



ESG STRATEGY 2025 - 2030



Introduction

Cardo Group are one of the largest providers of property maintenance services to social housing properties in the UK and Ireland, and deliver comprehensive maintenance services across a wide range of other buildings in those five nations.

This Environmental, Social and Governance (ESG) Strategy sets out our approach to managing our impacts responsibly. It defines where we can create the greatest value for our clients, our people, our communities, and our planet, while strengthening Cardo Group's long-term resilience and competitiveness.

Our values shape the expectations of our employees and guide how we work. Throughout this report, we link our ESG priorities and actions back to these values to show how they inform our decisions and commitments.



Teamwork



Integrity



Excellence



Respect

We have long considered ESG a core part of our business and have consistently embedded ESG commitments across our contracts, regularly sharing progress against agreed KPIs with clients. This strategy brings everything together in one place. It sets out what matters most to us as a business, the goals we are working towards, and how the work happening every day shapes the positive impact we have on employees, residents, communities and the environments in which we work.



How We Built Our Strategy

Our ESG Strategy is built from consultation with individuals across the business. Through a structured Double Materiality Assessment, we identified the ESG topics that matter most to us, where we can create the greatest impact for people and the environment, and how these issues influence our overall business performance.

We engaged stakeholders across all areas of our business, including:

- Executive Leadership Team
- Operations and Regional Directors
- Procurement and Supply Chain
- Health and Safety
- Human Resources and Learning and Development
- Sustainability Leads
- Local Operational Teams
- Marketing, Communications, and Bid Teams

Bringing those voices together has helped us formalise our priorities and set a clear direction for the whole business. Our strategy reflects how Cardo Group actually works within the regulations we operate under, and the commercial realities we face.



Section 1

Double Materiality Assessment

Methodology

Our stakeholders evaluated a list of 30 pre-prioritised ESG topics mapped against the **United Nations' Sustainable Development Goals (UN SDGs)**, guided by the **GRI** and **SASB** frameworks.

Each topic was scored for:

- **Impact materiality** – the extent to which Cardo Group's activities affect environmental and social outcomes.
- **Financial materiality** – the degree to which each topic influences Cardo Group's business success, revenue or risk profile.
- **Feasibility** – how achievable and measurable progress is in each area.

While traditional double materiality assessments focus only on **impact** materiality and **financial** materiality, Cardo Group chose to add a third lens: **feasibility**.

It was important for us to recognise that we work in a fast-moving, resource-focused environment, where progress depends not just on ambition, but on our ability to deliver real, practical results for residents. By considering **feasibility** as well as impact and financial materiality, we make sure our ESG priorities are realistic and achievable across the business.

We shared the results of our Double Materiality Assessment with our wider teams to test and build on the findings. In these follow-up discussions, people from across our local businesses including Operations, Site Teams and Commercial Leads reviewed the proposed priorities and added their insights based on real projects and day-to-day experience.

