

MCFT  
Annual ESG Report 2025

OUR COMMITMENT  
TO A SUSTAINABLE  
FUTURE

ver. 1.3



**MCFT**

Food equipment service

# ABOUT THIS REPORT

This Annual ESG Report sets out how MCFT manages its environmental, social and governance responsibilities and how these considerations are integrated into the way the business operates, grows and makes decisions. It provides transparency on our priorities, actions and performance during the 2025 reporting year, alongside the progress we have made against our longer-term sustainability objectives.

As a service-led organisation, our ESG impacts arise primarily from how we operate rather than from manufacturing or extractive activities. This report therefore focuses on the areas most material to our business model, including our operational footprint, vehicle fleet, people, training and skills development, community engagement, governance arrangements and ethical standards. These topics have been identified through internal review, risk assessment, regulatory requirements and ongoing engagement with stakeholders.

The information presented in this report covers MCFT's UK operations, unless otherwise stated, and has been prepared using recognised frameworks and standards to support consistency, comparability and credibility. Our approach is aligned with international best practice, including the UN Global Compact, ISO management system standards and the IWA 48 ESG Framework. Environmental data, including greenhouse gas emissions, is calculated using UK Government conversion factors and is subject to internal review and external assurance where applicable.

This report is intended for our employees, customers, suppliers, partners and wider stakeholders who wish to understand how MCFT approaches responsible business and long-term value creation. ESG remains an evolving journey, and we recognise that our approach will continue to develop as expectations, regulations and data quality improve. We are committed to transparency, continuous improvement and reporting progress openly, year on year.



## OUR JOURNEY TOWARDS RESPONSIBLE GROWTH

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# INTRODUCTIONS



*"Having joined MCFT in 2025, I have been genuinely impressed by the clarity of purpose that runs through the organisation. ESG is not treated as a reporting requirement, but embedded into operational decision-making, investment priorities and long-term strategy. From my first weeks in the role, it was clear that responsible growth is central to how the business measures success.*

*What has particularly stood out is how this commitment translates into practical, measurable action. The Pre-Loved Programme extends the life of equipment while supporting community organisations, reflecting both environmental responsibility and social value. Alongside this, strong safeguarding standards, inclusive recruitment practices and structured governance demonstrate that our impact is intentional and well managed.*

*I have also been encouraged by the progress made in strengthening environmental performance. The successful EV van trial, reductions in emissions per head and significant improvements in recycling rates show a business that understands its footprint and is prepared to act. Our commitment to The Climate Pledge and our net zero ambition for 2040 provide clear direction, supported by tangible near-term targets.*

*Looking ahead, my focus is on converting ambition into measurable outcomes — accelerating fleet electrification where viable, strengthening sustainability across our supply chain and maintaining the highest standards of governance and compliance. I am excited to lead the UK business into its next phase, delivering world-class service locally while continuing to evolve our environmental, social and governance performance."*

UK Managing Director  
**Andrew Richman**

*"It is our intention that we have a positive impact on all our stakeholders, that we actively engage and contribute to our local communities, that we follow and help promote best practice as outlined by global authorities, that we have a positive impact on all those we touch; that observers should, with justification, say 'as a Company and as individuals, MCFT does the Right Thing' or, to use Paul Polman's criteria, 'the world should be better off because our business is in it'.*

*I am particularly proud of the commitment to skills training which we provide in every territory we operate, the UK mother-ship leading the way, recognised in 2025 as the NO 1 SME apprenticeship employer by the government Department of Education.*

*MCFT enriches lives for our people, their families and their communities."*

Founder  
**Chris Craggs**



## The Business Year

*"Over the past year, the business has continued to grow steadily across the UK. That growth has been delivered almost entirely by our directly employed technicians, with less than one per cent of work subcontracted for specialist or remote requirements. This remains a deliberate choice, reflecting our belief that direct employment underpins quality, consistency, and long-term responsibility.*

*Support for community projects continued throughout the year, particularly through our ongoing involvement with Plunkett initiatives, alongside further strengthening of our governance framework. The central focus of our ESG progress, however, has been the continued evolution of the MCFT Technical Academy. During the year, the Academy underwent its first inspections by ESFA and Ofsted, providing independent confirmation that both financial controls and educational standards are robust and compliant.*

*The Academy represents a significant long-term commitment, requiring a level of regulatory and organisational complexity more commonly associated with established colleges than with grass-roots businesses. I am proud of the experienced and passionate team supporting this work, and of the quality of teaching, learner support, and career development now being delivered. During the year, we also committed to relocating the Academy to a larger, purpose-built facility, reflecting both its success and our confidence in its future role within the business. The UK Academy continues to inform similar initiatives in other territories.*

*From an environmental perspective, the availability of genuinely viable low-emission light commercial vehicles remains limited. Nonetheless, we are now moving ahead with the electrification of part of our van fleet where operationally feasible, while continuing to monitor developments in vehicle capability and charging infrastructure."*

Group CEO  
**George Roberts-Smith**



AS A COMPANY  
AND AS INDIVIDUALS,  
MCFT DOES  
THE RIGHT THING

# HIGHLIGHTS & AWARDS

## Environmental

- ↓ **4.7% Fleet** emissions per head
- ↓ **17% Energy** use per head
- ↓ **5% Scope 1 & 2** emissions per head
- ↑ **EcoVadis** rating

Successfully completed **EV van trial**

↑ **Refurbished equipment** donated to community projects

↑ **276%** increase in proportion of waste to **separated recycling**

**Tree Planting** in 2025 MCFT planted 2,563 trees with an approx CO2 equivalent of 56,386kg

## Social

**DfE SME Apprenticeship Employer of the Year**

**Top 50** SME Apprenticeship Employers (2025)

**Highly Commended** – Training Provider of the Year (National ACR & Heat Pump Awards)

**5% Club Platinum Award** including Social Inclusion Award

↑ **Female representation** across technicians and office staff

↓ **66%** Accident rate (per 100 personnel)

**754** Site audits completed (153 technicians)

↓ **High-risk driving** via telematics

↑ **Safe driving behaviour** across fleet

## Governance

0 Data breaches

0 Ethics policy violations

0 Regulatory violations

**Ofsted “Good”** – MCFT Technical Academy

↑ **Ethics training** with new Anti-Bribery programme

↑ **Operational efficiency** (First-Time Fix and reduced slippage)

**100%** Policies reviewed and updated



**Andrew Richman** (UK Managing Director)  
*Winner of Service & Maintenance Provider Catering Insight Awards*

**Andrew Richman** (UK Managing Director)  
**Sophie Scott** (Trainee Technician)  
**Samantha Davies** (Head of Training & Development)  
*Winner of the Top 50 SME Apprenticeship Employer*



# WHAT ESG MEANS AT MCFT

MCFT recognises that longterm business success is intrinsically linked to responsible environmental stewardship, strong social practices and robust governance. The 2025 ESG Report outlines how ESG is embedded into MCFT's strategy, operations and culture, and sets out measurable progress achieved during the year alongside clear priorities for the future.

ESG governance is overseen by a formal ESG Committee, chaired by the Group Director of Engineering, with representation from across the business and support from external expertise. The Committee reports quarterly to the Board, ensuring accountability, transparency and alignment with recognised international standards, including the UN Global Compact, ISO frameworks and the IWA 48 ESG Framework.

## Our Mission Statement

"We are driven to find new and emerging, local talent, training them to our world-class standards. Enabling us to provide a world-leading kitchen maintenance service to our customers across the globe."

