. We also report our full carbon footprint on an annual basis and use this to measure progress against our net zero targets.

Other metrics that we track include (refer to page 29):

- Emissions intensity
- % of hybrid/EV company cars and total fleet
- % of sites which have electricity which is REGO-backed
- % of waste diverted from landfill and recycled
- We believe that by monitoring these metrics, it will allow the Group to drive emissions reductions in line with our net zero target.

We will continue to develop our metrics throughout 2026 and will look to capture several of the measurement metrics set out on pages 44 to 45, to enable them, in time, to be climate KPIs.

Our overall target is to be a net zero organisation by 2050, in line with the UK Government's commitment to be net zero by 2050. To meet this climate commitment, the Group has established interim targets for the near and medium-term - these are outlined in more detail on pages 33 to 37. By monitoring these metrics and targets, we can ensure that we are mitigating risk exposure.

We have completed several of the priorities we had in the place at the start of the year in relation to metrics and targets and have further objectives to enhance these measurements in the near term:

- We have engaged sustainability specialists to support with the annual calculation of our full Scope 3 baseline. This ensures that our methodology remains robust, repeatable, and consistent year on year and we are able to reliably track progress.
- We have strengthened our waste-management metrics and now report monthly, by site, on the tonnes of waste diverted from landfill and the tonnes recycled. This improved visibility has enabled us to set both a landfill-diversion target and a recycling-rate target for 2026.
- Our 3rd-party risk management tool allows us to track the net zero commitments of our key suppliers and to work towards our net zero interim target of 70% of suppliers having science-based targets in place by 2030.



ESG Principles

Below is a summary of the key policies and principles held by the Group in relation to non-financial matters.

Code of Conduct

High standards of ethical behaviour and compliance with laws and regulations are essential to protecting the reputation and long-term success of Harrow Green. Our Code of Conduct sets out the ethical standards that govern the activities of Harrow Green, its subsidiaries, its employees, and any business partners. It gives guidance on recognising when and where ethical problems exist, how to avoid them or what to do if they cannot be avoided.

Our Code applies to all employees, contractors and subcontractors working in all our businesses. We expect customers, suppliers, distributors, agents, and all other stakeholders we interact with to abide by it or to operate to similar standards. Our Code applies across all our operations, wherever they are based, and it always applies.

A copy of our Code of Conduct is available to view on our website.

Speak up policy

We provide a dedicated independent whistleblowing support line, available always, through which concerns can be raised, anonymously if required. All concerns raised will be investigated in a timely, fair, and transparent manner. Regular training and support ensures everyone feels confident to speak up and concerns are handled confidently and confidentially.

Anti-bribery and corruption policy

We have a zero-tolerance policy towards bribery and corruption and is committed to acting fairly and with integrity in all its business dealings.

- No party may:
- offer or promise any financial or other benefit (directly or via a third party) to induce or reward improper conduct, or where accepting it would itself be improper;
 - request or accept any financial or other benefit intended to influence improper behaviour, or where acceptance would itself be improper; or
 - collude with others to achieve an improper purpose, including influencing actions in a bid or tender process.

- Parties must:
- be aware of and alert of all bribery risks;
 - exercise due diligence when dealing with third parties on behalf of the Group; and
 - report concerns to the relevant person in accordance with the Group's Speak Up Policy.

A copy of the Anti-bribery and corruption policy is available to view on our website.

Equality, diversity and inclusion policy

We are committed to providing equal access to employment, training, and development opportunities for all, regardless of sex, colour, race, ethnic or national origin, religion or belief, disability, age, marital status, sexual orientation, gender identity, or employment type (part-time or fixed-term).

We strive to create an inclusive workplace where every employee can achieve their full potential. Our goal is to eliminate discrimination and ensure that all decisions are based on merit. We value the unique contributions of every individual and are dedicated to promoting equality of opportunity so that everyone can compete fairly.

We aim to build a workforce that reflects and respects the diversity of the society in which we operate.

Modern slavery statement

Through our people we deliver vital services to our customers. We therefore condemn slavery in all its forms and will never tolerate it both within our businesses and across our supply chains. We will not engage in any form of human trafficking and nor will we use forced, bonded, compulsory, illegal or child labour - or knowingly work with anyone who does. Working primarily within the UK we believe our modern slavery risk is low, but we remain vigilant and continuously challenge ourselves to better understand the risk and its associated controls.

Human rights and ethical practices

Our position on human rights reflects the core requirements of the Universal Declaration of Human Rights: freedom from torture, unjustified imprisonment, unfair trial and other oppression, freedom of expression, religion and political or other

representation, respect for privacy and family life, freedom of thought and religion, and the right not to be subjected to modern slavery. Everyone has the right to be treated with respect and dignity and we want the places where we work to reflect this.

We will not provide support or work with businesses or organisations which fail to uphold basic human rights within their sphere of influence.

Environment policy

We understand that our activities affect the environment and the communities in which we operate. We have a responsibility to identify the resulting impacts and to manage them as effectively as possible.

The aim of the environment policy is to set out the environmental actions that we expect to occur, and the strategies that will be implemented, in order to reduce our impact in this area. We are committed to improving our environmental performance and to implementing best practice to minimise the environmental impact of our business operations.

This policy keeps senior management and employees informed about their environmental roles and responsibilities within the Group and demonstrates our willingness to work sustainably with all our stakeholders, recognising that a sustainable environment is central to our organisation and the lives and work of our employees.