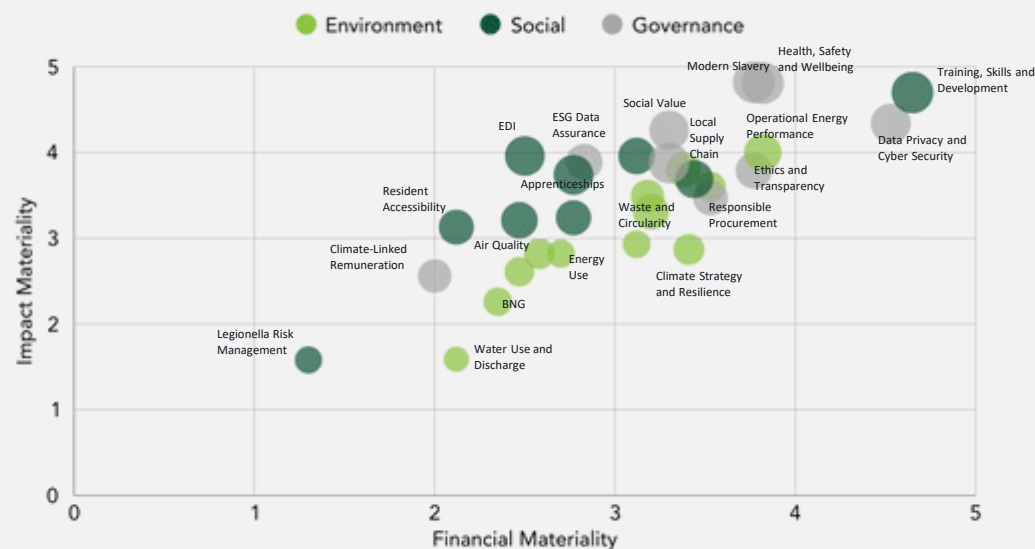
Results

The chart below shows how each topic scored across two areas:

- Financial materiality (left to right)
- Impact materiality (top to bottom).

The size of each bubble shows how easy it is for us to take action. Bigger bubbles mean quicker wins, while smaller ones highlight areas that may take more time, investment, or collaboration to deliver.

Each topic is colour-coded by ESG pillar: **Environment**, **Social**, or **Governance**.



Our most material issues sit where people, trust, and performance meet which is in the everyday work our teams deliver across communities. Social and governance factors are at the heart of Cardo Group's priorities as they reflect how we train, protect, and support our people, act with integrity and transparency, and earn the confidence of our clients and the communities we work in. Environmental issues are also central to how we operate. Improvements in efficiency, energy use, and carbon management reduce risk, strengthen long-term resilience, and meet rising expectations from regulators, clients, residents, and the wider industry. It is our responsibility to play our part in the transition to a low-carbon economy, and carbon reduction is essential to our role and impact.

Cardo Group's ESG priorities are built on our company values of Teamwork, Integrity, Excellence and Respect. They ensure our strategy strengthens how we care for people and communities, drives responsible and transparent operations, and improves the quality and efficiency of the services we deliver across every contract.



Section 2

Our ESG Framework

Governance

Cardo Group's governance structure sets out clear accountability for delivery of our ESG strategy. Our priorities have been set through consultation with individuals at every level of the business, from strategic direction from the Group Board, to the day-to-day delivery by the teams whose work drives our impact.

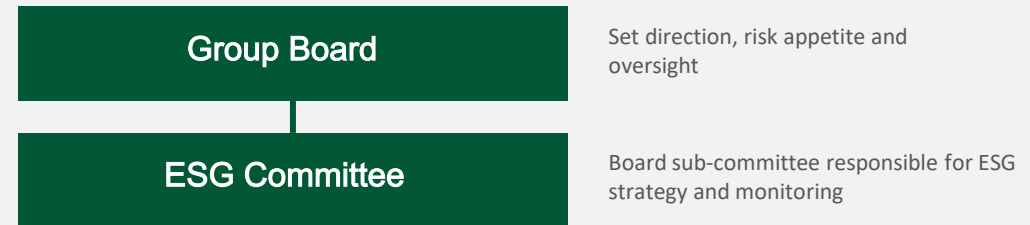
Foundations

The framework is underpinned by a set of policies that apply to all colleagues, contractors, and the residents we work with. These policies establish clear standards for safety, conduct, and respectful engagement, ensuring people are protected, informed, and able to participate confidently. They are also shared with subcontractors and suppliers so expectations are aligned across our value chain, strengthening responsible practice and supporting consistent delivery of the strategy in everyday operations.