## Our Vision

Our vision is to be the global choice for high-quality commercial kitchen maintenance, providing our customers with a transparent and world-class service, through our team of dependable technicians based locally, around the globe

## Our Values

### People

- Work together as a team to drive improvements
- Support each other and celebrate our diversity
- Develop (and recognise the limits) of our competence to keep our customers and colleagues safe
- Always provide transparent communication



### Purpose

- Demonstrate professionalism
- Always provide a quality service to deliver excellence around the globe
- Support our local communities and bring about positive change
- Always act with fairness



### Passion

- Work with passion and pride to exceed customer expectations
- Work with integrity and respect
- Accountable for the decisions that we make
- Open to feedback to grow as individuals and as a team



## ESG Committee



**David Meacock (Chair)**  
Group Director of Engineering



**Derek Anderson**  
Equipment Consultant



**Sally Connolly**  
Head of HR



**George Roberts-Smith**  
Group CEO



**Andrew Richman**  
UK Managing Director



**Paul Temple**  
Non-Executive Director



**Matt Alderton**  
Head of Operations



**Ed FitzGerald**  
External Auditor Edify Consulting

# ecovadis

## 2025 EcoVadis Sustainability Assessment

In 2025, MCFT achieved an overall EcoVadis score of **68/100**, placing the business in the **80th percentile** globally and earning a Bronze Medal. This result positions MCFT in the "Advanced" performance category, reflecting a structured, proactive approach to sustainability with clear evidence of effective action across key ESG themes.

MCFT's performance compares strongly against peers. Our overall score is significantly above the global average for medium-sized companies and exceeds the European average. Only **19%** of companies assessed globally achieve an "Advanced" rating, placing MCFT among a leading group of sustainability performers.

Environmental performance was a particular strength, with a score of **83/100**, rated as "Outstanding". This reflects a robust environmental management framework, underpinned by comprehensive policies, clear objectives and risk controls. MCFT achieved a perfect score for environmental policies, demonstrating strong governance and external alignment.

Performance in Labour & Human Rights and Ethics was also rated "Advanced", exceeding global averages and reflecting effective controls, training and governance across these areas.

The assessment also highlighted opportunities to further strengthen our sustainability approach. In line with broader market trends, sustainable procurement was identified as a key area for development. Future priorities include strengthening supplier engagement, introducing enhanced sustainability requirements within contracts and improving sustainability risk assessment across the supply chain. In addition, while our policies are well established, expanding quantitative KPI tracking and reporting will further enhance transparency and performance measurement.

Overall, the 2025 EcoVadis assessment provides independent validation of our progress while helping to shape our next phase of ESG improvement.



Overall score	➔ <b>68/100</b>
Percentile ⓘ	<b>80th</b>

## Our Approach

At MCFT, we are committed to reducing our environmental impact and supporting the transition to a lower carbon future. As a service based business, our greatest environmental influence comes from how we operate, particularly our vehicle fleet, energy use and management of resources. We take a practical, measurable approach to sustainability, focusing on reducing emissions, improving energy efficiency and making responsible choices across our operations. Our environmental performance is managed through an ISO 14001 certified Environmental Management System and guided by recognised international standards.

As a signatory to The Climate Pledge, MCFT has committed to achieving net zero carbon emissions by 2040. This section highlights the actions we are taking today — from fleet electrification and energy efficiency to waste reduction and biodiversity initiatives — to deliver real environmental benefits for our customers, communities and the wider environment

## Our focus areas for this report

Our environmental focus areas are centred on the parts of our business where we have the greatest direct impact and the strongest ability to influence change. As a service-led organisation, our vehicle fleet represents our most significant environmental footprint, particularly in relation to fuel consumption and associated greenhouse gas (GHG) emissions. Reducing emissions from our fleet is therefore a primary focus of this report.

Alongside fleet emissions, we review and manage the environmental impacts arising from our use of energy across offices and operational sites, and our approach to waste management. Where equipment reaches the end of its operational life within our business, we seek to refurbish items where feasible and donate them to community and charitable projects. This approach helps reduce waste, avoids unnecessary disposal and supports positive social and environmental outcomes beyond our own operations.

We also recognise the role of environmental enhancement initiatives, such as our tree-planting programme, in supporting biodiversity and contributing to longer-term carbon sequestration, alongside our direct reduction activities.

Together, these focus areas provide a clear framework for understanding and managing our greenhouse gas emissions across Scope 1 and Scope 2, while also addressing wider environmental impacts linked to energy use, transport and waste. They underpin the actions, metrics and progress reported in this section and support our commitment to continuous environmental improvement.

## Highlights

↓ **4.7% Fleet** emissions per head

↓ **17% Energy** use per head

↓ **5% Scope 1 & 2** emissions per head

↑ **EcoVadis** rating

Successfully completed **EV van trial**

↑ **Refurbished equipment** donated to community projects

↑ **276%** increase in proportion of waste to **separated recycling**

**Tree Planting** In 2025 MCFT planted 2,563 trees with an approx CO2 equivalent of 56,386kg

*Goal: Accelerate fleet decarbonisation to reduce operational emissions*

Building on the successful 2025 EV trial and our Climate Pledge commitment, MCFT will continue transitioning its fleet to electric vehicles from 2026, targeting significant reductions in Scope 1 emissions while improving energy efficiency across offices and operational sites..



# CLIMATE PLEDGE

## THE CLIMATE PLEDGE

### Accelerating Our Ambition: Why We Joined The Climate Pledge

In 2023 MCFT officially became a signatory of The Climate Pledge, joining a cross-sector community of global leaders committed to reaching net-zero carbon emissions by 2040—ten years ahead of the Paris Agreement. By signing this pledge, we have committed to three principal areas of action:

1. Regular Reporting: Measuring and reporting greenhouse gas emissions on a regular basis.
2. Carbon Elimination: Implementing decarbonization strategies in line with the Paris Agreement through real business changes and innovations.
3. Credible Offsets: Neutralizing any remaining emissions with additional, quantifiable, real, permanent, and socially beneficial offsets.

### Why It Matters to Us: Beyond Compliance

For MCFT sustainability is no longer a peripheral "CSR" activity; it is a core business strategy. Joining The Climate Pledge is a testament to our belief that long-term financial stability is inseparable from environmental stewardship. By aiming for 2040, we are forcing ourselves to innovate faster, optimise our supply chains, and transition to renewable energy sources today rather than tomorrow. It is about building a resilient business that can thrive in a low-carbon economy.

### Why It Matters to Our Industry: Defining the New Standard

The "business as usual" model is being rewritten. As a signatory, we are helping to stimulate the market for low-carbon products and services. Collective action is the only way to tackle Scope 3 emissions—the indirect emissions that occur in our value chain. By setting an ambitious 2040 target, we are signalling to our partners, suppliers, and competitors that the transition is accelerating. We aren't just reacting to industry shifts; we are helping to drive them.

### Why It Matters to Our Customers: Trust Through Transparency

Today's customers are more informed and intentional than ever before. They want to know that the brands they support are taking responsibility for their footprint. Our commitment to The Climate Pledge provides our customers with:

- Accountability: Rigorous, third-party reporting ensures our progress is measurable and real.
- Shared Values: We are aligning our operations with the environmental concerns of the communities we serve.
- Future-Proofing: By reducing our carbon intensity, we are creating more efficient, sustainable products and services that offer long-term value without the environmental cost.

# WE MEASURE OUR IMPACT SO WE CAN IMPROVE IT



## Biodiversity & Tree Planting Initiative



Heart of England Forest is MCFT's long-term partner for our tree planting initiative. Since 2011, MCFT donations have enabled the Heart of England Forest to **establish and manage 23.58 acres** of Forest supporting the creation and restoration of native woodland in the UK. This initiative contributes to flood alleviation, improved soil structure, the recovery of wildlife habitats and the enhancement of biodiversity.

Tree planting forms part of our wider approach to addressing the environmental impact of our vehicle fleet, which represents our most significant source of operational emissions. While woodland creation is not a substitute for reducing emissions at source, the carbon sequestration benefits of these trees help to offset a proportion of our residual fleet-related emissions over their lifetime. This approach complements our ongoing efforts to reduce emissions directly, including improving vehicle efficiency and transitioning our fleet to electric vehicles.