A copy of our Environment policy is available to view on our website.

Supplier code of conduct

Our stakeholders expect the highest standards of integrity and social responsibility from us, and we in turn expect all our suppliers to make a similar commitment and to operate to those same standards. Our Supplier code of conduct describes our expectations as to how our suppliers conduct their businesses and reiterates the importance of our values, standards and principles that can be found in our own Code of Conduct.

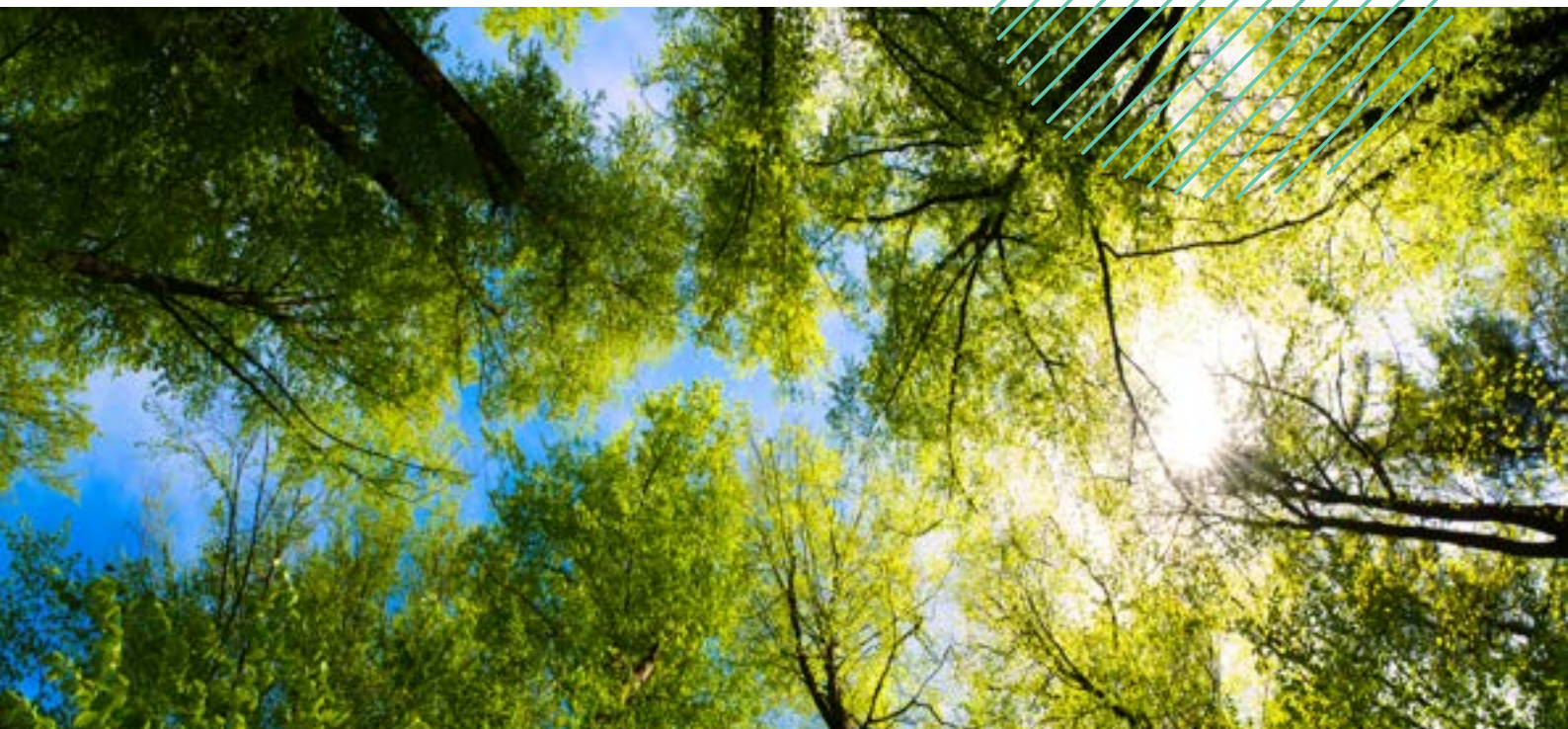
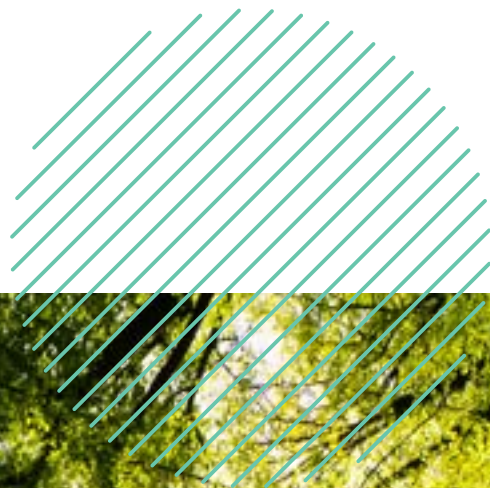
Our expectation is that suppliers support our commitment to doing not only what is good for business, but also what is good for our people, and the communities in which they live and work.

This Code applies to any organisation that: supplies goods or services to us; contracts for the purposes of serving customers; or has entered into a business relationship with the aim to strengthen our position in the marketplace, including sales agents and resellers.

A copy of our Supplier code of conduct is available to view on our website.

Harrow Green

Moving Professionals



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