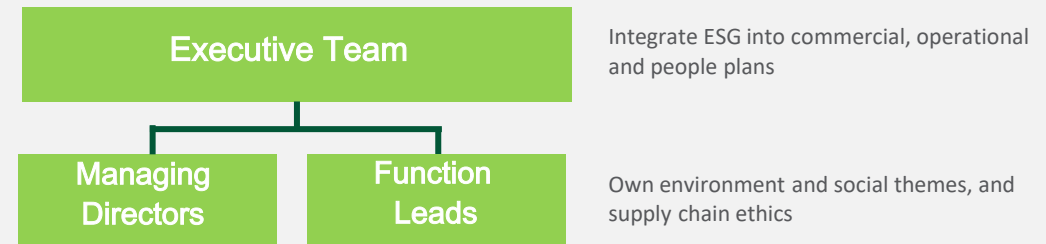
The policies that support our ESG framework:

- Health, safety, and wellbeing policies
- Code of conduct for contractors
- Diversity, equity, and inclusion policy
- Anti-harassment and anti-bullying policy
- Safeguarding and resident engagement policies
- Whistleblowing and grievance procedures
- Environmental policy
- Modern slavery policies
- Procurement and responsible sourcing policy
- Data protection and information security policies

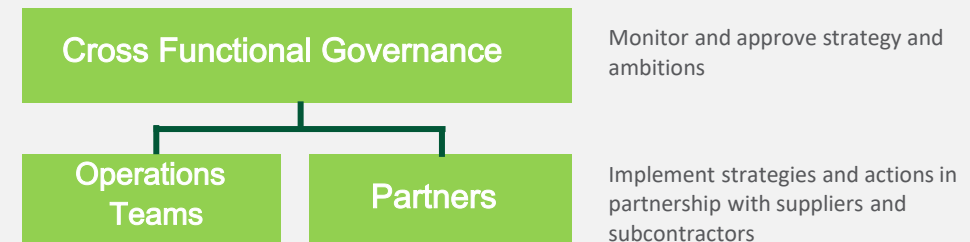
Board Level



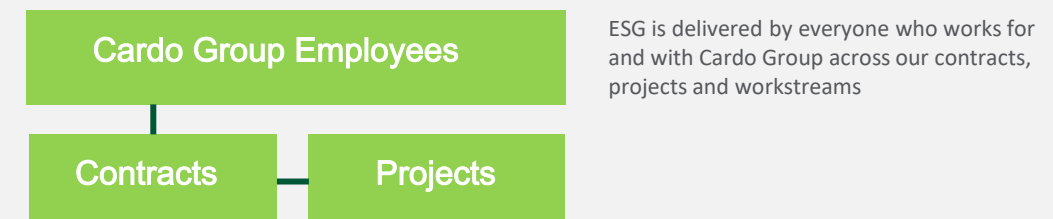
Executive Level



ESG Steering Group



Delivery Level



Our ESG Framework

The following framework organises our commitments under **three pillars that guide all Cardo Group operations** :

ENVIRONMENT

Operating Responsibly

Minimising the environmental footprint of our services through energy efficiency, low-carbon operations, and responsible supply chain choices.

OUR PRIORITIES

Energy Efficiency in Service Delivery

Low-Emission Fleet and Operations

Responsible Procurement and Materials

Net Zero Transition



SOCIAL

Empowering People and Communities

Creating safe, skilled, and inclusive workplaces while supporting the wellbeing of residents, clients, and communities across the areas we serve.

OUR PRIORITIES

People Development and Skills Growth

Safe, Healthy and Supported Community

Community Investment and Social Value

Equality, Diversity and Inclusion (EDI)



GOVERNANCE

Operating with Integrity

Upholding transparent, accountable, and ethical practice, guided by our values of Teamwork, Integrity, Excellence and Respect, to protect trust and ensure consistent, high-quality service in everything we do.

OUR PRIORITIES

Data Security and Information Governance

Ethical Sourcing and Fair Work Practices

Transparency and Responsible Governance

Building Safety and Service Excellence



UN SDGs

The UN Sustainable Development Goals set out a global framework for tackling the most urgent social, environmental, and economic challenges. At Cardo Group, we aim to support all 17 SDGs and recognise the role our sector plays in helping deliver them. Our ESG strategy focuses on the goals where we can contribute most directly - through safer homes, stronger communities, fair work, low-carbon operations, and ethical governance. At the same time, we continue to broaden our contribution across the full SDG agenda by supporting wider community initiatives, partnerships, and charitable programmes.