By combining long-term investment in biodiversity with practical emissions reduction initiatives, we aim to deliver environmental benefits that extend beyond carbon, supporting resilient ecosystems and positive outcomes for local communities alongside our climate objectives.



## Planting Partner



### In 2025 MCFT planted 2,563 trees with an approx CO2 equivalent of 56,386kg



# OUR OPERATIONAL IMPACT



As a service-based organisation, the majority of our environmental impact arises from the way we operate rather than from manufacturing or large-scale resource consumption. Our operational footprint consists of two buildings — a head office and a dedicated training academy — alongside a national fleet of approximately 160 engineers who travel daily to support customers. As a result, emissions associated with vehicle use represent our most material environmental impact.

Reducing emissions from our fleet is therefore a key focus of our environmental strategy. In 2025, we conducted a structured electric vehicle (EV) trial to assess the suitability, performance and operational viability of EVs within our service operations. The trial evaluated factors including vehicle range, charging requirements, operational reliability and engineer feedback. The outcomes were positive and demonstrated that EVs can support our operational needs while delivering meaningful environmental benefits.

Based on the success of this trial, we have committed to beginning the transition of our fleet to electric vehicles from 2026. This marks an important step in reducing our operational emissions and supports our wider commitment to improving environmental performance and achieving our pledge to become net zero by 2040.

In 2025 MCFT technicians covered **2.9 million miles** generating **890,875 CO<sub>2</sub>e**. This is an increase from 2024 by **11%** as the business has grown, however the Kg CO<sub>2</sub>e per head has reduced by **4.7%**.



## ISO 14001 Environmental Management

We are accredited to ISO 14001, the international standard for environmental management systems. This accreditation confirms that we have a structured and systematic approach to identifying, managing and reducing the environmental impacts of our operations. ISO 14001 requires us to assess environmental risks, set objectives and controls, comply with applicable legislation and monitor performance on an ongoing basis.



Maintaining ISO 14001 accreditation provides assurance that environmental considerations are embedded into decision-making and day-to-day operations, and that our environmental performance is subject to regular internal review and independent external assessment. It supports continual improvement and underpins our commitment to reducing our environmental impact in a practical, measurable and responsible way.

## Energy Efficiency Performance

In 2025, we committed to reducing energy consumption per capita across our operations by **5%**, reflecting our focus on improving efficiency within our buildings. Through targeted energy management measures at our main office and training academy, we exceeded this commitment. Total energy consumption across both sites reduced by **16%** per head during the year. This improvement demonstrates the effectiveness of our energy efficiency initiatives and our ongoing commitment to reducing environmental impact through practical, measurable actions.



## Targets

Establish a baseline for Scope 3 emissions

Reduce Scope 1 emissions by **45% by 2030** through transition to electric, hydrogen or hybrid vehicles (2024 baseline)

Maintain full compliance with F-Gas regulations and monitor regulatory changes expected in 2026

Reduce Scope 1 and Scope 2 emissions per head by **5%**

Achieve a **25% increase** in separated dry mixed recycling from 2024 (reduction in municipal waste)

Ensure **100%** of equipment returned to MCFT is repurposed or recycled

Reduce energy consumption per capita by **5%** in 2025

## Performance

Scope 3 reporting expanded and baseline established to support future targets

EV van trial completed in 2025; transition to EV vans begins in 2026

All refrigeration engineers F-Gas certified; trainees certified through MCFT's in-house academy

↓ **5%** Scope 1 & 2 emissions per head (Scope 1: ↓ 4.7% | Scope 2: ↓ 23%)

The proportion of waste recycled increased from 18.7% in 2024 to 70.5% in 2025, with an additional 5.4% diverted to anaerobic digestion.

Seven items donated to community projects; all remaining equipment recycled

↓ **16%** energy consumption per head across office and training academy

# CO<sub>2</sub> GREENHOUSE GAS EMISSIONS MEASUREMENT AND REPORTING



## WASTE

We calculate our greenhouse gas (GHG) emissions using the UK Government GHG Conversion Factors for Company Reporting, ensuring our emissions data is consistent, transparent and aligned with recognised national guidance. This methodology allows us to accurately convert activity data into carbon dioxide equivalent (CO<sub>2</sub>e) emissions and provides a robust basis for year-on-year comparison.

Our emissions reporting continues to evolve as our understanding of material impacts improves. Scope 3 emissions reporting commenced in 2024, focusing initially on the most relevant and readily available data sources.

In 2025, we expanded the scope of Scope 3 activities included in our reporting, reflecting improved data quality, enhanced systems and a commitment to increasing the completeness and accuracy of our disclosures over time. (New additions include water supply, materials use).

The results set out below reflect this approach and provide a transparent view of our operational and value chain emissions. As our reporting matures, this data will support more informed decision-making, targeted reduction initiatives and measurable progress against our environmental objectives.

### 2025 Target - Reduce Scope 1 and Scope 2 emissions per head by 5%

	2025 (Kg CO <sub>2</sub> e)	2024 (Kg CO <sub>2</sub> e)	Change
Scope 1 emissions	890,875	801,591	11.10%
Scope 1 emissions per head	4,105	4,310	-4.70%
Scope 2 emissions	10,435	11,618	-10.20%
Scope 2 emissions per head	48	62	-23.00%
Scope 1 & 2 emissions	901,310	4,154	10.80%
Scope 1 & 2 emissions per head	813,209	4,372	-5.00%

### Greenhouse Gas (GHG) Emissions Explained

GHG emissions are categorised into three "scopes" under the Greenhouse Gas Protocol, creating a consistent framework for measuring organisational carbon impact.

#### Scope 1 – Direct Emissions

Emissions from sources we own or control (e.g. company vehicles, on-site fuel use, heating).

#### Scope 2 – Energy Emissions

Emissions from purchased electricity, heating, cooling or steam consumed by the organisation.

#### Scope 3 – Value Chain Emissions

All other indirect emissions across our value chain, including purchased goods, travel, waste and transportation. For many organisations, this is the largest impact area.

## Waste Management and Resource Efficiency

Effective waste management is a key component of our environmental responsibility and operational efficiency. As a service-led organisation operating from office locations and across a large number of customer sites, we generate a diverse range of waste streams, including office waste, packaging, consumables, parts, and end-of-life equipment. Managing these materials responsibly is essential to minimising environmental impact, supporting regulatory compliance, and promoting a circular approach to resource use.

In 2025, the UK's introduction of Simpler Recycling represents an important step towards improving consistency and participation in waste segregation across businesses. This reform aligns closely with our commitment to clearer processes, better engagement, and improved recycling outcomes.

By standardising the separation of key recyclable materials, Simpler Recycling supports both our office-based teams and operational engineers in reducing contamination, increasing recycling rates, and lowering the amount of waste sent to landfill or energy recovery.

We continue to review and improve our waste practices across all activities, focusing on waste reduction, reuse of materials where safe and appropriate, and working with suppliers and waste contractors to ensure responsible handling of waste throughout its lifecycle. These actions support our wider environmental goals by reducing resource consumption, cutting associated carbon emissions, and embedding more sustainable behaviours across the organisation.



As a Food Equipment Service supplier dedicated to helping their community, we often come across second-hand equipment that's too good to scrap and immediately begin looking for good causes that could do with a helping hand. All equipment is in working, tested condition – some may even be near new. We are partnered with Plunkett UK to pair projects with equipment.

## Waste Management and Resource Efficiency

In 2025, we committed to achieving a 25% increase in separated dry mixed recycling compared with 2024, as part of our wider objective to reduce municipal waste and improve overall waste segregation.

In 2025, following the introduction of simpler recycling processes and improved internal reporting mechanisms, our recorded total waste was 49,916.29 kg, comprising:

- 35,192.88 kg recycled
- 12,023.41 kg municipal waste (RDF)
- 2,700 kg diverted to anaerobic digestion (AD)

This is an increase in total waste primarily attributable to enhanced reporting accuracy and better segregation practices, rather than an increase in waste generation. During 2025, we implemented clearer waste streams, improved staff guidance, and simplified recycling arrangements, enabling us to capture a more complete and transparent picture of our waste outputs.

Most significantly, the proportion of waste recycled increased from 18.7% in 2024 to 70.5% in 2025, with an additional 5.4% diverted to anaerobic digestion. This represents a substantial shift away from municipal waste (RDF) and demonstrates strong progress against our 2025 commitment to increase separated dry mixed recycling by 25%.

### Our Approach

Our people are central to our success and to the delivery of reliable, high-quality services for our customers. As a service organisation operating across multiple locations, our social impact extends beyond our offices to the engineers, teams, and communities we support every day. We recognise that creating a safe, inclusive and supportive working environment is essential to long-term business resilience and sustainable growth.

The Social pillar of our ESG strategy focuses on workforce wellbeing, health and safety, skills development, diversity and inclusion, and responsible engagement with customers, suppliers and local communities. Our operational activities often involve mobile and frontline roles, requiring a strong emphasis on safety leadership, continuous training, and clear standards to protect employees and those around them.

In 2025, we continued to prioritise initiatives that support employee engagement, fair employment practices, and opportunities for learning and progression. We also aim to foster a culture where individuals feel respected, valued and empowered to contribute, regardless of role or location. By investing in our people and strengthening our social practices, we seek to build a more resilient workforce, deliver better outcomes for customers, and make a positive contribution to the communities in which we operate

### Our focus areas for this report

Our social focus areas centre on the aspects where we have the greatest responsibility and opportunity to create positive impact: our people, their safety, their development and the communities we support. As a service-led organisation with a predominantly mobile workforce, we place particular emphasis on health and safety leadership, workforce wellbeing, skills development through our Technical Academy, and inclusive recruitment practices.

This section highlights how we are strengthening apprenticeship pathways, increasing female representation, promoting fair pay and safeguarding standards, and fostering a culture where employees feel valued, supported and able to progress. Together, these priorities reflect our belief that long-term business sustainability is built on investing in people and creating meaningful opportunities for growth.

### Highlights

**DfE SME Apprenticeship Employer of the Year**

**Top 50** SME Apprenticeship Employers (2025)

**Highly Commended** – Training Provider of the Year (National ACR & Heat Pump Awards)

**5% Club Platinum Award** including Social Inclusion Award

↑ **Female representation** across technicians and office staff

↓ **66%** Accident rate (per 100 personnel)

**754** Site audits completed (153 technicians)

↓ **High-risk driving** via telematics

↑ **Safe driving behaviour** across fleet

*Goal: Strengthen workforce development, inclusion and wellbeing*

Expand the Technical Academy, enhance apprenticeship and early-career pathways, increase female representation, and continue advancing health, safety and wellbeing initiatives—ensuring employees feel valued, supported and equipped to grow.



# INVESTING IN PEOPLE



*"At MCFT, we believe that the most sustainable way to grow our business is to grow our people. Our earn-as-you-learn model creates genuine career opportunities by removing traditional barriers to entry and enabling individuals to build meaningful, long-term careers while gaining recognised qualifications. This approach allows our apprentices and developing professionals to contribute to the business from day one, while building the technical expertise, confidence and professional behaviours that will support them throughout their careers. Seeing individuals join us with potential and progress into highly skilled engineers, leaders and specialists is one of the most rewarding aspects of what we do."*

*We are incredibly proud to be an employer provider, delivering our own apprenticeship and leadership programmes through the MCFT Academy. This enables us to shape development in a way that reflects the real demands of our industry, while maintaining the highest standards of quality, safety and professionalism. It also reinforces our long-term commitment to investing in people — not just to meet the needs of our business today, but to strengthen the future of our industry. Our apprentices and developing leaders represent the future of MCFT, and we remain fully committed to providing opportunities that enable them to learn, grow and succeed."*

Head of Training & Development  
**Sam Marshall-Davies**



Our people are central to MCFT's success. Their skills, commitment and professionalism enable us to deliver safe, compliant and high-quality engineering services, and we believe that long-term business sustainability is achieved by investing in the growth and development of our workforce. Learning and development is therefore treated as a strategic driver of performance, safety and service quality, rather than a support function.

In 2025, we have significantly increased our investment in people through the creation of a purpose-built Technical Training Academy, the expansion of apprenticeship and early careers programmes, and the introduction of structured development pathways for technical, operational and leadership roles. These initiatives support career progression at all stages, from apprentices and early careers talent to experienced engineers, managers and future leaders, helping to build resilience, capability and continuity across the business.

Apprenticeships form a core part of our workforce strategy, enabling us to develop skilled professionals internally while providing meaningful employment opportunities within local communities. This approach has been recognised through multiple external awards and accreditations, including Department for Education SME Apprenticeship Employer of the Year and an Ofsted 'Good' rating for our Technical Academy.

## Recruitment

*"At MCFT, people aren't just part of our business — they are our business. Our recruitment strategy is built on discovering and nurturing local talent, investing in world-class training that empowers individuals to grow, contribute, and make a real impact. By placing development, diversity, and personal potential at the heart of everything we do, we ensure our teams don't just succeed — they shape the future of our industry."*



**Garry Pyper**  
Recruitment Manager

Alongside technical training, we operate structured performance reviews and personal development plans, ensuring individual objectives align with business priorities and long-term progression is actively supported.



## Accreditations & Awards

 **5% Club** – We are now a platinum member of the 5% club, held since 2023 as we have **over 10%** of our workforce included in 'earning and learning' schemes.

 MCFT's Training Academy is **ILM Assured**, meaning our training meets the Institute of Leadership & Management's quality standards for excellence, consistency and impact in leadership and professional development.

 MCFT's Training Academy is **City & Guilds Assured**, meaning our training is independently benchmarked against recognised quality standards for learning and delivery.

 MCFT's Training Academy is **LCL accredited**, confirming our programmes meet nationally recognised standards for regulated qualifications, assessment quality and learner outcomes.

Leadership and management capability is strengthened through accredited development programmes, including a Level 3 Leadership and Management apprenticeship and an Emerging Development Manager pathway, supporting succession planning and sustainable growth. In parallel, personal development, business fundamentals and digital capability training help colleagues across the organisation build confidence, resilience and commercial awareness.

Our people strategy also supports social inclusion and community impact. We actively promote inclusive recruitment, increase female representation in technical roles and create accessible career pathways for under-represented groups. This commitment is reflected in our alignment with the UN Sustainable Development Goals, including Quality Education, Gender Equality, Decent Work and Reduced Inequalities.

By continuing to invest in skills, leadership and inclusion, we are building a workforce that is engaged, future-ready and capable of supporting the long-term sustainability of MCFT.

# CONTINUOUS INVESTMENT IN OUR PEOPLE



## Real Living Wage

We are committed to paying the Real Living Wage to all directly employed colleagues, ensuring pay rates meet the real cost of living rather than the statutory minimum. Our approach reflects our belief that fair pay is fundamental to employee wellbeing, financial security, and long-term engagement.

By aligning our pay practices with the Real Living Wage, we aim to promote social sustainability, reduce in-work poverty, and support inclusive economic growth. This commitment forms part of our wider ESG strategy, reinforcing responsible employment practices and contributing positively to the communities in which we operate.



## Disability Confident Employer



We are a Disability Confident Employer, committed to creating an inclusive and supportive workplace where everyone has the opportunity to succeed. This commitment reflects our approach to fair and accessible recruitment, retention and development practices, ensuring that individuals with disabilities or long-term health conditions are treated with dignity, respect and understanding.