Alongside the areas where we recognise we can have the most impact, we also contribute to additional SDGs through our broader social, ethical, and community initiatives.

- Our work helps reduce household bills for vulnerable residents, supporting SDG 1 (No Poverty) by helping to ease fuel poverty.
- Our inclusive recruitment, equal-opportunity policies and allyship programmes contribute to SDG 5 (Gender Equality).
- Our leadership diversity commitments and targeted development pathways advance SDG 10 (Reduced Inequalities).
- Through strong supplier due diligence, modern slavery prevention and transparent governance, we reinforce SDG 16 (Peace, Justice and Strong Institutions).

Although these are not our primary impact areas, our actions across communities, supply chains and the workplace ensure that Cardo Group plays a meaningful role in supporting the broader UN SDG framework.



SDG 3

Good Health and Wellbeing

Improve health outcomes by ensuring safe living conditions and enhancing indoor comfort.

Our Contributions

- Safe, Healthy and Supported Community
- Building Safety and Service Excellence



SDG 4

Quality Education

Provide inclusive, equitable, high-quality education and lifelong learning opportunities.

Our Contributions

- People Development and Skills Growth
- Equality, Diversity and Inclusion (EDI)



SDG 8

Decent Work and Economic Growth

Promote inclusive economic growth, productive employment and safe, secure work.

Our Contributions

- People Development and Skills Growth
- Safe, Healthy and Supported Community
- Ethical Sourcing and Fair Work Practices



SDG 11

Sustainable Cities and Communities

Make cities inclusive, safe, resilient and sustainable for residents.

Our Contributions

- Energy Efficiency in Service Delivery
- Community Investment and Social Value
- Building Safety and Service Excellence



SDG 12

Responsible Consumption and Production

Promote sustainable use of materials, supply chains and resources.

Our Contributions

- Responsible Procurement and Materials
- Ethical Sourcing and Fair Work Practices



SDG 13

Climate Action

Take urgent action to combat climate change through emissions reduction and adaptation.

Our Contributions

- Low-Emission Fleet and Operations
- Energy Efficiency in Service Delivery

Cardo Group's core contributions to the UN Sustainable Development Goals are SDG 8 and SDG 11. Given the range of our activities, we also contribute to other goals.



A photograph of two men in safety gear (hard hats and high-visibility vests) standing on a roof with solar panels. One man is pointing at a smartphone held by the other. The image is overlaid with a semi-transparent dark green filter. In the bottom right corner, there is a decorative graphic consisting of two overlapping diagonal stripes, one dark green and one light green.

Section 3

Our Priorities

Our Priorities

Through our work, we have a genuine ability and responsibility to make a positive difference for the communities we serve, including our own people and the residents we support every day. We must minimise our environmental impact and deliver our services in a way that protects the places we work to secure a sustainable future.

ENVIRONMENT

Operating Responsibly

Energy Efficiency in Service Delivery

Improve building performance by delivering repairs and retrofit that reduce energy use and support long-term efficiency.

Low-Emission Fleet and Operations

Reduce the impact of travel and operations by moving towards non-fossil fuel powered vehicles and lower-carbon ways of working.

Responsible Procurement and Materials

Increase supplier transparency and track and reduce the embodied carbon in the materials we use.

Net Zero Transition

Measure and reduce emissions across our operations and supply chain, taking steady steps towards a net zero business.

SOCIAL

Empowering People and Communities

People Development and Skills Growth

Grow a skilled, future-ready workforce with clear pathways, strong training, and opportunities for everyone to progress.

Safe, Healthy and Supported Community

Keep colleagues and residents safe, promote wellbeing, and ensure every interaction is carried out with care and accountability.