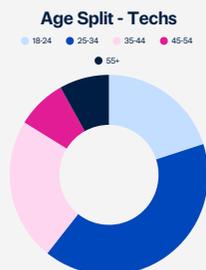
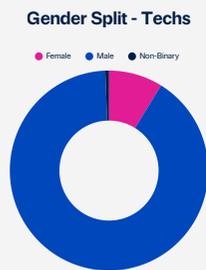
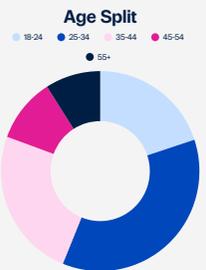
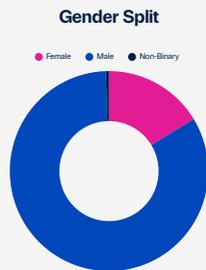
By being part of the Disability Confident scheme, we aim to remove barriers to employment, promote equality of opportunity and build a more diverse workforce. This forms part of our wider ESG strategy, reinforcing inclusive employment practices and supporting positive social outcomes across our business and the communities we serve.

## Equality, Diversity, Inclusion

Monitoring age and gender data across our workforce is a key part of our approach to diversity, equity and inclusion. This information helps us understand representation across recruitment, retention and progression, and supports fair, transparent and inclusive employment practices.

By reviewing age and gender trends, we can identify potential barriers, address inequality and better reflect the communities in which we operate. This insight also strengthens workforce planning, supports compliance with employment legislation and underpins good governance.

Reporting this data demonstrates our commitment to inclusive growth, social responsibility and continuous improvement as part of our wider ESG strategy.



## A Royal Opening for MCFT's Technical Training Academy

On 18th September, MCFT celebrated a landmark moment with HRH The Princess Royal formally opening our new Technical Academy in Reading, a day that also saw us recognised as the **No. 1 SME apprenticeship provider** in the UK. Her Royal Highness toured our training classrooms, engaging with apprentices and trainers, and took a genuine interest in our Pre-Loved Programme - where recovered equipment is refurbished by apprentices and passed on to community causes such as soup kitchens and sports clubs. During her visit she also met with office and leadership development



The Princess Royal  
Grand Opening of MCFT  
Technical Academy



apprentices, trainers from overseas regions, and industry representatives, reflecting the global reach and impact of our training and development work. The visit concluded with the presentation of a Fellowship of the Institute to our Founder, Chris Craggs, and the unveiling of a plaque to commemorate the occasion. HRH The Princess Royal's presence marked a true milestone in MCFT's history, underscoring our commitment to developing skilled talent and supporting the future of the industry.



MCFT  
Technical Academy

## Performance Reviews

As part of our Performance Management Process, all employees participate in structured quarterly performance reviews, including a comprehensive annual appraisal. These regular reviews provide an opportunity to assess individual objectives, recognise achievements, identify development needs, and align performance with the company's strategic priorities. The process encourages open dialogue between employees and managers, supports continuous professional development, and ensures accountability, fairness and transparency across the organisation.

## Success Story - James Goes Overseas

James joined MCFT through the Graduate Programme, beginning his career in the Operations Team where he gained hands-on experience across Customer Service, Procurement & Logistics, and Scheduling. From an early stage, he was trusted with real responsibility and ownership of projects, helping him to develop strong communication, resilience and problem-solving skills, alongside a broad understanding of how the business operates.

After progressing into Sales, James took the opportunity to work internationally, supporting MCFT's operations in Dubai and Jeddah. These roles provided valuable exposure to different markets, cultures and ways of working, strengthening his professional development and building confidence in an international environment. Following a six-month career break travelling in 2023, he returned to MCFT with renewed perspective and motivation.

James now holds the role of Development Manager in Doha, Qatar. His progression from Graduate Assistant Operations Manager to a senior international position within three years demonstrates MCFT's commitment to learning, development and internal progression.

James's story reflects MCFT's wider approach to people development - investing in talent, supporting global mobility and enabling individuals to build long-term careers within the business.

James Jarrott  
Development Manager  
MCFT Gulf





# HEALTH & WELLBEING



## Mental Health & Wellbeing Support

We recognise that employee wellbeing is fundamental to a safe, engaged and sustainable workforce. To support this, we have established a trained Mental Health First Aid (MHFA) team made up of employees from across the business. Mental Health First Aiders provide a confidential first point of contact for colleagues who may be experiencing mental health challenges, helping to identify early signs of concern, offer initial support and guide individuals towards appropriate professional help where needed.

The MHFA team forms part of our wider wellbeing framework and is supported by clear referral pathways, management engagement and ongoing training. By promoting open conversation, reducing stigma and encouraging early intervention, this initiative helps create a supportive working environment where mental health is treated with the same importance as physical health.



## Safeguarding

MCFT is committed to safeguarding the welfare, safety and wellbeing of all Apprentices, employees and stakeholders, with a zero-tolerance approach to abuse, harassment, bullying and discrimination. Oversight is provided by a Designated Safeguarding Lead and Safeguarding Working Group, ensuring robust governance, regular training, safer recruitment and secure handling of confidential information in line with GDPR.

Safeguarding, Prevent and British Values are embedded throughout the Apprenticeship journey, promoting a safe, inclusive learning environment. MCFT fully supports the UK Prevent Strategy, working collaboratively with regulators and external agencies to identify and address risks, including radicalisation and extremism, ensuring a culture of vigilance and protection across all learning and working environments.



**Sally Connolly**  
Head of HR  
Safeguarding Officer & MFRA Member



**Matt Alderton**  
Head of Operations  
Safeguarding Working Group Member & MFRA Member



**Lauren Mansie**  
HR Advisor  
Designated Safeguarding Deputy & MFRA Member



**Samantha Davies**  
Head of Training & Development  
Safeguarding Working Group Member & MFRA Member



**Jo**  
Service Desk Coordinator  
MFRA Member



**Terence**  
Chief Operating Officer (OST)  
MFRA Member



**Colin**  
Technical Academy Manager  
Safeguarding Working Group Member & MFRA Member



**Amber**  
Personal Development Lead  
Safeguarding Working Group Member & MFRA Member

## Charitable Donations

At MCFT, charitable giving is part of our culture and reflects the values of our people. Through our 4x5 initiative, we donate to charity for every five-star customer review received, ensuring service excellence contributes to positive social impact. We regularly host fundraising events throughout the year, and many employees choose to opt into charitable wage contributions, showing personal commitment to causes that matter. We are also passionate about supporting local charity events and community initiatives important to our teams, reinforcing our belief that responsible business extends beyond our core operations and into the communities we serve.

## 2025 Charities We Supported



*"Thank you so much for choosing to support Blood Cancer UK this past February. We're incredibly grateful, and it means a lot to know that your team felt a personal connection to our cause."*

*"It's wonderful to hear about your company's commitment to supporting charities through your CSR initiatives, making a difference across so many causes each year is truly inspiring. If there's ever an opportunity to collaborate again please do let me know, I would love to be able to support as best as I can."*

*"Thanks again for your generosity and for everything you do to support charitable causes."*

Testimonial  
**Blood Cancer UK**



## Social Events

*"A great day where the MCFT Wales team teed up at Pontypool Golf Club for a charity golf game with other local businesses to raise funds for Croesyceiliog Cricket Club community hub. This was a great opportunity to support a local community club, and for the Welsh team to get together for a great cause."*

**Mat Tilly** (Business Development Manager)



*"MCFT arranged a trip to Dubai which brought colleagues together outside of the usual work environment, giving everyone the chance to connect, unwind, and strengthen relationships across teams. It also provided a great opportunity for the UK team to meet and build relationships with the UAE team in person, helping to strengthen cross-regional collaboration. Overall, it was a really enjoyable experience that boosted morale and team engagement."*

**Talayah Tavakoli** (Service Desk Coordinator)

*"MCFT hosted a summer BBQ for all employees as a way to recognise their hard work and create an opportunity for colleagues to connect informally. The event provided a relaxed environment for teams to enjoy food, refreshments and sunshine together, reflecting MCFT's commitment to employee wellbeing, engagement and a positive workplace culture."*

**David Meacock** (ESG Chair & Group Director of Engineering)

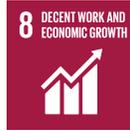


*"Each year, MCFT host fundraising events for charity such as the Macmillan Coffee Morning to raise awareness for a common cause. It's a great opportunity to get people together, bake some cakes and raise money for something that is close to people's hearts."*

**Lauren Mansie** (HR Advisor)



# HEALTH & SAFETY



The health and safety of our employees is our utmost priority to ensure we all return home safely every day. At MCFT we are Proud to Work Safe. Our commitment to health and safety is built on a proactive approach; we measure our initiatives against this benchmark to continually align our safety practices.