Community Investment and Social Value

Create positive local impact in the communities we serve.

Equality, Diversity and Inclusion (EDI)

Build an inclusive, fair workplace that reflects our communities and ensures equal opportunity and respect for all.

GOVERNANCE

Operating with Integrity

Data Security and Information Governance

Protect data through strong controls, compliant systems, and continuous training that keeps people and information safe.

Ethical Sourcing and Fair Work Practices

Ensure our supply chain upholds ethical and supports fair, responsible working conditions.

Transparency and Responsible Governance

Embed ESG into decision-making, report progress openly, and maintain clear communication with teams and clients.

Building Safety and Service Excellence

Meet building safety regulations, monitor performance, and use resident and client feedback to drive safe, high-quality service.



Section 4

The Details

By focusing on the priorities that matter most to our people, clients, and the communities we serve, Cardo Group can continue to operate responsibly: delivering safe, high-quality, and efficient building services that create lasting value for residents and partners across our network of local businesses.

Alongside this, we have mapped each priority area to our Cardo Group values to ensure our ESG approach is firmly rooted in who we are as a business and how we expect our people to work every day.

ENVIRONMENT

Energy Efficiency in Service Delivery

Our actions

1. Deliver retrofit and maintenance projects that improve building energy performance.
2. Measure and report client energy and carbon savings achieved through our work.
3. Train teams to identify and recommend efficiency improvements during works.

 Integrity

 Excellence

ENVIRONMENT

Low-Emission Fleet and Operations

Our actions

1. Adopt low- and zero-emission vehicles and technologies and invest in the infrastructure needed to support them.
2. Optimise travel routes and scheduling to reduce mileage and emissions.
3. Track fuel use, emissions and efficiency to inform decarbonisation strategy.

 Integrity

ENVIRONMENT

Responsible Procurement and Materials

Our actions

1. Collaborate with key suppliers to improve transparency and material traceability.
2. Track embodied carbon of products through activity data and supplier reporting as part of annual emissions measurement.
3. Specify sustainable, low-energy products and equipment wherever possible.

 Integrity

 Excellence

 Respect

ENVIRONMENT

Net Zero Transition

Our actions

1. Measure our full emissions profile across all scopes on an annual basis.
2. Reduce emissions across our operations and supply chain by working closely with partners and contractors.
3. Develop targeted emissions reduction strategy with clear milestones and responsibilities.
4. Deliver sustained reductions year on year to achieve net zero.

 Teamwork

 Integrity

 Excellence

SOCIAL

People Development and Skills Growth

Our actions

1. Expand apprenticeships, trade skills and leadership training programmes.
2. Create clear career pathways and development plans for all job roles.
3. Upskill and cross-skill colleagues for the net zero transition.
4. Partner with colleges and industry bodies to attract future talent.



Teamwork



Excellence

SOCIAL

Safe, Healthy and Supported Community

Our actions

1. Maintain rigorous safety standards and continuous training across all sites
2. Run behavioural safety programmes and regular audits to protect both our people and the residents we work with.
3. Expand wellbeing initiatives, including mental health support and awareness.
4. Integrate safety and wellbeing metrics into management reporting.



Teamwork



Integrity



Respect

SOCIAL

Community Investment and Social Value

Our actions

1. Prioritise local supply chain and SME partnerships to strengthen regional economies.
2. Run community consultations on all projects prior to and during contracts to ensure solutions meet the needs of local people.
3. Deliver social value initiatives that create visible, lasting community benefits.
4. Report community investment and engagement outcomes annually.



Respect

SOCIAL

Equality, Diversity and Inclusion (EDI)

Our actions

1. Implement group-wide EDI framework and reporting structure.
2. Enhance inclusive recruitment practices and building a business that is as diverse and inclusive as the communities we serve.
3. Promote awareness and allyship through mentorship.
4. Measure diversity data and set improvement targets over time.