## Health & Safety Training and Competence

Health and safety training begins at induction for every new employee and continues throughout their time with the company, ensuring competence is maintained as roles develop and risks change. Training requirements are defined according to each individual's role, responsibilities and the hazards they may encounter, ensuring that employees receive relevant, proportionate and effective instruction rather than a one-size-fits-all approach.

We use a combination of in-house training and externally accredited courses, delivered and managed through the Human Focus learning management system. This platform allows us to deliver, record and track all health and safety training in one place, providing clear visibility of individual competence and compliance. Training content is approved by recognised professional bodies including IOSH, RoSPA, UKATA, CPD, the Royal Society of Chemistry, IATP and IIRSM. Where training is delivered offline or externally, records are uploaded to Human Focus to ensure a complete and auditable training history for every employee.

Our technical training matrix is formally reviewed on a quarterly basis to ensure it remains aligned with current legislation, industry standards and best practice. Reviews also take account of findings from audits, incident investigations and risk assessments, allowing us to adapt training proactively and continuously improve the effectiveness of our health and safety management system.



# SAFE OUTCOMES START WITH THE RIGHT TRAINING



## Our Health, Safety & Wellbeing Training Includes:

### General Safety

- Extinguishing Fires at Work
- Risk Assessment Training
- Slips, Trips & Falls
- Basic First Aid at Work
- Fire Warden
- Display Screen Equipment

### Safeguarding

- Education & Training Foundation
- Safeguarding for the Further Education and Skills Sector
- Safer Recruitment in Further Education and Skill Sector
- Prevent for the Further Education and Skills Sector
- Level 4 Designated Safeguarding Lead/Officer Training

### Engineer Safety

- Lock-out Tag-out Try-out
- Ladder Safety Training
- Manual Handling in Industry
- PPE Safety in Industry
- Risk Assessment in Industry
- Working at Height
- Working at Height Risk Assessment
- Hot Works
- Electrical Safety
- Electrical Safety Principles for Maintenance Work
- Driving Safety
- Good Earth Testing

### Environmental

- Asbestos Awareness
- COSHH
- WIAPS

### Regulation

- F-Gas
- GasSafe

### Management

- IOSH Leading safely



# HEALTH & SAFETY CONTINUED...

## ISO 45001 Occupational Health & Safety Management

We are accredited to ISO 45001, the international standard for occupational health and safety management systems. This accreditation demonstrates that we have a structured, risk-based approach to managing health and safety, embedded across our operations rather than treated as a standalone activity. ISO 45001 requires us to identify hazards, assess and control risk, consult and involve our employees, and continually review performance through internal audits and independent external assessment. Maintaining this accreditation provides assurance to our employees,

customers and stakeholders that health and safety risks are managed systematically, legal obligations are met, and continual improvement is a core part of how we operate.



ISO 45001 : 2018



## Health & Safety Audits and Assurance

We carry out regular health and safety audits of our engineers to ensure that safe working practices are consistently applied in real-world conditions. These audits are not designed to assign blame, but to provide assurance, identify risks early and confirm that our systems, training and procedures are effective in practice. By observing work activities, equipment use and decision-making on site, we can address unsafe conditions or behaviours before they result in harm, reinforce good practice, and continually improve our safety management system. This proactive approach helps protect our people, our customers and the wider public, while demonstrating our commitment to high standards of occupational health, safety and responsible operations.

In 2025 there was a focus to improve our site audits to ensure our staff have the right skills, knowledge and behaviours to work safely and effectively. MCFT conducted 754 audits on our customer sites which helped us shape our training, toolbox talks and process improvements.

## Road Safety and Responsible Fleet Management

Road safety represents our single highest operational health and safety risk, and we manage it with the same rigour as any other material business risk. For many employees, driving is the most hazardous activity they undertake at work, and the impact of poor driving extends beyond our workforce to other road users and the wider community. With a significant proportion of fatal road collisions in the UK involving people driving for work, road safety is both an occupational health issue and a matter of social responsibility.



To address this risk, road traffic safety is fully integrated into our health and safety management system. We are certified to ISO 39001, the international standard for road traffic safety management, and align our fleet operations with recognised best practice through Van Excellence and the Driving for Better Business framework. This structured approach ensures that road safety is embedded in day-to-day operations and subject to ongoing monitoring and improvement.

All company vehicles are equipped with in-cab cameras and GPS tracking, enabling the monitoring of key risk indicators such as speeding and harsh driving events. Performance data is reviewed regularly to identify trends, investigate incidents and agree improvement actions. The focus of this process is learning and prevention, with early intervention where risk is identified and recognition of consistently safe driving behaviour.

We maintain a strong reporting and learning culture, recording and investigating all road-related incidents, including minor collisions, near-misses and public complaints. Preventative vehicle maintenance supports this approach, with mandatory daily vehicle checks and scheduled inspections designed to reduce the risk of mechanical failure.

Driver wellbeing is a core consideration in our fleet management arrangements. Working hours and driving time are actively managed to reduce fatigue-related risk, and employees are encouraged to report concerns and stop driving if they are not fit to do so. Safe driving behaviour is reinforced through clear expectations, recognising that our branded vehicles mean every driver represents the organisation on the road.

Through clear responsibilities, effective systems and strong leadership oversight, we aim to reduce road-related harm, protect the public and uphold our reputation as a responsible operator. While certification and technology provide essential controls, the greatest impact comes from the everyday decisions made by our drivers, which remain central to delivering safe, professional and sustainable fleet operations.



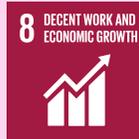
George Smith  
Fleet & Compliance Manager

## Accident and Incident Performance

Monitoring and reporting accident and incident data is a key part of how we understand risk, measure the effectiveness of our safety controls, and drive continuous improvement. By tracking trends over time — including injuries, near-misses and other safety-related events — we gain insight into where our controls are working well and where further action is needed. We report this information openly to demonstrate accountability, learn from experience and reinforce our commitment to preventing harm to our people, our customers and the wider public.

Our focus is not only on outcomes, but on using data to reduce risk before incidents occur.

People related incidents: 0.92 accidents per 100 personnel. Improved from 2.69 in 2024  
Fleet incidents: 14.38 accidents per 1,000,000 miles. Up from 13.23 in 2024  
RIDDOR: 1 accident.



# WORKING TO STAY HEALTHY, PROUD TO WORK SAFE



# SUPPORTING LOCAL COMMUNITIES

We are proud to support the communities in which we operate. As part of our commitment to social responsibility, we provide free-of-charge Planned Preventative Maintenance (PPM) service visits to a range of community projects, including local sports clubs, volunteer-led organisations and other not-for-profit initiatives.

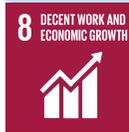
By offering professional maintenance support at no cost, we help these organisations maintain safe, reliable facilities while reducing their operational burden and allowing resources to be focused on community benefit. This initiative reflects our belief that our technical expertise and time can deliver meaningful social value, particularly for organisations that rely on volunteers or limited funding.

Through these activities, we aim to strengthen local relationships, contribute positively to community wellbeing, and ensure that our services have a lasting impact beyond our core commercial operations.



## Free of charge service work in 2025 included:

Staines Rugby Club	Thomley
Twickenham Rugby Football Club	The Long Barn, Slough
Oakley Village Stores	Empower To Cook



## The Plough at Fadmoor

At MCFT, we are proud to support the communities in which we operate. In 2025, our North team donated and installed a range of refurbished kitchen equipment at The Plough in Fadmoor, a community-owned pub undergoing renovation. Our donation included fridges, a freezer, a hot counter, a dishwasher and a cooking range, helping to equip the venue as it prepares to reopen as a vital local hub. We were pleased to work alongside Plunkett UK and support the volunteers behind this important community initiative.

Equipment donated through the Pre-Loved Programme is assessed and refurbished by our trainee engineers at the MCFT Technical Academy. This provides valuable hands-on training and skills development for our apprentices, while delivering tangible benefits to community organisations with limited resources. By combining environmental responsibility, skills development and community support, the programme reflects our commitment to creating long-term social value beyond our core commercial operations.



In 2025, we donated the following equipment...

**The Plough, Fadmoor**  
2x Fridges, Freezer, Hot Counter, Dishwasher, Range

**Kirkoswald Community Shop**  
Light cover for display fridge

**Gosforth Bohemians CC**  
Tabletop oven



MCFT Pre-Loved Map Locations pinned



*"For trainees coming into engineering, there's no substitute for working on real equipment, and that's exactly what the Pre-Loved programme provides. They're able to troubleshoot problems, replace components and fully refurbish appliances in a way that builds real confidence in their technical ability. At the same time, they know the work they're doing is helping provide professional kitchen equipment to community organisations that might not otherwise be able to afford it."*

**Mat Maya**  
Refrigeration Equipment Trainer



We utilise our trainee Engineers at our Technical Academy to assess and refurbish the equipment. This is a great opportunity to put their newly acquired skills to the test, while helping support local communities.

## Our Approach

McFarlane Telfer is a privately owned limited company governed through a structured framework that promotes accountability, transparency and effective decision-making. The business is led by the majority shareholder and founder, Chris Craggs, supported by an experienced senior management team with defined operational responsibilities. In line with our values, we take account of the interests of all key stakeholders, including employees, customers, suppliers, the wider community and our industry.

Our governance framework is supported by a series of formal committees that meet on a quarterly basis. These committees are made up of representatives from across the business, including senior managers, directors, non-executive directors and, where appropriate, external subject-matter experts. This cross-functional approach ensures that decisions are informed by diverse perspectives, technical expertise and independent challenge.

The committees cover the following areas: People, ESG, Risk, Health & Safety and Finance. Each committee has clear terms of reference and is responsible for monitoring performance, reviewing risks and controls, and driving continuous improvement within its remit. Outputs, actions and key findings from each committee are reported to and reviewed by the Board, ensuring effective oversight and alignment with the company's strategic objectives.

To maintain strong governance and compliance, officers of the company undertake ongoing professional development and actively monitor legislative, regulatory and industry developments. The business benchmarks itself against recognised global standards and best practice, seeking external accreditation where appropriate to provide assurance to stakeholders. This governance structure supports informed decision-making, responsible management and the long-term sustainability of the organisation.

## Our focus areas for this report

Our governance focus areas are designed to ensure that strong oversight, ethical conduct and accountability underpin every aspect of our operations. As our business grows, we continue to strengthen our governance framework through active Board oversight, a formal ESG Committee structure, robust policy management and alignment with recognised standards including ISO certifications and international ESG frameworks.

This section outlines how we promote ethical behaviour, maintain regulatory compliance, protect data and cyber security, and embed risk management into operational decision-making. By reinforcing transparency, clear responsibilities and continuous review, we aim to ensure that responsible governance remains integral to how MCFT operates and delivers long-term value.

## Highlights

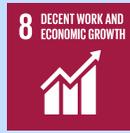
- 0 Data breaches
- 0 Ethics policy violations
- 0 Regulatory violations
- 0fted “Good” – MCFT Technical Academy
- ↑ **Ethics training** with new Anti-Bribery programme
- ↑ **Operational efficiency** (First-Time Fix and reduced slippage)
- 100% Policies reviewed and updated

*Goal: Enhance ethical governance, compliance and data resilience*

Maintain zero instances of ethical violations and data breaches through strengthened governance committees, expanded ethics training, ISO-aligned oversight, and advanced cyber-security controls that protect stakeholders and uphold trust.



# ETHICS & CONDUCT



## Ethics, Compliance and Conduct Performance

During 2025, there were no substantiated cases of whistleblowing, harassment or bullying reported within the organisation. We also recorded no incidents of bribery or corruption, no related penalties or dismissals, and no breaches of local environmental regulations, permits or legal requirements. In addition, no employees were found to be in violation of the organisation's Code of Conduct during the reporting period.

These outcomes are not viewed in isolation, but as the result of established governance arrangements, clear policies and ongoing training. Ethics, compliance and conduct performance are routinely monitored, reviewed and discussed by senior management to ensure controls remain effective and that employees feel confident to raise concerns where required. Regular reviews help ensure that the absence of reported cases reflects a positive culture of compliance and ethical behaviour, rather than under-reporting, and that appropriate mechanisms remain in place to identify and address issues should they arise.

### Ethics and Business Conduct Training

In addition to our business policies, we provide ethics and business conduct training to all employees to ensure our values are consistently reflected in the way we work, make decisions and interact with colleagues, customers and suppliers. This training supports a strong culture of integrity, accountability and respect, helping employees recognise ethical risks, understand their responsibilities and raise concerns with confidence. By reinforcing expected standards of behaviour through practical, role-relevant training, we aim to promote responsible decision-making and maintain trust with our stakeholders.

### Our Ethics Training Includes...

- Anti-Bribery Training
- Equality, Diversity and Inclusion
- Sexual Harassment Awareness
- Modern Slavery
- GDPR Awareness
- Cyber Security Awareness

# INTEGRITY GUIDES HOW WE WORK AND HOW WE TREAT OTHERS

### ISO 9001 Quality Management

We are accredited to ISO 9001, the international standard for quality management systems, which provides a structured framework for delivering consistent, reliable and customer-focused services. The standard requires us to define clear processes, monitor performance, investigate non-conformances and drive continual improvement across our operations. ISO 9001 underpins how we plan work, manage resources and respond to customer requirements, ensuring that quality is built into our day-to-day activities rather than inspected in after the event.

By applying this approach, we are able to analyse operational data, identify root causes of inefficiency and implement targeted improvements. This has contributed directly to measurable improvements in service delivery, including higher first-time fix rates and a reduction in job slippage. The performance data set out below demonstrates how a robust quality management system translates into improved outcomes for customers, reduced waste and more efficient use of resources.



ISO 9001 :2015



## Service Efficiency and First-Time Fix Performance

As a multi-site service organisation, we operate across hundreds of customer locations, supporting a wide range of appliance types from an every growing list of manufacturers. Each site presents a unique combination of equipment models, ages, usage patterns and maintenance histories. This diversity significantly increases the complexity of ensuring that the right parts, tools and technical knowledge are available at the first visit. In addition, initial fault information may be incomplete or evolve once an appliance is inspected on site.

During 2025, we achieved a significant improvement in our first-time fix performance, driven by targeted operational enhancements. Key initiatives included the introduction of Part Inventory Management (PIM), ensuring engineers had improved access to the correct parts at the point of service, and enhanced job allocation processes that better match work to engineers with the appropriate skills and experience.

Improved first-time fix performance delivers multiple benefits, including increased customer satisfaction, reduced repeat visits and more efficient use of resources. These improvements support our quality objectives and contribute to environmental benefits by reducing unnecessary travel and associated emissions, reinforcing the link between operational efficiency and sustainability.