Teamwork



Integrity



Excellence



Respect

GOVERNANCE

Data Security and Information Governance

Our actions

1. Maintain strong data protection controls and regular security audits.
2. Deliver mandatory training on data security and information handling.
3. Review and log data incidents to ensure ongoing improvement.

 Integrity

 Excellence

GOVERNANCE

Ethical Sourcing and Fair Work Practices

Our actions

1. Evolve existing carbon, ethics and modern slavery assessments and support to our supply chain.
2. Publish annual Modern Slavery Statement and progress updates.
3. Deliver ethical sourcing training to procurement teams.

 Integrity

 Respect

GOVERNANCE

Transparency and Responsible Governance

Our actions

1. Launch ESG Steering Group and hold meetings with executive oversight.
2. Publish annual ESG Strategy with KPIs and progress metrics.
3. Integrate ESG into risk management and business planning.
4. Maintain open communication with teams and clients.

 Teamwork

 Integrity

 Excellence

GOVERNANCE

Building Safety and Service Excellence

Our actions

1. Maintain full compliance with the Building Safety Act and related regulations.
2. Audit safety and service quality performance across all business units.
3. Continue to capture client and resident feedback to improve delivery.
4. Embed safety KPIs into leadership and operational reporting.

 Excellence

 Respect

Section 5

Our Key Performance Indicators

Our Key Performance Indicators

Priority	Goal	2025 Performance		Our Target		Additional Detail
Operating Responsibly	Improve building energy performance through our work	Benchmarking in progress		10,000	tCO2e client carbon saved by 2030	Based on current projects, this is what we project we will achieve by 2030, but the actual figure may shift depending on future contract requirements.
	Transition towards low- and zero-emission operations	3%	non-fossil fuel powered fleet	100%	non-fossil fuel powered fleet by 2035*	We already have a fleet strategy in place where any new cars are hybrid or electric. EVs for service vehicles are to be rolled out in 2026.
		Benchmarking in progress		100%	renewable electricity procurement across all offices by 2027	We've moved all offices to renewable energy tariffs and are currently completing surveys for solar panels and battery storage on properties.
	Track embodied carbon of products through activity data and supplier reporting	Benchmarking in progress		50%	procurement spend on materials covered by high-quality emissions measurement methodologies by 2030	Our aim is for our top 10 highest-spend material suppliers to begin disclosing their greenhouse gas emissions data by the end of 2026, which would cover 30% of spend on materials.
	Measure and reduce our carbon footprint as we reach net zero	51,522	tCO2e measured**	Measure and publish our full scope 1-3 emissions annually		We will include employee commuting emissions in 2025 GHG accounting and improve scope 3 category 1 and 4 by strengthening transport of materials data wherever possible.
		Analysis in progress		90%	reduction from 2024 baseline by 2040	We will set an SBTi target in 2026 covering Scope 1, 2 and 3 reductions, and publish a transition plan the same year defining roles and responsibilities for delivering it.
Empowering People and Communities	Expand apprenticeships, trade skills, and leadership training programmes	102	apprenticeships created	300+	apprenticeships created cumulatively by 2030	We have an early-careers manager supporting apprentices and rising stars, and we recruit apprentices from deprived areas around our major contracts and social-housing communities.
	Create clear career pathways and development plans for all job roles	Benchmarking in progress		100%	job roles covered by development plans by end of 2026	We are developing a physical training centre in Bristol to upskill and cross-skill staff and are creating an employee and development programme.
	Maintain rigorous safety standards and continuous training	Benchmarking in progress		100%	annual completion	Training is refreshed regularly to keep pace with updated regulations and site risks, and we track completion to ensure no gaps.

*These targets apply across Cardo Group, but some of our contracts include earlier and more ambitious commitments. These will be met at a contract level.