*"Improving first-time fix and reducing slippage have been key priorities for us. By making sure engineers are sent to the right jobs with the right skills and parts, we're delivering a more reliable service for customers while also reducing repeat visits and wasted time. These improvements benefit our people, our customers and the environment, and they show how operational excellence directly supports our ESG goals."*

**Matt Alderton**  
Head of Operations



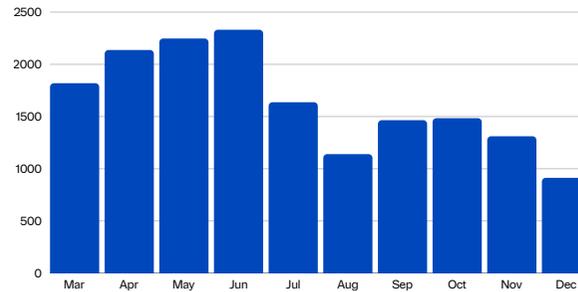
FTF Over Time 2025



## Job Slippage and Operational Consistency

Through sustained focus and improved operational controls, job slippage reduced during 2025 and is now being maintained at a consistent level. Greater planning discipline, improved job allocation and enhanced visibility of operational data have helped ensure work is completed as scheduled. Reducing slippage improves customer experience, supports efficient use of resources and contributes to lower rework and travel-related emissions, reinforcing the link between operational performance and sustainability.

Slippage By Month 2025



CONSISTENT SERVICE COMES FROM STRONG PROCESSES, SKILLED PEOPLE, AND CLEAR DATA



# CYBER SECURITY & INFORMATION RESILIENCE



Cyber security is a critical component of our governance framework and essential to maintaining the trust of our customers, employees and partners. As a service-based organisation that relies on digital systems to manage operations, customer information and data flows, we recognise the importance of protecting information assets from cyber threats, data loss and unauthorised access.

Our approach to cyber security is risk-based and proportionate, focusing on prevention, detection and response. Controls are designed to safeguard personal and commercial data, support business continuity and ensure compliance with applicable data protection and information security requirements. Cyber risks and controls are monitored and reviewed as part of our wider governance and risk management processes, with oversight from senior management. The sections that follow outline the key measures in place to strengthen cyber resilience and protect the integrity of our systems and data.

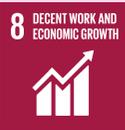
## Automated Defences

### Web Security

In the last 30 days, our firewall blocked over 155,000 malicious requests. These are automated attempts by hackers to exploit common website vulnerabilities.

### Email Protection

We use an advanced filtering system that catches and blocks roughly 3,000 phishing emails every month before they even reach our staff's inboxes.



## Independent Verification & Stress Testing

We don't just take our own word for it; we have third-party experts "stress-test" our resilience:

- Security Certifications: MCFT holds the Cyber Essentials+ certification, and our sister company, ORCA, is ISO 27001 certified (the gold standard for information security).
- Simulated Attacks: We hire external specialists to perform "penetration tests." This means they try to hack our systems in a controlled way to ensure there are no weak spots in our infrastructure.
- Disaster Readiness: We regularly run "fire drills" for our digital systems to ensure that if an outage or attack ever did occur, our teams could get us back online quickly.



## The Human Element

We believe our team is our first line of defence. Every MCFT employee is required to:

- Complete mandatory cybersecurity awareness training.
- Pass an assessment with a minimum score of 80%.
- Attend in-person sessions focused on identifying "social engineering" (tricks used by hackers to gain trust).

## Statement from the Chair of the ESG Committee

*"In 2025, we made meaningful progress in strengthening our ESG performance through the work of the ESG Committee and the commitment of colleagues across the business. Our priorities and actions were structured around the IWA 48 Framework, with reference to the United Nations Global Compact Sustainable Development Goals, ensuring our approach is aligned with recognised international best practice.*

*During the year, we achieved our 2025 targets to reduce emissions and continued to progress activities that support our longer-term environmental goals. We also maintained our strong social contribution through the continued provision of pre-loved equipment via our partnership with Plunkett UK, extending the useful life of equipment and supporting community organisations.*

*Our focus on governance, training and awareness has helped maintain high standards of ethical conduct. In 2025, there were no cases involving bribery or corruption-related penalties or dismissals, and no violations of environmental regulations, permits or legal requirements. We also recorded a reduction in our injury rate, reflecting the effectiveness of our health and safety systems and our continued emphasis on safe working practices.*

*Looking ahead, we will continue to strengthen our ESG framework by expanding and refining our Scope 3 emissions reporting and aligning our activity with evolving protocols, regulatory expectations and the requirements of our customers. ESG remains an ongoing journey, and we are committed to continuous improvement, transparency and delivering positive outcomes for our people, our communities and the environment."*

**David Meacock**  
ESG Committee Chair – Group Director of Engineering



# FRAMEWORK ALIGNMENT, ACCREDITATIONS & POLICIES

## The United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals provide a shared global framework for addressing the most pressing social, environmental and economic challenges. MCFT aligns its ESG strategy with the SDGs that are most relevant to our operations, using them to guide responsible decision-making, set measurable priorities and assess the wider impact of our activities. By embedding these goals across our governance, environmental performance and social commitments, we aim to contribute positively to long-term sustainable development for our people, our communities and the wider society in which we operate.



## Key Policies & Procedures

- Anti-Bribery Policy
- Safeguarding & Prevent Policy
- Drugs and Alcohol Policy
- Data Protection Policy
- Equality, Diversity & Inclusion Policy
- DBS, Security and Vetting Standards Policy
- Conflict of Interest Policy
- Environmental, Social & Governance Policy
- Whistleblowing Policy
- Health and Safety Policy
- Anti-harassment & Bullying Policy

## Accreditations

ecovadis

EcoVadis provides independent assessment of our environmental, social and ethical performance, supporting continuous improvement and transparency across our ESG practices.



ISO accreditation provides independent assurance that our management systems meet internationally recognised standards for quality, safety and environmental performance.



CHAS Elite accreditation confirms our health and safety management systems meet the highest standards of compliance and risk management.



SafeContractor accreditation provides assurance that our health, safety and ethical practices meet recognised industry standards.



JOSCAR accreditation independently validates our compliance, capability and risk management for defence, aerospace and security-sector supply chains.



Avetta accreditation confirms our health, safety and sustainability standards meet client and industry requirements across our operations and supply chain.

RESET

RESET accreditation provides independent assurance that our environmental, social and ethical practices align with recognised sustainability standards.



ECA accreditation demonstrates our electrical work meets recognised standards for technical competence, safety and compliance.



Gas Safe Register accreditation confirms our gas work is carried out safely and legally by qualified engineers, meeting the highest standards of compliance and safety.



Constructionline Gold accreditation provides independent assurance of our financial stability, governance, and health and safety compliance, supporting trusted engagement across the construction supply chain.



REFCOM accreditation provides independent assurance that our refrigeration work meets recognised industry standards for technical competence, safety and regulatory compliance.



Institute of Refrigeration accreditation demonstrates our alignment with recognised professional standards in refrigeration engineering, supporting competence and best practice across MCFT.



CIBSE accreditation demonstrates our alignment with recognised professional standards in building services engineering, supporting competence and best practice across MCFT.



IOSH accreditation demonstrates our commitment to recognised professional standards in health and safety management, supporting competence and best practice across MCFT.



IET accreditation demonstrates our alignment with recognised professional engineering standards, supporting competence and best practice across MCFT operations.



Disability Confident Committed accreditation demonstrates our commitment to inclusive recruitment and workplace practices, supporting equal opportunity and fair access across MCFT.



Real Living Wage Employer accreditation demonstrates our commitment to fair pay, ensuring all directly employed staff are paid at least the Real Living Wage across MCFT.



City & Guilds Assured accreditation demonstrates our commitment to delivering high-quality training and development, aligned with recognised standards and best practice across MCFT.



**MCFT**  
Food equipment service