**2024 data. To be restated when 2025 data is available.

Priority	Goal	2025 Performance	Our Target	Additional Detail
Empowering People and Communities	Maintain rigorous safety standards and continuous training	—	<0.2	Accident Frequency Rate (AFR) annually Our accident frequency rate target is an improvement on the industry average of 0.4.
	Expand wellbeing initiatives, including mental health support	Benchmarking in progress	100%	Resident Liaison Officers have mental health training by 2030 It is our responsibility to report any wellbeing actions to clients.
		Benchmarking in progress	+30	Employee Net Promoter score We will be developing an internal communication plan including a yearly employee survey.
	Prioritise local supply chain	Benchmarking in progress	70%	Cardo-wide spend is local to the contract across materials and subcontractors by 2030 We track local spend across materials and subcontractors, as well as with SMEs. Local is defined as within 10 miles of the site or contract office.
	Support SME partnerships	Benchmarking in progress	15	SMEs (5 per region) engaged in Supply Chain Mentoring Scheme by the end of 2027 We will launch a supply chain mentoring programme for SME and micro subcontractors, giving them access to support from our SHE team, training and material pricing.
	Engage with local community to ensure local needs are met	Benchmarking in progress	100%	major projects have measurable social value plans by the end of 2027 This includes having multi-channel routes to hear customer and client voices and mechanisms to learn from them.
		Benchmarking in progress	100%	projects reporting social value via a national framework by the end of 2027 We will be measuring against the Government's 'Social Value Model', comprising five Social Value Themes and eight Policy Outcomes under the Social Value Act.
	Deliver social value initiatives with lasting community benefits	Benchmarking in progress	Target development in progress	In 2026, we will establish a framework offering volunteering. From then, we will track the hours completed by employees.
	Continue inclusive recruitment practices	L1 Disability confidence level	L3 Disability confidence level by 2030	Our ambition is to create a workforce as diverse as the communities we serve and where every employee feels empowered to challenge and address anything that does not reflect well on Cardo Group.
	Promote awareness and allyship	Benchmarking in progress	100%	leadership participation in EDI training by 2026 with 90% renewed annually
	Measure diversity data and set improvement targets	20% female representation across all employees	35% female representation across all employees by 2030	

Priority	Goal	2025 Performance	Our Target	Additional Detail
Operating with Integrity	Maintain strong data protection controls and regular security audits	100% completion	100% of staff trained in data security annually	We run regular security audits, update policies to meet GDPR, and ensure all staff complete annual data security training.
	Review and log data incidents to ensure continuous improvement	0 incidents logged	0 ICO reportable breaches annually	We record and review all incidents and near misses, address root causes, and use the findings to strengthen controls and prevent breaches.
	Strengthen supplier due diligence and modern slavery prevention	Benchmarking in progress	100% of material suppliers with >£1M spend to undergo formal assessment by end of 2026	Assessments cover carbon, ethics, and modern-slavery and will be expanded to categories greater than £1M by end of 2027.
		Benchmarking in progress	100% of subcontractors assessed via SafeContractor.	All subcontractors are assessed through SafeContractor, giving us a consistent baseline for labour, safety, and compliance standards across our supply chain.
	Annual ESG Steering Group meetings with executive oversight	ESG Steering Group to be launched in 2026	Report annually on the number of meetings held and executives in attendance.	We will launch our ESG Steering Group in 2026 and hold regular meetings each to provide executive oversight and track progress against our priorities.
	Maintain compliance with the Building Safety Act and regulations	100% compliance	100% annual compliance	We run a Building Safety Act-aligned framework across all relevant contracts, carrying out audits to confirm standards are met and corrective actions are completed.

Closing Statement

Our ESG Strategy

This ESG Strategy marks our commitment to performing safely, ethically and sustainably, enhancing our capabilities, empowering our communities, and delivering value throughout our network. Driven by the three pillars of Environment, Social and Governance, we are building on strong foundations and making the step-change from good intentions into accountable delivery. Guided by our values of Teamwork, Integrity, Excellence and Respect, we will use this strategy to track our progress and to work better, together, to strengthen our operations, support our people, and serve our clients with purpose.